



Tualatin Valley Fire & Rescue

A Rural Fire Protection District

Oregon

Annual Budget Document Fiscal Year 2021-22

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 portions of Washington, Clackamas, Multnomah, and Yamhill counties.



Tualatin Valley Fire & Rescue

A Rural Fire Protection District
Oregon



Annual Budget

Fiscal Year 2021-22

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Budget Award

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, 2020. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished Budget Presentation
Award*

PRESENTED TO

**Tualatin Valley Fire & Rescue District
Oregon**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

This document was prepared by the Fire Chief's Office and the Finance Department

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

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Message from the Fire Chief



June 22, 2021

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 2021-22 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.

The Year in Review

The 2020-21 budget year presented some unique challenges. A pandemic, a wildfire season that impacted our constituents and neighbors and severe economic impacts to the state and our District. We are truly thankful to have weathered the storm and empathetic to those negatively impacted by these events. TVF&R was able to avoid serious impacts fiscally because of our prior financial prudence, a consistent tax base and our constituents support in previous local option levy votes. Again, we are truly thankful for that support.

2020-21 also saw the completion of Station 54 in Charbonneau and the opening of the new Logistics Service Center in Tualatin.

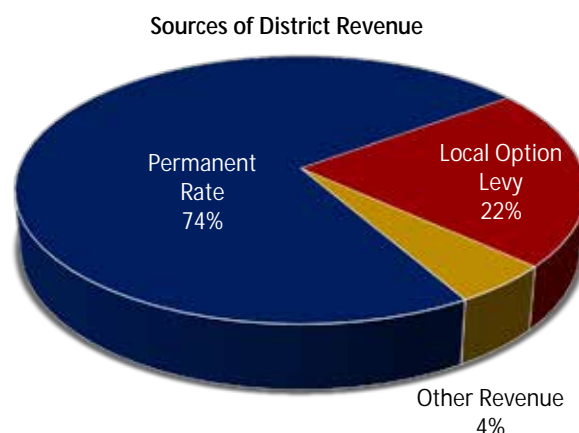
Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our residents, while maintaining excellent fiscal stewardship. This commitment drives our budget process.

We continue to plan for 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 2021-22 budget provides for continued deployment of fully staffed trucks, engines, rescues, cars, and medic units. It also includes the beginning of the design phase for the replacement of Station 62, and replacement of the agency's thermal imagers and heart monitors

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. The 2021-22 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 2021-22 budget includes the second 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.

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 2021-22 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.



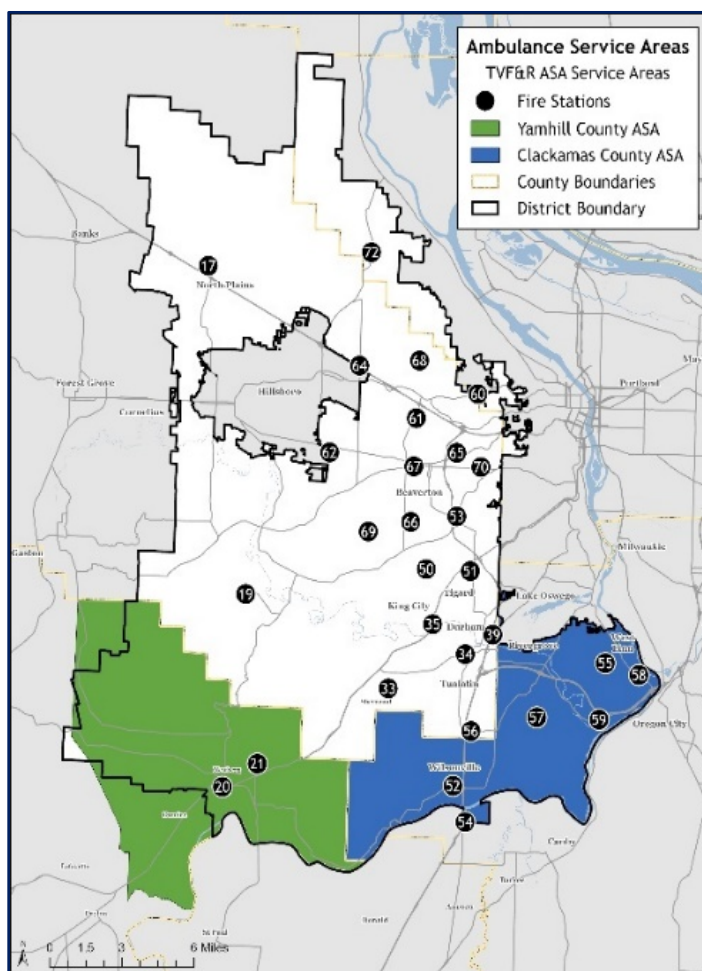
Total assessed valuation of the District among all four counties in which we levy taxes grew 4.59% in 2020-21 on AV that our permanent tax rate is levied upon and 4.50% for AV that our local option levy is levied upon. Forecasted future increases of 4.3% are slightly less as we estimate the increasing 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 \$1.5 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 2020-21.

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, 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, opening of new McEwan Road Station 39, Station 54 in Charbonneau and the new Logistics Service Center in Tualatin 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 a permanent Station 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 2021, when we receive AV data for the 2021-22 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 that 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 \$3,355,800.

Budget Overview

The proposed 2021-22 budget is organized by the operations of the District in six directorates:

Command • Business • Finance • Operations • Support • 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 Organizational Health, Behavioral Health, and Occupational Health and Wellness; Business Strategy, including records management, analysis, and planning; and Logistics, including Fleet Maintenance, Facility Maintenance and Supply as well as capital construction management.

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.

The *Community Services Directorate* manages 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

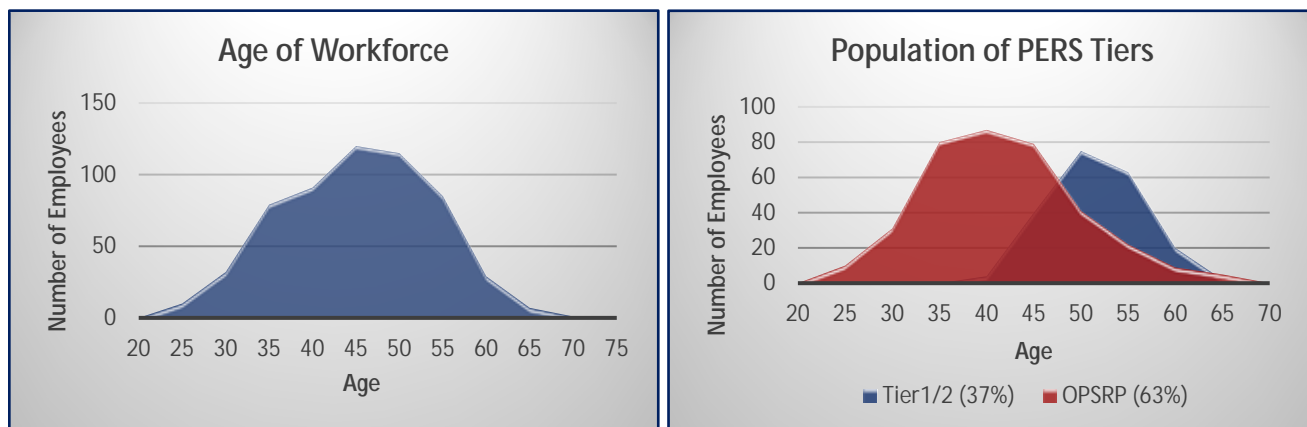
subscribers, have more than 69,000 followers and our public safety stories and advertisements garner millions of views.

Total District personnel in the General Fund is **600.58 FTE**, an increase of 6.66 FTE over the prior year. This includes an increase in staffing at station 39 and a new Capital Programs Manager position. 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 and Supply and Facilities personnel are also newly represented by Local 1660 in a separate bargaining unit with a current contract extending through June 30, 2021. At the time of this message the District and the Local are in the process of negotiating a new contract.

Relief positions fund requirements for contractual time off for firefighters. The actual number of relief 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.

For line personnel, the District has budgeted a blended contribution rate for the Oregon Public Employee's Retirement System (PERS) of 30.35% for the first year of the 2021-23 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 2021-23 biennium PERS rates were set actuarially, after the completion of the December 31, 2019, actuarial valuation. Rate increases were limited due to legislative changes made in 2019, however 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 2022 for the 23-25 biennium.



The District's budget for 2021-22 reflects the published rates for non-line personnel and blended budgeted rate for line personnel. The District used PERS rate reserve funds set aside in prior years in order to fund a side account and participate in the Employers Incentive Fund (EIF) that 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.

Significant Budget Items

Personnel. This budget represents a total of 600.58 personnel in the General 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 two new pumpers.

Fire Station. The budget reflects the purchase of land for the last three identified future fire station sites and the planning phase for replacement of station 62.

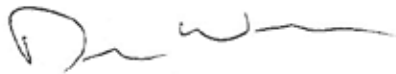
Budget Summary

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 \$0.1432 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 2021-22 budget to you.

Sincerely,

Tualatin Valley Fire & Rescue



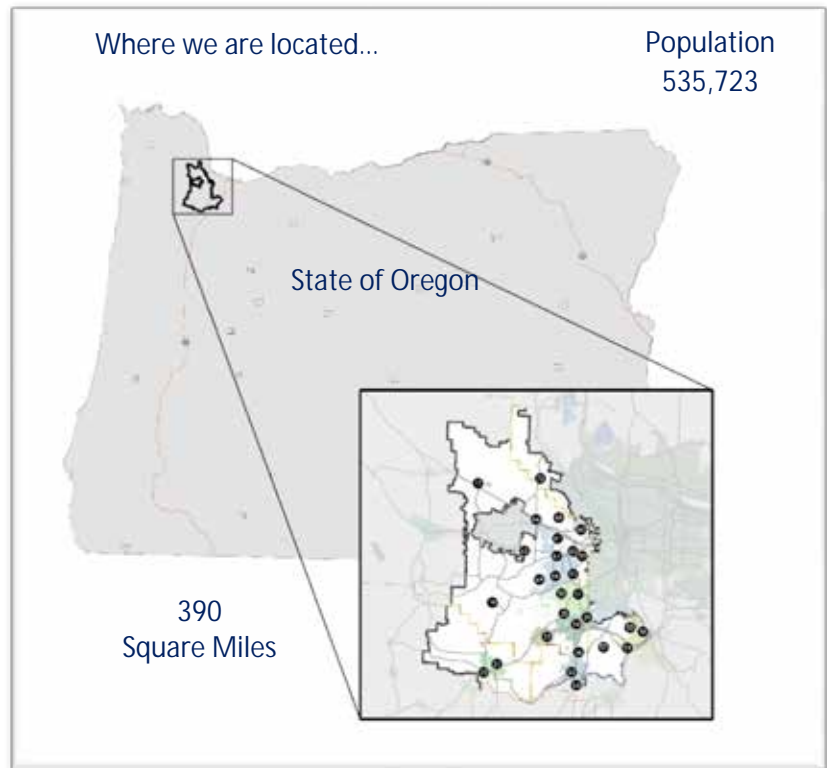
Deric C. Weiss
Fire Chief/Administrator

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 on July 1, 2018.



Quick Facts



49,972
Annual
Incidents



600
Employees



29 Fire
Stations

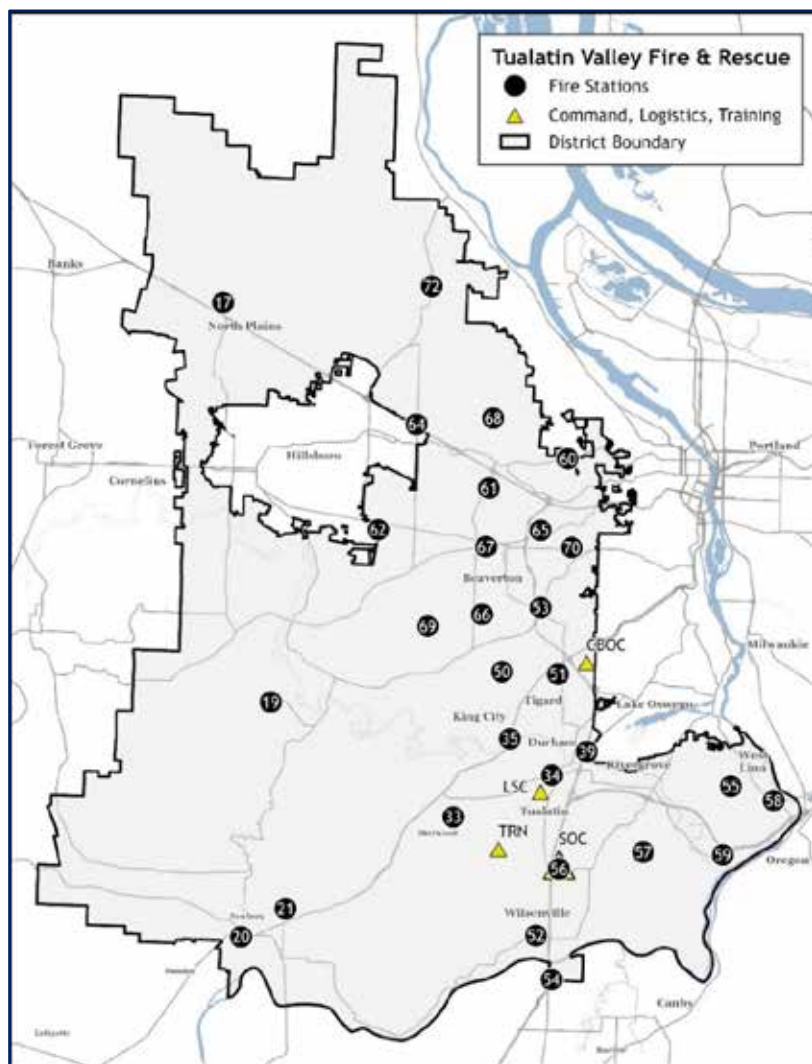


Tax Rate
\$2.12

The District

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 2020 total population of 535,723.

The District will have approximately 601 employees (600.58 FTE), 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.



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 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. The majority of our service area has obtained a favorable classification rating out of a scale of 1-10. This classification results in very-low premium rates for fire insurance to homeowners within the District.

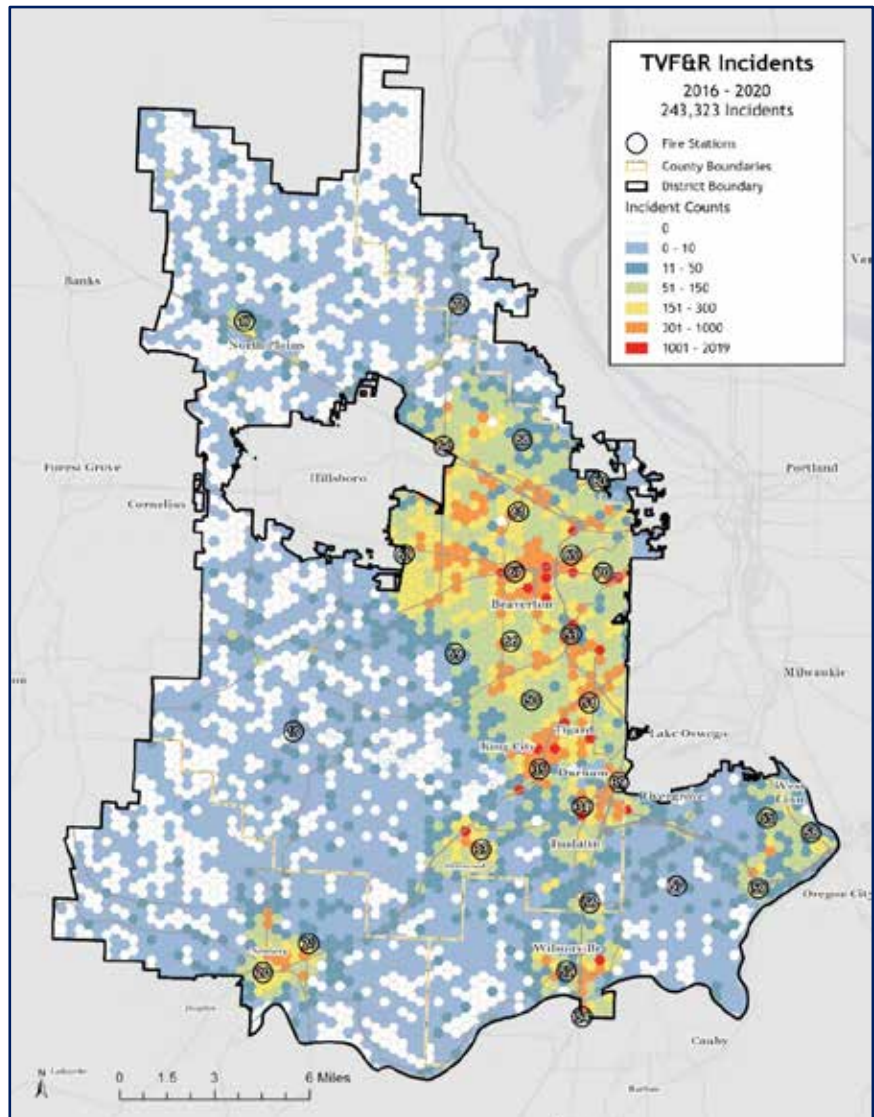
Multi-Service

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 (F&LS)** staff create safer communities through the investigation of fires, inspection of buildings, review of new construction projects, and education of the residents within

its boundaries. F&LS staff inspect schools, day cares, industrial facilities, and other buildings to ensure critical safety features are maintained; review construction projects to ensure firefighting access, water supplies and other fire safety features are adequate; provide award-winning safety education such as the Landlord Training Program; and coordinate hundreds of community events ranging from fire station tours, school visits, hands-only CPR training and large community events. A key focus for 2021-22 is to expand the District's wildfire prevention and preparedness with the adoption of the ***Ready, Set, Go!*** Wildfire Prevention program.

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 **274** professional firefighters and paramedics certified as **advanced life support (ALS)** 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.



Training

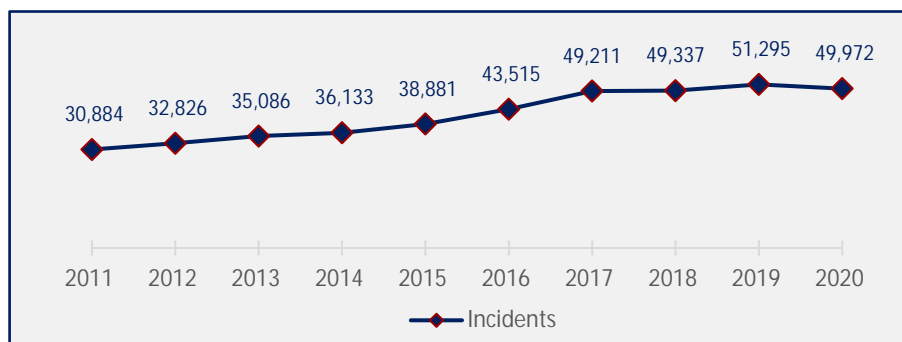
The Training Center, which was constructed in several phases using public funding and private donations, provides advanced training opportunities through a variety of different props. The District's 19-acre training facility includes a six-story training tower, live-fire training structure, and several 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.

Emergency Incidents

The District's responses to emergency incidents over the past 10 calendar years are reflected in the graph shown.

In March 2018, regional dispatch centers, Columbia 9-1-1 Communications District (C911CD), Clackamas County

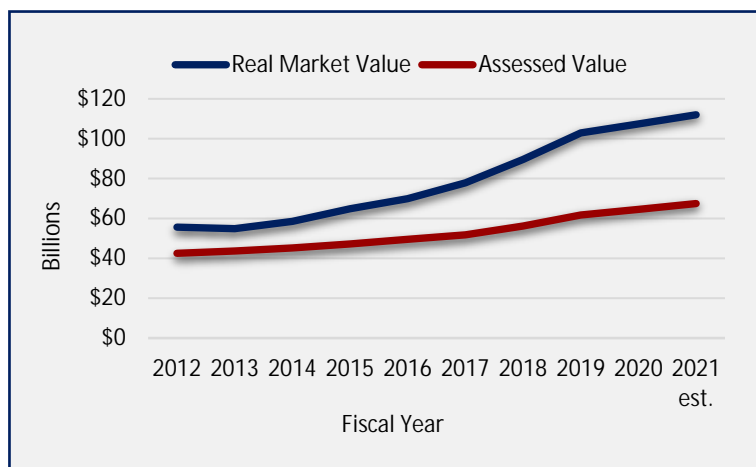
Department of Communications (C-COM), Lake Oswego Communications Center (LOCOM), and Washington County Consolidated Communications Agency (WCCCA)—upgraded their computer aided dispatch (CAD) software to a system that utilizes automated vehicle location (AVL) technology. AVL technology utilizes Global 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 much 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.



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 2020-21, a total of 4.59%. 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.

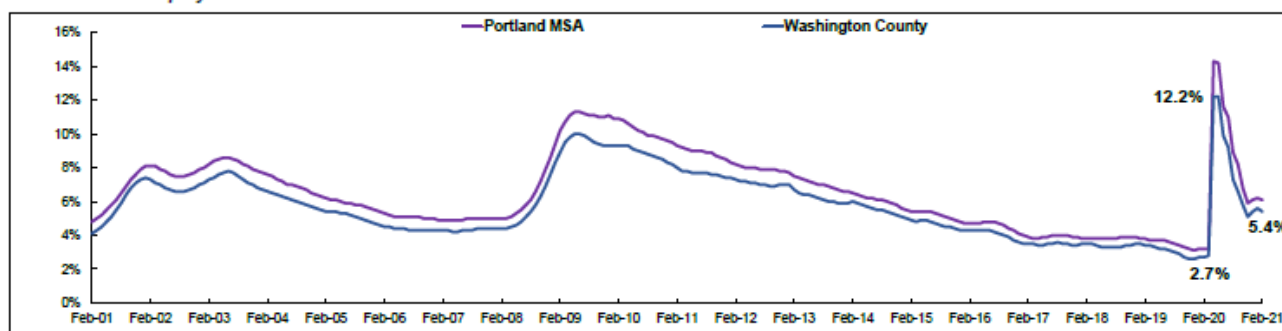
Economy

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.

The District, through its broad geographic area, serves a strong part of Oregon's economic base. Washington County's unemployment rate was 5.4% in February 2021. The rate is exactly twice what it was in February 2020. However, the County's unemployment rate has shown remarkable improvement since April 2020. Washington County added 300 jobs to its labor market between January and February 2021, with leisure and hospitality leading. While modest, it's promising to see industries begin to recover from the hardships faced over the last year with the pandemic⁴.

Washington County's Unemployment Rate in January 2021 was More Than Double This Time Last Year

February 2001 to February 2021, Seasonally Adjusted
Local Area Unemployment Statistics



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

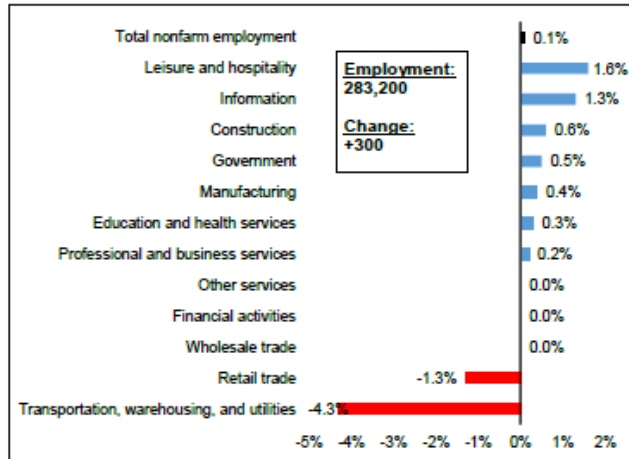
² Mathew Kish, "Nike's Oregon Employment Climbs above 12,000." Portland Business Journal, May 30, 2017.

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

⁴ Washington County Economic Indicators March 2021, Qualityinfo.org

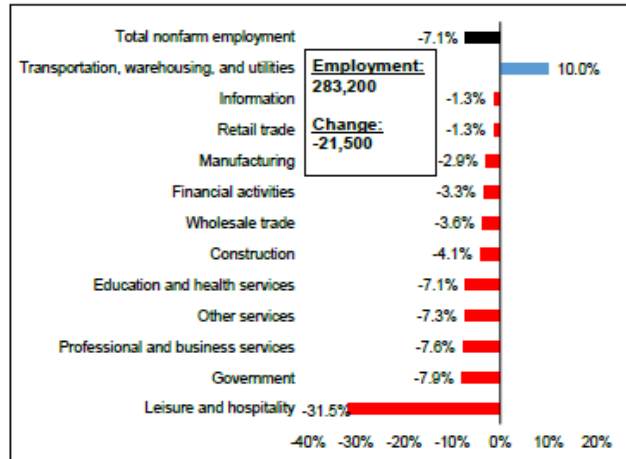
Washington County Saw Modest Job Gains in Over Half of Its Industries From January to February 2021

January 2021 to February 2021, Not Seasonally Adjusted
Current Employment Estimates



A Year After Washington County's Economic Peak, Employment Remains Down 7.1%

February 2020 to February 2021, Not Seasonally Adjusted
Current Employment Estimates



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.



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, 2021

Board Members

Randy J. Lauer, President	June 30, 2023
Gordon L. Hovies, Vice President	June 30, 2021
Justin J. Dillingham, Secretary-Treasurer	June 30, 2023
Clark I. Balfour, Director	June 30, 2021
Robert C. Wyffels, Director	June 30, 2021

Term Expiration

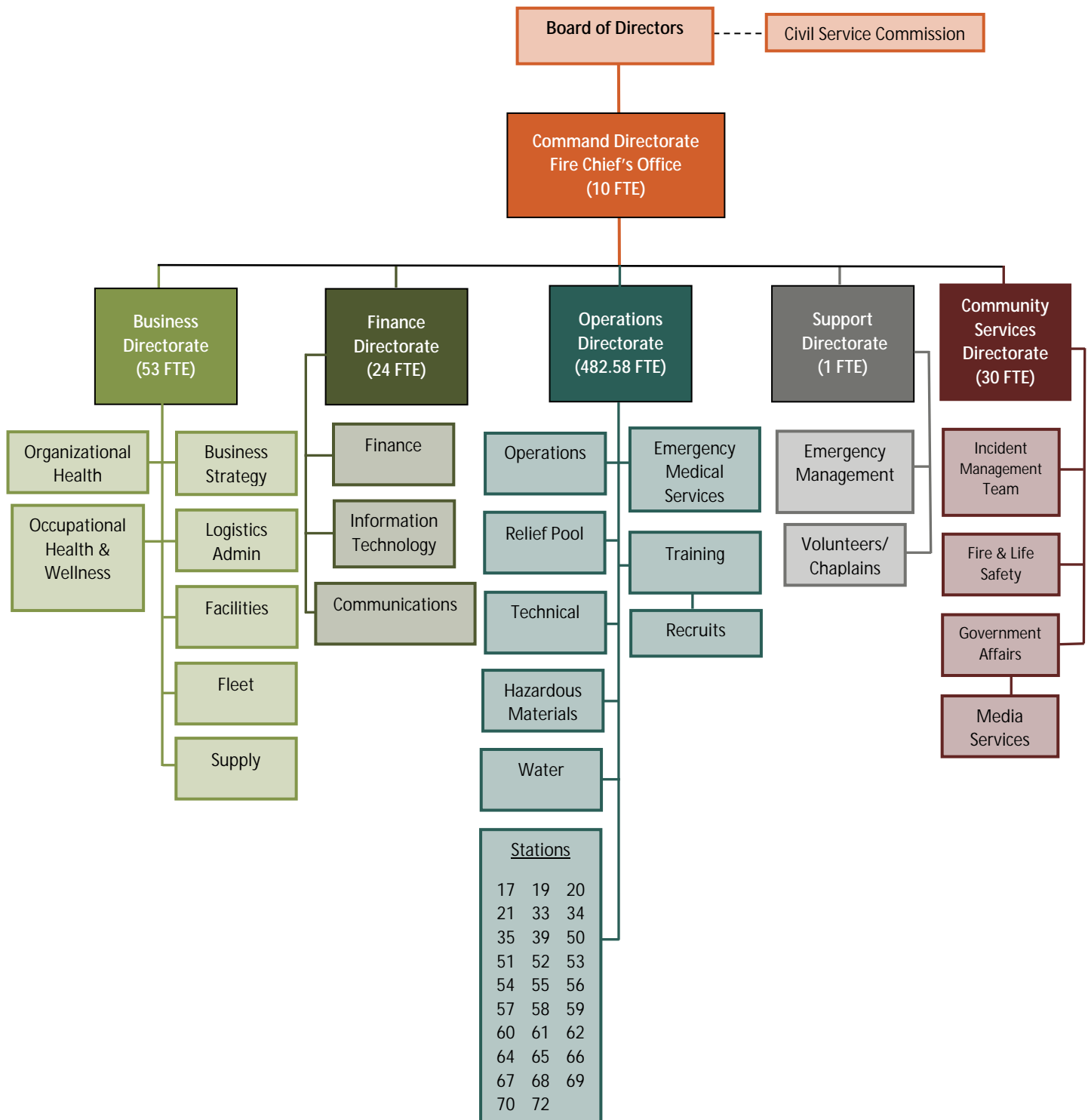
Appointed Members

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, 2023
Michael D. Smith, Member	June 30, 2022

District Staff

- **Deric C. Weiss**, Fire Chief/Administrator
- **Tim C. Collier**, Chief Financial Officer
- **Kenny M. Frentress**, Deputy Chief
- **Laura E. Hitt**, Deputy Chief
- **Mark E. Havener**, Assistant Chief
- **Les M. Hallman**, Assistant Chief

Organizational Chart



Strategic Plan

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 (Mid-Term Progress Report)

NOTE: The 2020-22 Strategic Plan has a two-year scope. A high-level, mid-term progress report is provided in-line below. A more detailed report will be provided in the 2022-23 budget document. While progress on some initiatives was limited while operating under altered work environments for COVID-19 and prioritized focus on vaccine delivery, much was accomplished in the virtual environment and through telework. Progress on the divisional/departmental tactics tied to the Strategic Plan is reported later in the budget document.

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. <i>ONGOING. Hired a Technology Director with industry knowledge and a System Administrator. Implemented a restructured staffing model and system governance framework. Established the Technology Services Steering Committee to advise on and approve technology policy and projects as well as prioritize the roadmap. Conducted initial work on gap analysis. Instituted a weekly system maintenance window. Increased communications to the workforce with a solutions and customer service-based focus. Improved the District's ability to react to major shifts and emergency needs.</i>
	STRATEGY 1.2: Implement planned workplace security improvements incrementally, with focused attention on a related cultural shift. <i>ONGOING. Implemented pilot and planned projects for facilities perimeter security, including fencing at Station 66 and testing fire station security cameras. Incorporated a security focus for new construction including at new Station 54 and the new Logistics Service Center. Developed proposed security improvement projects for physical re-keying and improved electronic access control at all facilities. In support of improved cybersecurity and protection of protected individual information, selected multi-factor authentication (MFA) and single-sign on (SSO) software and hardware solutions for district-wide implementation. Encouraged managers of critical functions to implement MFA among their workgroups.</i>

2020-22 Goals and Strategies, continued (Midterm Progress Report)

1. HEALTH (continued)	<p>STRATEGY 1.3: Refine OHW and BHS service and staffing models with attention on scope, focus, and sustainability.</p> <p><i>ONGOING. Reevaluated OHW and BHS services, the staffing model and the physician services contract. Revised the scope of contracted physician services. In lieu of filling a nurse vacancy, reclassified an employee as a certified medical assistant and backfilled with support from a shared administrative assistant. Developed a plan to shift to primarily off duty annual firefighter physical exams scheduled by birth month to improve compliance and manageability. Piloted and evaluated an enhanced service contract with EAP providers; opted to pivot and continue additional evaluation of contracted services. Increased peer support team meetings to quarterly with focused training topics and outlined a plan for a peer fitness trainer and peer support team member to engage jointly with employees after reintegration can occur.</i></p>
	<p>STRATEGY 1.4: Identify workplace health risks; develop targeted planning and policy recommendations.</p> <p><i>ONGOING. Posted COVID-19 support information for personnel/families on TVF&R's website for access to mental, emotional, and physical health resources. Additional COVID-19 exposure risk mitigation is described under Strategy 3.5 below. Implemented the "MyWellness" newsletter with foundational and targeted focus areas. Published a reproductive health information guide for all family planning, leave, and reproductive health considerations. Implemented multiple contaminant and exposure control initiatives, including a post-decontamination protocol, contaminant control training video and checklist, and related materials. Deployed Squad 39 on all first alarm or greater structure fires to coordinate rehab and decontamination functions in conjunction with volunteer units.</i></p>
	<p>STRATEGY 1.5: Conduct proactive and focused business/financial planning to inform resource decisions.</p> <p><i>ONGOING. Conducted public attitude research to inform work by the bond team on proposed capital bond projects. Analyzed incident data and identified no need for any additional new infrastructure. Proposed bond projects specific to a master plan for long and short-term needs at the Training Center, land and apparatus purchases, and station remodels/rebuilds for seismic reinforcement and in support of equity and inclusion in the station environment. Compiled and provided the Board of Directors with an update on tax incremental financing/projects. Researched and implemented technology support for teleworking under COVID-19 restrictions. Multiple other ongoing planning efforts are described under the divisional/departmental Tactics status reports later in the Budget document.</i></p>

2020-22 Goals and Strategies, continued (Mid-Term Progress Report)

2. PERFORMANCE	<p>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.</p> <p>EXPECTATIONS:</p> <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
	<p>STRATEGY 2.1: Develop and refine tools/processes for assessing operational performance trends and informing resource decisions.</p> <p><i>ONGOING: Worked on discovery and design of the 2iS fireground module and related data points. Worked on discovery and design for the 2iS inspection module. Started discovery around integrating apparatus telemetry into the 2iS application. Finalized post-CAD transition redesign of the EGIS analytics tools. Refined analytics for COVID-19 vaccine services. Applied incident assessments/evaluations to inform overarching Operations Division goals for with emphasis on ensuring consistency, predictability, and performance accountability. Incorporated those goals in the content of BC command and control training and the company officer inservice. Instituted changes to wildland/urban interface protocols and formed a training and resource ordering partnership with Oregon Department of Forestry based on the Chehalem Mountain/Bald Peak wildfire after-action evaluation.</i></p>
	<p>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.</p> <p><i>ONGOING. Conducted fire call type review and modified associated alarm assignments to ensure operational objectives are met; WCCCA implemented the modifications in CAD. Convened a workgroup to evaluate EMS call types to validate and maximize effective response force deployment by call severity and type. Initiated an additional, comprehensive planning process for realigning EMS service and deployment, which will continue in the next fiscal year. Worked with response partners to add new features and capability to the CAD to better manage automatic aid deployment. Finalized tenant improvements at new Station 54 in Charbonneau and anticipate opening it before the fiscal year end. Outlined redeployment of Rescue 52 as Rescue 54 to function as a rescue and a squad for that first due area. Redeployed Squad 70 as a 24-hour resource responding daily out of Station 70 for 12 hours and Station 53 for 12 hours. Established ride/seat assignments and expectations for engine companies for consistency in performing critical tasks on scene. Deployed four grant-funded LUCAS mechanical CPR devices to reduce potential COVID-19 exposure and ensure uninterrupted chest compressions despite challenging conditions and long transports.</i></p>

2020-22 Goals and Strategies, continued (Mid-Term Progress Report)

2. PERFORMANCE (continued)	<p>STRATEGY 2.3: Develop a training master plan that identifies physical resources and capital improvement recommendations.</p> <p><i>ONGOING. Hired an architectural design firm to provide a comprehensive site assessment and propose elements for inclusion in a master site plan for the Training Center property/facilities. The contracted firm conducted focus groups with key stakeholders in each discipline to drill down on needs, which included new props and expansion of classrooms for higher fidelity to replicate real life incidents. Partnered with DEQ on environmental and water assessments for site. Developing planning phases for future work.</i></p>
	<p>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.</p> <p><i>ONGOING. Organizational Health staff met with leadership team members individually to evaluate where focus is needed moving forward. Monitored pending retirements to predict and prepare for expertise gaps and limited duration stretch assignment opportunities. Updated and/or initiated revisions to the Apparatus Operator, Lieutenant, and Captain promotional development processes. Developed work-up opportunities in conjunction with Local 1660 to fill key temporary vacancies or project roles, including COVID-19 vaccination branch start-up and management and the Training Division Chief. Facilitated work-up assignments to backfill for an Assistant Chief on temporary loan to the State. Loaned two Battalion Chiefs to the State as COVID-19 incident commanders. Assigned a Division Chief as the contracted Interim Fire Chief for Forest Grove Fire & Rescue. Provided alternate work experience opportunities on special projects, including the Dundee discovery process and on COVID-19 Task Force 2 to update criteria for operational modes and related procedures.</i></p>
	<p>STRATEGY 2.5: Develop and deliver data-informed risk reduction programming to increase community safety, mitigate response demands, and inform resource-based decisions.</p> <p><i>ONGOING. Engaged with assisted living centers to identify and coordinate response/care for COVID-19 hot spots. Increased public safety messaging on COVID-19 and wildfire prevention. Continued work in progress by Fire & Life Safety staff to identify key targeted risk areas needing related programming. Implemented the Safety First web-based newsletter for residents and businesses. Launched the Ready, Set, Go! wildfire safety campaign for residents and posted related tools and guidance to the external website. Offering related virtual trainings to the public.</i></p>
	<p>STRATEGY: 2.6 Support positive, respectful, and inclusive work environments; provide the workforce with updated information, education, and guidance to employees.</p> <p><i>ONGOING. Reinforced expectations through consistent messaging in written communication, briefings, trainings, company officer inservice, Chief's Corner broadcasts, and during Chat with the Chief sessions. Facilitated the "Spreading Kindness During Chaotic Times" virtual training by Linda Cohen. Scoped an RFP to identify a diversity, equity and inclusion consultant to work with a chief officer on a foundational plan and related elements in the next fiscal year. Assigned two line personnel to limited temporary day assignment to review and refresh the Organizational Health recruitment and outreach plan.</i></p>

2020-22 Goals and Strategies, continued (Mid-Term Progress Report)

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. <i>ONGOING. Participated in cooperative initiatives related to the WCCCA radio system replacement to go digital, Washington County EMS Alliance's work toward system improvements and integration, and Clackamas County EMS Council's work to define system performance criteria. Developed an intergovernmental agreement with LifeFlight air ambulance for patient transfers out of Providence Newberg hospital. Expanded the REGIS platform to support COVID-19 response and map hot spots. Initiated integrating Portland Fire & Rescue and LifeFlight units into the REGIS platform to improve situational awareness for all participants. Initiated efforts to integrate ODOT traffic cameras as a tool on the EGIS platform. Engaged with ODF and the State Fire Marshal's Office to coordinate live mapping tools on the EGIS platform for large scale incidents like wildfire, floods, and hazardous materials releases.</i>
	STRATEGY 3.2: Participation in joint initiatives targeting community-specific risks in cooperation with intergovernmental partners, community/civic groups, task forces, and coalitions. <i>ONGOING. Engaged routinely with State and county public health officials, emergency managers, response partners, hospitals and the State to coordinate COVID-19 pandemic response management and vaccination services. Staffed a COVID-19 Vaccine Branch to manage vaccine delivery to emergency responders, essential workers, at-risk groups, TVF&R employees, and others on behalf of and as prioritized by State and county public health officials. Elevated the level of collaboration with local, state and regional partners on wildfire prevention initiatives during and following one of the most significant wildfire seasons experienced by the District and the region. Staff served on the Governor's Wildfire Response Council and participated in multiple wildland/urban interface-related legislative initiatives. Implemented the national "Ready, Set, Go!" wildfire safety campaign for local residents and posted related tools and guidance to the external website. Offering related virtual trainings to the public. Continued staff participation on countywide Fire Defensive Boards; a TVFR Deputy Fire Chief served as Chair of the Washington County Fire Defense Board. Additional staff participation includes on the Washington County CATT Steering Committee, the Governor's Fire Service Policy Council, Oregon Fire Code Committee, Oregon Fire Code Advisory Board, and the Oregon Fire and Life Safety Team. Participated in boards and discovery processes for response to at-risk populations, including persons with additions, mental health crises, and issues with houselessness.</i>
	STRATEGY 3.3: Assist in developing and fully implementing the Regional SCBA Replacement deployment and training plan. <i>NEARING COMPLETION. Assisted the grant-hosting agency and other participating agencies with ordering, receiving, inventory, and related federal grant reporting. Received TVF&R's new SCBA equipment in May 2021. Anticipate fit testing and deployment to be completed by fiscal year end or shortly thereafter.</i>
	STRATEGY 3.4: Complete planned land purchases for future fire stations. <i>ONGOING. Conducted due diligence on a potential property in Aloha for future Station 63. Developed and finalized tenant improvements for a temporary leased space to serve as Station 54 in the Charbonneau community, and continued the property search for a permanent fire station location. Identified a site and engaged with county planning officials for a new station in rural Newberg.</i>

2020-22 Goals and Strategies, continued (Mid-Term Progress Report)

3. OPPORTUNITIES (continued)

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.

***ONGOING** Continually monitored and evaluated state, OSHA and CDC guidance to adjust TVF&R's pandemic operations and revisions the Incident Action Plan and the operational modes and related procedures in the Workplace Reintegration. Continued pandemic operations in COVID-19 Emergency Mode until moving to the slightly less restrictive Contingency Mode in April 2021, with many day staff continuing to telework. Reintegrated limited training activities that could be conducted in person along with the shift in operational mode. OHW staff and the contracted physician had substantial involvement in implementing COVID-19 protocols, surveillance, medical management, testing, contract tracing, and exposure prevention. Developed an OHW clinic-specific COVID-19 reintegration plan. Provided personnel and their families support through wellness resources, COVID-19 specific leaves, and vaccinations. Experienced very low occurrence of personnel infection and no on-duty exposures so far. Staffed a COVID-19 Vaccine Branch to manage vaccine delivery to emergency responders, essential workers, at-risk groups, TVF&R employees, and others on behalf of and as prioritized by State and county public health officials. From January to early June 2021, the Vaccine Branch delivered over 71,500 doses from four distribution points per week and by home visits for homebound residents. Started demobilization of the Vaccine Branch and evaluation is pending. Outlining the process to demobilize Task Force 1; after-action assessment will follow. Convened a task force to focus on pandemic related cost recovery and financial planning.*



Message from the CFO



June 22, 2021

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 2021-22, beginning July 1, 2021, and ending June 30, 2022, 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.
- [Operational plan](#) for the use and deployment of personnel, materials and services, and other resources during the 2021-22 fiscal year.
- [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 & Vehicle 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 & Vehicle Fund, Capital Improvements Fund, MERRC Fund, and Grants Fund; the Debt Service Fund; and the *capital projects fund type*: Property and Building 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.

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 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.

$$\begin{array}{c} \text{Beginning Fund Balance +} \\ \text{Revenues +} \\ \text{Other Financing Sources} \end{array} = \begin{array}{c} \text{Expenditures + Other Financing} \\ \text{Uses + Contingency + Ending} \\ \text{Fund Balance} \end{array}$$

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

Requirements	2020-21 Budget	2021-22 Budget	Increase (Decrease)
Personnel Services	127,961,703	125,614,555	(2,347,148)
Materials and Services	16,604,531	17,724,784	1,120,253
Capital Outlay	13,852,585	8,343,061	(5,509,524)
Debt Service	9,208,649	9,528,749	320,100
Operating Transfers Out	4,796,515	5,107,257	310,742
Operating Contingency	7,043,700	8,542,000	1,498,300
Ending Fund Balance	38,803,164	47,512,874	8,709,710
Total Requirements	218,270,847	222,373,280	4,102,433

The budget requirements for fiscal year 2021-22 for all funds total \$222,373,280, which is an increase of \$4,102,433 more than the adopted \$218,270,847 in the current year. Decreases in Personnel Services are largely due to budgeted reduction in overtime costs, a one-time expense in 2021 to PERS for creation of an employer side account which were large enough to offset the normal wage increases. Materials and Services are increased over prior year due to increases in GEMT fees associated with the Managed Care portion of the program that will begin in 2021-22 and increases in IT equipment replacements.

The Capital Outlay budget was decreased by \$5,509,524 reflecting in the completed construction of new fire Station 54 and the combined logistics facility. 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.

2021-22 Significant Changes

Personnel Services



Personnel Services decreased 1.8% over all funds or \$2,347,148. This reduction includes a one-time payment of 4 million to PERS last year and a reduction in budgeted overtime. Contractual wage and benefit increases were budgeted as well as the increase in FTE and recruit academy time. Without those reductions' Personnel Services would have increased 2.5%. The total FTE count in the General Fund is 601.

Materials and Services



Materials and Services increased \$1,120,253 overall, which is largely due to the General Fund increase of \$536,522 the majority of which is an increase in GEMT fees, Fund 22, Capital Improvements Fund increased \$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.

Capital Outlay



Capital Outlay decreased \$5,509,524 or approximately 39.8%, to a total of \$8,343,061. The Property and Building Fund's capital outlay was decreased \$7.6 million due to the completion of budgeted construction projects, Station 54 and the Logistics Service Center. For the 2021-22 fiscal year, the design and initial planning for the replacement of Station 62 plus the purchase of land for future fire stations are included. The Apparatus & Vehicle Fund's scheduled emergency response apparatus and staff vehicle replacements reflect the year-over-year scheduled apparatus replacement for 2021-22 as being two engines and several staff vehicles.

Debt Service



Total budgeted debt service expenditures are budgeted at \$9,528,749 to meet estimated principal and interest obligations associated with general obligation debt outstanding. The District has completed all \$77.5 million bond issuances as authorized by our voters in 2006. In order to construct additional future stations on the land purchased with the enhanced local option levy, the District will ask the voters for bonded debt during the 2021-22 fiscal year that would be similarly managed to issue debt to match planned station construction and additional response units.

Transfers



Transfers increased by \$310,742, to \$5,107,257. Transfers are made to the Apparatus & Vehicle Fund, Capital Improvements Fund, Grant Fund, Property and Building Fund, and the Pension Trust Fund. The Apparatus & Vehicle Fund will receive \$1,996,750 toward continued scheduled apparatus replacement, the Capital Improvements Fund will receive \$2,832,507 for future equipment replacement, the Property and Building Fund will receive \$200,000 for new station sites and stations as part of the local option levy station commitments.

Finally, the Pension Trust Fund will receive \$78,000 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 enough funds each payroll to meet monthly pension obligations for these closed plans.

Contingencies



Contingencies across all funds are budgeted at \$8,542,000 for 2021-22, an increase of \$1,498,300 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



Most amounts for Ending Fund Balance are related to the General Fund, \$40,044,584; the Apparatus & Vehicle Fund, \$2,390,000; the Capital Improvements Fund, \$3,023,047; the MERRC Fund, 1,572,068; and the Property and Building Fund, \$314,000. 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 \$52,000,000, which equates to approximately 4.5 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, 2021. 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 in 2021-22.

Budget Summary for Revenues

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

Revenues	2020-21 Budget	2021-22 Budget	Increase (Decrease)
Beginning Fund Balance	73,316,652	69,574,336	(3,742,316)
Property Tax, Current Year	133,420,512	139,448,826	6,028,314
Property Tax, Prior Year	1,006,095	1,025,317	19,222
Taxes in Lieu	16,183	16,500	317
Interest on Investments	960,880	711,287	(249,593)
Interest on Taxes	59,993	60,250	257
Program Revenue & Fees	3,853,467	5,596,747	1,743,280
Forest Revenue	25,500	26,010	510
Donations and Grants	164,970	155,000	(9,970)
Rental Revenue	57,663	59,000	1,337
Insurance Refund	260,000	260,000	-
Surplus Property	27,500	27,500	-
Other Revenues	304,917	305,250	333
Transfers from Other Funds	4,796,515	5,107,257	310,742
Total Revenues	218,270,847	222,373,280	4,102,433

Beginning Fund Balance

Beginning Fund Balance has decreased 5.1%, to \$69,574,336 for all funds. The General Fund's budgeted beginning fund balance was increased by \$914,478, to \$53,370,643. 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 & Vehicle Fund decreased by \$1,362,982, however, this is mainly due to purchasing three apparatus as opposed to the two that are typically purchased. The Capital Improvement Fund's budgeted beginning fund balance increased \$925,841, reflecting slower than anticipated spending on capital projects. The MERRC Fund's beginning fund balance increased an estimated \$180,992, reflecting program fees in excess of expenditures in 2020-21. The Debt Service Fund beginning fund balance decreased by \$42,500, based on planned spend down of accumulated fund balance. The Property and Building Fund's beginning fund balance decreased by \$4,250,000 as the District completed construction of Station 54 and the new Logistics Service 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 2020-21, the Washington County assessor reported assessed value was 61.4% of District Measure 5 (M5) market value of \$85,502,216,069, 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 2021-22 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 \$68.9 billion in assessed valuation are expected to provide approximately \$100.1 million in collections. The local option levy of \$0.45 per \$1,000 of assessed valuation on an estimated \$70.4 billion of assessed value is expected to provide collections of \$29.8 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 \$9,861,372 for our general obligation bonds. This bond levy is expected to result in a levy rate of 14.3 cents per \$1,000 of assessed valuation and \$9,407,749 in collections.

Property Tax – Prior Year

Total taxes outstanding totaled \$2,595,576 for the District at the fiscal year ended June 30, 2020. Of the District's June 30, 2020, amount, \$1,569,852 was for taxes levied during that fiscal year, while \$1,025,724 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2021, receivables.

Interest on Investments

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 0.5% 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 2021-22 are estimated at 2.1%.

Program Revenue & Fees

Program revenues increased \$18,280 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. Fees that are related to mobile emergency responder radio communications program of \$150,000, have been included in the MERRC Fund, and committed to communications technology enhancements and improvements. The General fund also includes \$1,950,000 in GEMT fees, which includes \$150,000 on the fee for service program and \$1,800,000 managed care, 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 2021-22.

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 four funds is, correspondingly, also a requirement for one fund. In the Non-Allocated category section in the General Fund, transfers are listed as a requirement of \$5,107,257. Monies are transferred from this fund to four funds, where they are listed as a resource. These transfers provide operating resources to the Apparatus & Vehicle Fund, the Capital Improvements Fund, the Property & Building Fund, and the Pension Trust Fund.

Summary

The budget for fiscal year 2021-22 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 2021-22 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 long term impacts of the COVID-19 pandemic begin to become clearer.

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 2021-22 budget.

Sincerely,

Tualatin Valley Fire & Rescue

A handwritten signature in dark ink, appearing to read "Timothy C. Collier". The signature is stylized with a large, sweeping initial "T" and "C".

Timothy C. Collier, CPA
Chief Financial Officer

Financial Overview

Tax Rates – estimated \$2.12/\$1,000 of assessed value

General Fund – Permanent Rate		General Fund – Local Option Tax Levy		Bonded Debt	
Expected Assessed Valuation:	\$68,845,645,940	Expected Assessed Valuation:	\$70,362,247,845	Expected Assessed Valuation:	\$68,845,645,940
Tax Rate Levied:	\$1.5252/\$1,000	Tax Rate Levied:	\$0.45/\$1,000	Estimated Tax Rate:	\$0.1432/\$1,000
Estimated General Fund Total Levy:	\$105,003,379	Estimated Local Option Levy less M5	\$31,326,076	Bonded Debt Total Levy:	\$9,861,372
Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%	Expected Collection Rate:	95.40%
Expected Collections:	\$100,173,224	Expected Collections:	\$29,867,853	Expected Collections:	\$9,407,749

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
2020	\$131,557,299	\$126,047,012	95.81	\$1,469,160	\$127,516,172	96.93
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

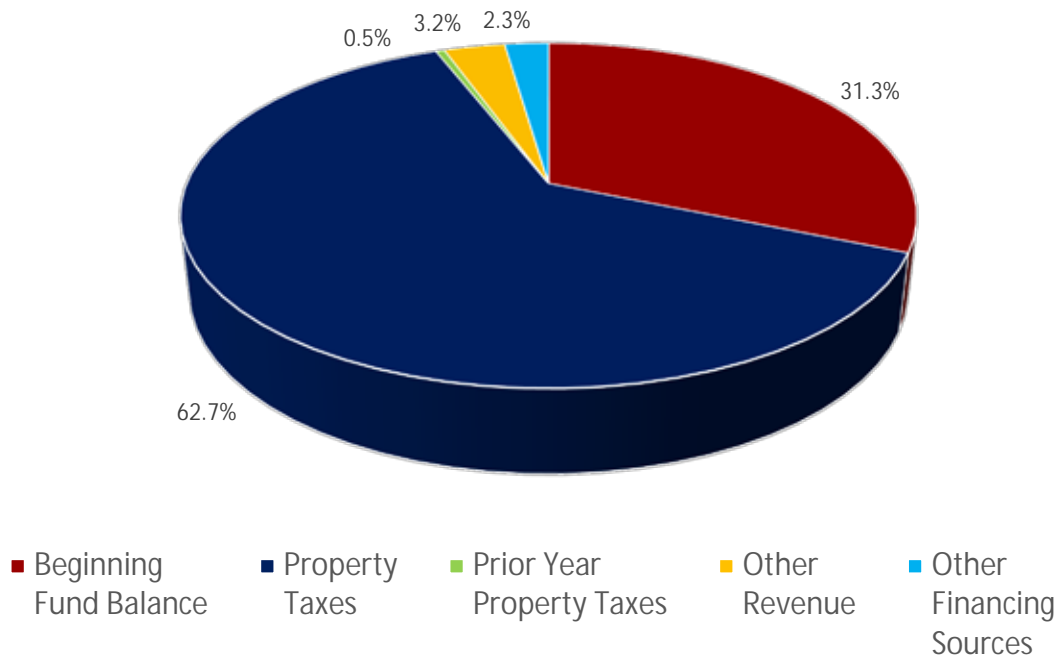
Historical Assessed Values vs. Tax Collections



2021-22 Budgeted Resources – *all funds*

Resources	Beginning Fund Balance	Property Taxes	Prior Year Property Taxes	Other Revenue	Other Financing Sources	2020-21 Proposed Budget
General	53,370,643	130,041,077	980,317	6,723,157	-	191,115,194
Apparatus	3,436,400	-	-	50,000	1,996,750	5,483,150
Capital Improvements	6,056,000	-	-	52,500	2,832,507	8,941,007
MERRC	2,007,068	-	-	165,000	-	2,172,068
Grants	-	-	-	115,000	-	115,000
Bonded Debt Service	212,925	9,407,749	45,000	32,250	-	9,697,924
Insurance	675,000	-	-	8,437	-	683,437
Property and Building	3,250,000	-	-	40,000	200,000	3,490,000
Pension Trust	-	-	-	-	78,000	78,000
Volunteer LOASP	431,300	-	-	16,200	-	447,500
Custodial	135,000	-	-	15,000	-	150,000
Total 2021-22 Budgeted Resources	69,574,336	139,448,826	1,025,317	7,217,544	5,107,257	222,373,280
Total 2020-21 Budgeted Resources	73,316,652	133,420,512	1,006,095	5,731,073	4,796,515	218,270,847
<i>Total 2019-20 Actual Resources</i>	<i>85,014,847</i>	<i>126,047,013</i>	<i>1,469,160</i>	<i>22,846,597</i>	<i>5,974,537</i>	<i>241,352,154</i>

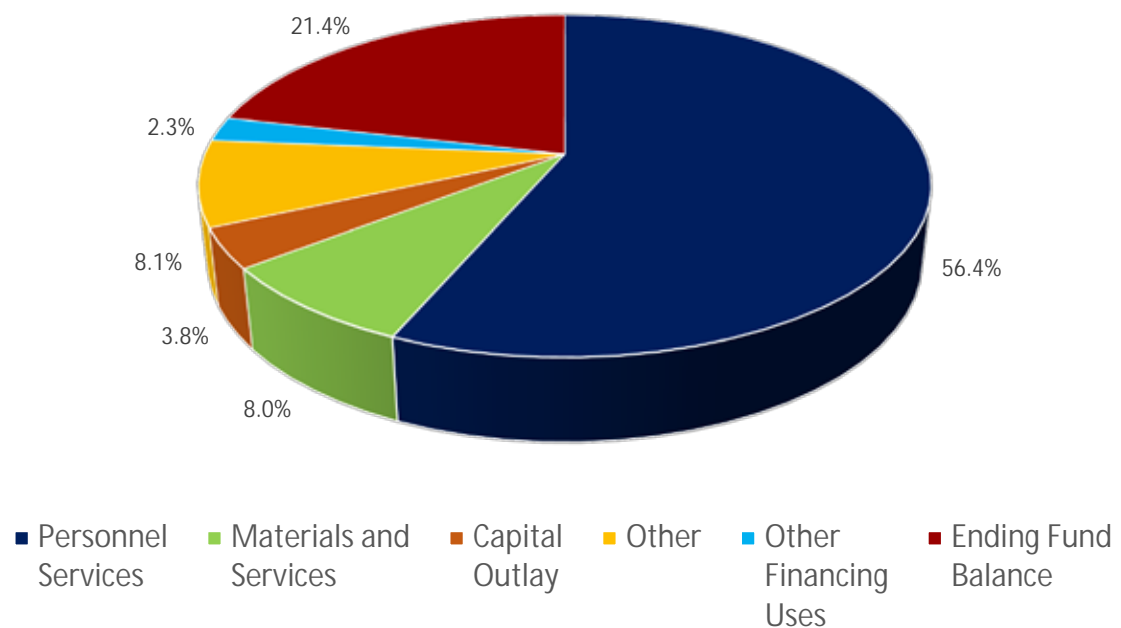
Total 2021-22 Budgeted Resources



2021-22 Budgeted Requirements – *all funds*

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2020-21 Proposed Budget
General	125,089,055	15,732,298	-	5,142,000	5,107,257	40,044,584	191,115,194
Apparatus	-	66,000	2,377,150	650,000	-	2,390,000	5,483,150
Capital Improvements	-	978,049	3,439,911	1,500,000	-	3,023,047	8,941,007
MERRC	-	-	100,000	500,000	-	1,572,068	2,172,068
Grants	-	115,000	-	-	-	-	115,000
Bonded Debt Service	-	-	-	9,528,749	-	169,175	9,697,924
Insurance	-	683,437	-	-	-	-	683,437
Property and Building	-	-	2,426,000	750,000	-	314,000	3,490,000
Pension Trust	78,000	-	-	-	-	-	78,000
Volunteer LOASP	447,500	-	-	-	-	-	447,500
Custodial	-	150,000	-	-	-	-	150,000
Total 2021-22 Budgeted Requirements	125,614,555	17,724,784	8,343,061	18,070,749	5,107,257	47,512,874	222,373,280
Total 2020-21 Budgeted Requirements	127,961,703	16,604,531	13,852,585	16,252,349	4,796,515	38,803,164	218,270,847
Total 2019-20 Actual Requirements	111,069,996	12,385,184	12,776,141	21,081,502	5,974,537	78,064,794	241,352,154

Total 2021-22 Budgeted Requirements



2021-22 Budgeted Fund Balances – *all funds*

Funds	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	% Change in Fund Balance
General	53,370,643	5,142,000	40,044,584	(13,326,059)	-25.0%
Apparatus	3,436,400	650,000	2,390,000	(1,046,400)	-30.5%
Capital Improvements	6,056,000	1,500,000	3,023,047	(3,032,953)	-50.1%
MERRC	2,007,068	500,000	1,572,068	(435,000)	-21.7%
Bonded Debt Service	212,925	-	169,175	(43,750)	-20.5%
Insurance	675,000	-	-	(675,000)	-100.0%
Property and Building	3,250,000	750,000	314,000	(2,936,000)	-90.3%
Volunteer LOASP	431,300	-	-	(431,300)	-100.0%
Custodial	135,000	-	-	(135,000)	-100.0%
Total 2021-22 Budgeted Fund Balance	69,574,336	8,542,000	47,512,874	(22,061,462)	-31.7%
Total 2020-21 Budgeted Fund Balance	73,316,652	7,043,700	38,803,164	(34,513,488)	-47.1%
<i>Total 2019-20 Actual Fund Balance</i>	<i>85,014,847</i>	<i>-</i>	<i>78,064,794</i>	<i>(6,950,053)</i>	<i>-8.2%</i>

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 can 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 2021-22 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 the purchase land for future fire station sites meeting the intent of the voters in approved local option levy projects, plus the beginning of the design and engineering the replacement of station 62. Accordingly, that fund's reserves have been expected to decline.

The District has budgeted for apparatus purchases in the Apparatus & Vehicle Fund, such that the fund will continue to maintain its fund balance for reserve for future purchases.

The Capital Improvements Fund's fund balance is expected to increase 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. Our long-term goal is to fund 5 years of the Capital improvement plan, to ensure consistent execution and planning in our capital program.

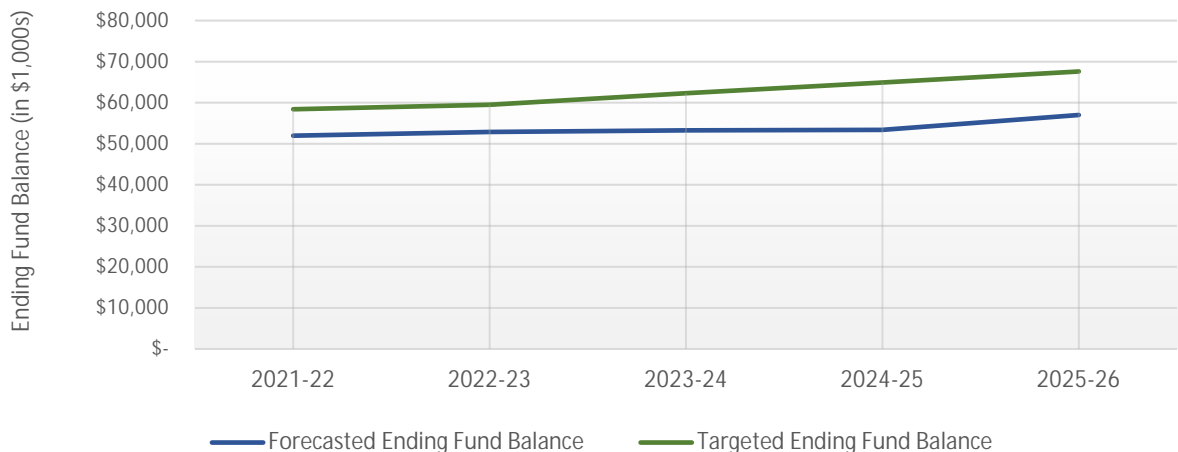
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Volunteer LOSAP Fund is appropriated to be able to meet the obligations of paying pension benefits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

Financial Forecast – (in \$1,000s)

General Fund	2021-22	2022-23	2023-24	2024-25	2025-26
Beginning Fund Balance	53,370	51,960	52,860	53,270	53,380
Property Tax Revenue	132,000	137,000	143,000	149,000	159,000
Investment & Interest	560	560	560	560	560
Charges for Services	5,600	5,600	5,600	5,600	5,600
Insurance Refunds	260	260	260	260	260
Miscellaneous	270	280	290	290	300
Total Revenues	192,060	195,660	202,570	208,980	219,100
Personnel Costs	121,200	126,000	133,000	139,000	145,000
Materials and Services	13,500	13,700	14,300	14,600	15,100
Transfers Out	5,400	3,100	2,000	2,000	2,000
Total Expenditures	140,100	142,800	149,300	155,600	162,100
Forecasted Ending Fund Balance	51,960	52,860	53,270	53,380	57,000
Months of Forecasted Fund Balance	4.5	4.4	4.3	4.1	4.2
Targeted Ending Fund Balance	58,400	59,500	62,300	64,900	67,600
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





Budget Policies

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 2021-22 annual budget is designed to reflect the District's **Strategic Plan** for the 2020-22 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".

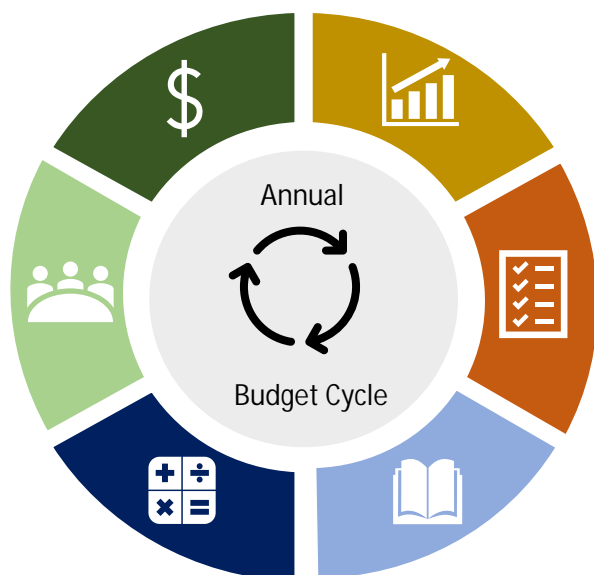
Accounting and budget policies are similar to the prior year. The **strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the budget review process, staff will analyze performance against the goals and objectives.

The Annual Budget Cycle

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 **base budgets** are 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 executive staff regarding the status of current year division tactics and proposed tactics for the 2021-22 budget year in the context of the requested budget.

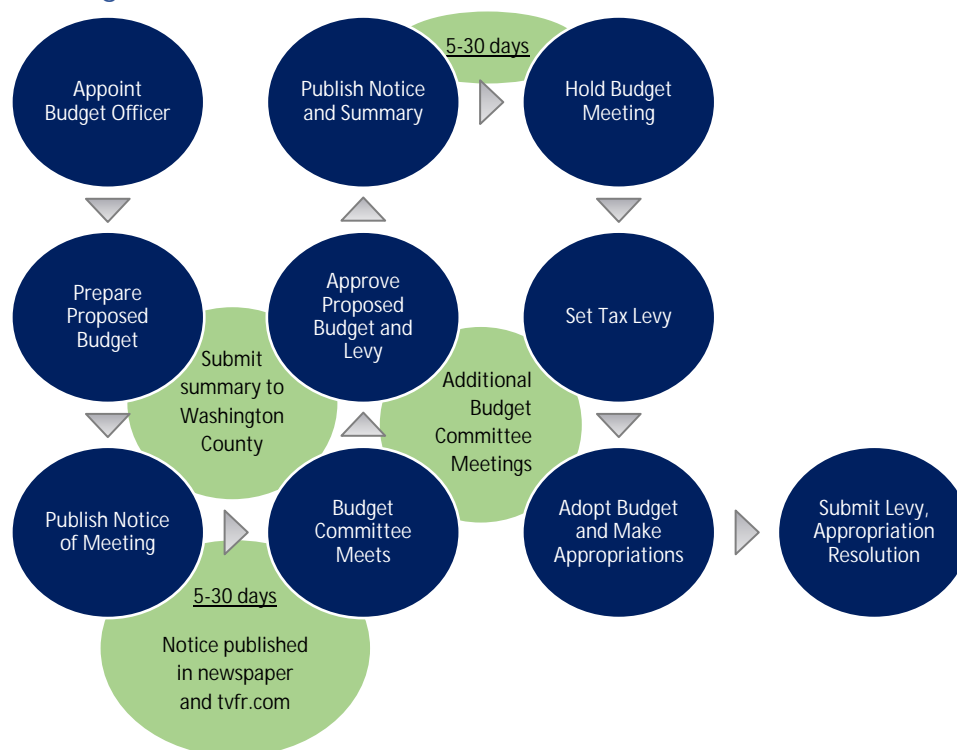
Each worksite manager completes the **budget addition requests (BAR)** form, if requesting items above their **base** budget, which this year was the 2020-21 budget with a 2% increase. This information is reviewed by the respective assistant chief before submitting to the budget officer. The department 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.



	July – August: Taxes certified by July 15 th to all 4 assessors; Implement new budget and monitor throughout the year
	September – October: Strategic Plan work; Budget Calendar; update Budget Instructions; Capital planning; Revenue forecasting
	November – December: Capital Plans due; Educational Plans due; Budget managers begin developing Base and BAR budgets
	January – February: Base and BAR budgets due; status of current and future Performance Tactics; Master Fee Schedule
	March – April: Budget officer reviews all budget items, Interim Budget Committee meeting held; Proposed Budget document
	May – June: Budget Committee meeting to approve budget; Budget Hearing to adopt budget and levy taxes

The Oregon Budget Process



Budget Adoption

A **final budget** was developed in **April 2021**. 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 22, 2021, 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 is set by the levels in the adopting resolution found in the Appendix, and 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 enough 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 & Vehicle 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.

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 & Vehicle Fund**, **Capital Improvements Fund**, **MERRC Fund**, **Grants Fund**, and **Property & 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*.

Fund Structure	<i>Governmental</i>			<i>Proprietary</i>	<i>Fiduciary</i>
	General Fund	Special Revenue	Debt Service	Capital Projects	
General Fund *	X				
Apparatus & Vehicle Fund		X			
Capital Improvements Fund		X			
MERRC Fund		X			
Grants Fund		X			
Debt Service Fund *			X		
Insurance Fund				X	
Property & Building Fund				X	
Pension Trust Fund					X
LOSAP Fund					X
Custodial Fund					X

* requires tax levy

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.

The District's policy is to annually inventory all capital assets, which are generally capitalized when over \$5,000.

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 45 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.

Fund Summaries

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.

<i>Fund Summary</i>	<i>Sources of Funds</i>	<i>Uses of Funds</i>
<p>General Fund</p> <p>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.</p>	<p>§ Property taxes</p> <p>§ Interest on cash and investments</p> <p>§ Program fees and revenues</p> <p>§ Miscellaneous and other revenues</p>	<p>§ Board of Directors and Civil Service Commission</p> <p>§ Command</p> <p>§ Business Strategy</p> <p>§ Organizational Health</p> <p>§ Occupational Health/Wellness</p> <p>§ Logistics, Fleet, Facility, and Supply</p> <p>§ Finance, IT, and Communications</p> <p>§ Operations</p> <p>§ EMS</p> <p>§ Training</p> <p>§ Emergency Management, Volunteers</p> <p>§ Fire and Life Safety</p> <p>§ Government Affairs</p> <p>§ Media Services</p> <p>§ Transfers to other funds</p>
<p>Apparatus & Vehicle Fund</p> <p>The Apparatus & Vehicle Fund accounts for the acquisition of emergency response vehicles. This fund was established to accumulate funds for the purchase of high-cost apparatus, which includes fire engines, fire trucks, heavy brush units, hazardous materials, and other specialized response units such as emergency medical, high-angle, water, and cave-in rescue units. Resources are supplied by beginning working capital, transfers from the General Fund with property tax resources provided from the local option levy, sales of surplus apparatus, and interest on invested funds.</p>	<p>§ Transfers from the General Fund</p> <p>§ Interest on cash and investments</p> <p>§ Sales of surplus apparatus</p>	<p>§ Purchase of emergency response vehicles, including fire and rescue apparatus and hazardous materials vehicles</p> <p>§ Purchase of staff and other vehicles</p>

<i>Fund Summary</i>	<i>Sources of Funds</i>	<i>Uses of Funds</i>
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. 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.	§ Transfers from the General Fund § Interest on invested cash § Revenues from sales of surplus property	§ Acquisition of furniture, fixtures, and equipment as outlined in the District's capital program
MERRC Fund The Mobile Emergency Responder Radio Coverage (MERRC) Fund accounts for charges to newly constructed commercial buildings in lieu of typical fixed in-building emergency radio equipment.	§ Program fees and revenues § Interest on invested cash	§ Mobile emergency responder radio coverage approved equipment
Grants Fund The Grants Fund accounts for grants awarded to the District and for managing the flow of funds and associated audit requirements.	§ Grant revenues	§ Acquisition of personnel services and items approved to be funded through the awarded grant
Debt Service Fund The Debt Service Fund accounts for the accumulation of resources and payment of general long-term debt principal and interest. Like the General Fund, the resources required for operations of this fund are derived from taxes levied.	§ Property taxes § Interest on cash and investments	§ Payment of maturing principal and interest on general long-term debt
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.	§ Proceeds from claims handling § Interest on cash and investments	§ Satisfy claims presented § Claims handling administrative costs § Safety requirements

<i>Fund Summary</i>	<i>Sources of Funds</i>	<i>Uses of Funds</i>
Property & Building Fund This fund, a <i>capital projects fund type</i> , accounts for the expenditures for building site acquisition and construction projects. It may be considered a major fund.	§ Transfers from the General Fund § Interest on cash and investments § Revenues from sales of surplus property	§ 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
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.	§ Transfers from the General Fund	§ 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.	§ Interest on invested funds § Transfers from the General Fund § Gains and losses on investments (realized and unrealized)	§ 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.	§ Donations	§ Fundraising events § Support for TVF&R Volunteer Firefighters § Donations to other Social & Welfare Organizations



Policy Statements

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



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

Contingency Policies



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

Apparatus Policies



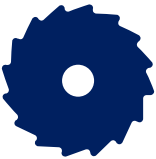
- Standardize new vehicle purchases to the maximum extent possible.
- Utilize a rotation system to maximize the useful lives of apparatus.
- Purchase response vehicles designed for a specific and planned use.
- Consider future service, planning, and demographic trends.
- Consider "life cycle costing"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

Facility Policies



- Construct fire stations according to stage of surrounding development.
- Construct 50-year facilities in areas that are largely developed.
- Proactively place facilities in areas that are rapidly developing and may have road condition and population shifts as the areas develop.
- Employ data analysis to determine the most appropriate station design to serve the community's needs.
- 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.
- Consider "life cycle costing" in the design of new facilities.
- Utilize cooperative relationships with other governments, where possible, to jointly site facilities and share in construction costs.
- Construct facilities in the spirit of inclusion that consider accommodations for a diverse workforce.
- Achieve "good neighbor" relationships when designing, developing, and working out of fire stations.
- Provide regular preventative maintenance on facilities to ensure longest useful life.
- Consider apparatus, potential personnel deployment, and response times effect of standardization when designing facilities.
- Consider environmental policy initiatives in facility design, repair, and maintenance.

Equipment Policies



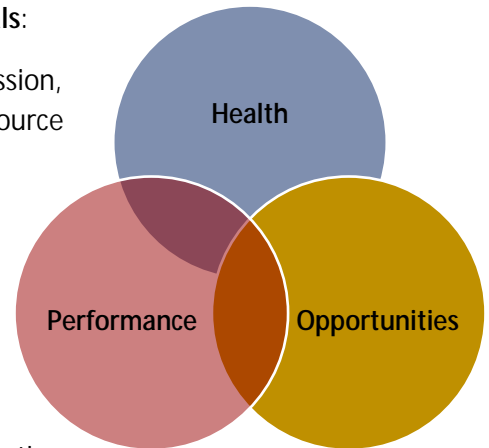
- Equip District firefighters with the tools and equipment necessary to maximize the margin of safety and survivability in an inherently dangerous job.
- Consider safety, training ease, life cycle costing, and length of useful life when evaluating equipment purchases.
- Standardize equipment where possible to save training costs, improve safety, and support mobile workforce working throughout the fire station system.
- 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.

Capital Policies

Capital Budget 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 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 went 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 & Vehicle 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, as well as automobiles and light trucks.




The **Capital Improvements Fund** has accounted for items or projects generally costing more than \$5,000. This has included 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.

Capital Categorization

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, special purpose units and staff vehicles.
	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.

Capital Project Summary

The summary of 2021-22 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.

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.

Capital Outlay by Fund	2021-22
Apparatus & Vehicle Fund	
Vehicles & Apparatus	2,293,130
Communications Equipment	84,020
Total Apparatus & Vehicle Fund	2,377,150
Capital Improvements Fund	
TC Training Props	7,500
Building & Bldg. Improvements	150,000
Firefighting Equipment	667,201
EMS Equipment	2,174,000
Office Equipment & Furniture	-
Building Equipment	34,500
Physical Fitness Equipment	37,910
Shop Equipment	86,800
Communications Equipment	45,000
Data Processing Software	155,000
Computer Equipment	82,000
Total Capital Improvements Fund	3,439,911
MERRC Fund	
Communications Equipment	100,000
Total MERRC Fund	100,000
Property and Building Fund	
Land	2,226,000
Building & Bldg. Improvements	200,000
Total Property and Building Fund	2,426,000
Total Capital Outlay for 2021-22	8,343,061

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.

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.



Debt Policies

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:

- Long-term borrowing is confined to meet the needs outlined in the capital program.
- 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.
- Revenue sources that will be used to pay long-term debt will be conservatively forecasted to ensure that such debt is adequately financed.
- 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.
- The District’s total general obligation debt will not exceed 1.25% of the true cash value of assessed property.
- 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.
- The District will maintain its policy of full financial disclosure on financial reports and any bond prospectus.
- 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 2019 and implemented in early 2020.

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 three-year contract with Fleet Services personnel will expire on June 30, 2021. In March 2021, the board voted to recognize the Facilities and Supply employees as part of the Fleet contract. 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 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	Step advance	Step advance	Step advance	Step advance	Top Step
Below Expectations	No step advance	No step advance	No step advance	No step advance	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, 2021 – June 30, 2022)**Management**

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	Position
M4	12,694	13,485	14,327	15,220	16,168	17,174	Deputy Chief of Administration, Deputy Chief of Operations
M3	11,540	12,259	13,024	13,836	14,698	15,612	Assistant Chief, Chief Financial Officer
M2	10,991	11,675	12,403	13,175	13,997	14,870	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	9,494	10,086	10,715	11,383	12,092	12,846	Assistant Fire Marshal, Medical Services Chief, Public Affairs Chief

Administration

Grade	Entry	Year 1	Year 2	Year 3	Year 4	Year 5	
14	9,234	9,810	10,422	11,072	11,763	12,494	
13	8,591	9,127	9,696	10,301	10,944	11,623	
12	7,991	8,489	9,018	9,580	10,178	10,812	Financial Operations Manager, Facilities Manager, Fleet Maintenance Manager, Human Resources Manager, IT Infrastructure Manager
11	7,433	7,897	8,389	8,912	9,467	10,055	Payroll Manager
10	6,915	7,347	7,805	8,292	8,810	9,354	Communications Manager, Media Services Manager, OHW Manager, Procurement and Contracts Administrator, Senior Financial Analyst, Senior HRIS Analyst, Strategic Program Manager, Supply Manager, Senior Systems Administrator
9	6,432	6,833	7,259	7,712	8,194	8,703	Fleet Technician Supervisor, Project Manager/Business Analyst, Records Manager
8	5,984	6,357	6,754	7,176	7,624	8,095	Deployment and Staffing Coordinator, Media Producer, Medical Billing Supervisor, Occupational Health Nurse, Operations Analyst, Public Affairs Officer, Systems Administrator
7	5,566	5,913	6,282	6,675	7,091	7,531	Communication Technician, Employment Recruiter, Human Resources Generalist, Public Affairs Coordinator, Senior Accountant
6	5,178	5,500	5,843	6,208	6,594	7,004	GIS Program Coordinator, Health and Wellness Coordinator, Service Desk Specialist
5	4,817	5,118	5,437	5,776	6,138	6,516	EMS Specialist, Executive Assistant, Records Analyst, Senior Payroll Specialist
4	4,480	4,760	5,056	5,372	5,707	6,062	Accounting Specialist, Communications Program Assistant, Community Affairs Specialist, Human Resources Specialist, Operations Division Assistant, OHW Certified Medical Assistant
3	4,169	4,429	4,706	4,998	5,311	5,639	Athletic Trainer, Capital Construction Control Specialist, Facilities Maintenance, Admin Assistant, Fleet Maintenance Assistant, Training Division Specialist
2	3,877	4,119	4,377	4,650	4,941	5,246	Administrative Assistant, Finance Clerk, Medical Billing Specialist, OHW Assistant
1	3,607	3,832	4,072	4,327	4,597	4,879	
Entry	3,355	3,564	3,788	4,024	4,275	4,538	Front Desk Administrative Assistant

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

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

* The current contract expired June 30, 2021. At the time of this printing, the District and Local 1660 are in the process of negotiating a new contract that will include Facilities and Supply personnel.



49 HR Bargaining Unit Employees' Wage Schedules (July 1, 2021 – June 30, 2022)

49-Hour (24-on/48-off) Schedule (Kelly Shift 1 every 9 shifts), 2.0% Increase

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 *	20.8368	21.9334	23.0878	24.3029	25.5819	26.9282
Monthly	4,839.08	5,093.76	5,361.85	5,644.06	5,941.11	6,253.80
Monthly PM Premium	483.91	509.38	536.19	564.41	594.11	625.38
Total Monthly	5,322.99	5,603.13	5,898.04	6,208.46	6,535.22	6,879.18

Premiums based on Paramedic position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% premium hourly	2.0837	2.1933	2.3088	2.4303	2.5582	2.6928
Monthly	483.91	509.38	536.19	564.41	594.11	625.38

* 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	Basic Life Support position has 3 steps *	18.7415	20.4453	22.1491
Monthly		4,056.42	4,425.18	4,793.95

* 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	23.9429	27.9653	29.4209	30.8767	32.4283	34.0755
Monthly	5,182.20	6,052.81	6,367.86	6,682.95	7,018.77	7,375.30
Apparatus Operator hourly	25.5709	29.8234	31.3747	33.0028	34.6693	36.3549
Monthly	5,534.57	6,454.97	6,790.74	7,143.13	7,503.83	7,868.66
Lieutenant hourly	27.5630	32.1984	33.9415	35.5504	37.4276	39.2665
Monthly	5,965.75	6,969.03	7,346.30	7,694.52	8,100.83	8,498.83
Captain hourly	30.3787	35.4546	37.3317	39.1897	41.2391	43.2122
Monthly	6,575.16	7,673.80	8,080.08	8,482.22	8,925.79	9,352.84
Battalion Chief hourly	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				52.6617	55.4297
Monthly					11,398.10	11,997.21

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Paramedic hourly (10%)	2.3943	2.7965	2.9421	3.0877	3.2428	3.4076
Monthly	518.22	605.28	636.79	668.30	701.88	737.53
EMT Intermediate hourly (7.5%)	1.7957	2.0974	2.2066	2.3158	2.4321	2.5557
Monthly	388.67	453.96	477.59	501.22	526.41	553.15
Hazmat Spec (6%), Tech Resc (6%), Water Resc (6%), or Mobile Int Hlth PM hourly (6%)	1.4366	1.6779	1.7653	1.8526	1.9457	2.0445
Monthly	310.93	363.17	382.07	400.98	421.13	442.52
EMT Advanced hourly (5.0%)	1.1971	1.3983	1.4710	1.5438	1.6214	1.7038
Monthly	259.11	302.64	318.39	334.15	350.94	368.77
Hazmat Tech hourly (4%)	0.9577	1.1186	1.1768	1.2351	1.2971	1.3630
Monthly	207.29	242.11	254.71	267.32	280.75	295.01
FTO hourly (3%)	0.7183	0.8390	0.8826	0.9263	0.9728	1.0223
Monthly	155.47	181.58	191.04	200.49	210.56	221.26
Internship FTO hourly (1%)	0.2394	0.2797	0.2942	0.3088	0.3243	0.3408
Monthly	51.82	60.53	63.68	66.83	70.19	73.75
Medic Ride Time Paramedic (24-hour unit)	\$47 per assigned shift					

40 HR Bargaining Unit Employees' Wage Schedules (July 1, 2021 – June 30, 2022)

40-Hour Schedule, 2.0% Increase

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	27.9167	29.3859	30.9326	32.5606	34.2743	36.0782
Monthly	4,839.08	5,093.76	5,361.85	5,644.06	5,941.11	6,253.80
Monthly PM Premium	483.91	509.38	536.19	564.41	594.11	625.38
Total Monthly	5,322.99	5,603.13	5,898.04	6,208.46	6,535.22	6,879.18

Premiums based on Paramedic position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
10% premium	2.7917	2.9386	3.0933	3.2561	3.4274	3.6078
Monthly	483.91	509.38	536.19	564.41	594.11	625.38

Basic Life Support Position

Classification		Step 1	Step 2	Top Step
Basic Life Support Position	Basic Life Support position has 3 steps*	23.4015	25.5289	27.6563
Monthly		4,056.42	4,425.18	4,793.95

* 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	29.8962	34.9187	36.7362	38.5540	40.4914	42.5482
Monthly	5,182.20	6,052.81	6,367.86	6,682.95	7,018.77	7,375.30
Apparatus Operator hourly	31.9290	37.2388	39.1758	41.2088	43.2897	45.3944
Monthly	5,534.57	6,454.97	6,790.74	7,143.13	7,503.83	7,868.66
Lieutenant hourly	34.4164	40.2044	42.3808	44.3898	46.7338	49.0298
Monthly	5,965.75	6,969.03	7,346.30	7,694.52	8,100.83	8,498.83
Captain hourly	37.9322	44.2702	46.6141	48.9340	51.4929	53.9566
Monthly	6,575.16	7,673.80	8,080.08	8,482.22	8,925.79	9,352.84
Fire Inspector	Entry level Fire Inspector starts at 4 Year Pay Step				43.2897	45.3944
Monthly					7,503.83	7,868.66
Deputy Fire Marshal 1	34.4164	40.2044	42.3808	44.3898	46.7338	49.0298
Monthly	5,965.75	6,969.03	7,346.30	7,694.52	8,100.83	8,498.83
Deputy Fire Marshal 2	37.9322	44.2702	46.6141	48.9340	51.4929	53.9566
Monthly	6,575.16	7,673.80	8,080.08	8,482.22	8,925.79	9,352.84
Training Officer / MSO	37.9322	44.2702	46.6141	48.9340	51.4929	53.9566
Monthly	6,575.16	7,673.80	8,080.08	8,482.22	8,925.79	9,352.84
Battalion Chief	Entry level Battalion Chief starts at 4 Year Pay Step (90% of Top Step)				65.7558	69.2120
Monthly					11,398.10	11,997.21

40 HR Bargaining Unit Employees' Wage Schedules (July 1, 2021 – June 30, 2022), continued

40-Hour Schedule, 2.0% Increase

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%)	2.9896	3.4919	3.6736	3.8554	4.0491	4.2548
<i>Monthly</i>	<i>518.22</i>	<i>605.28</i>	<i>636.79</i>	<i>668.29</i>	<i>701.88</i>	<i>737.53</i>
EMT Intermediate hourly (7.5%)	2.2422	2.6189	2.7552	2.8915	3.0369	3.1911
<i>Monthly</i>	<i>388.67</i>	<i>453.96</i>	<i>477.59</i>	<i>501.22</i>	<i>526.41</i>	<i>553.15</i>
Hazmat Spec (6%), Tech Resc (6%), Water Resc (6%), or Mobile Int Hlth PM hourly (6%)	1.7938	2.0951	2.2042	2.3132	2.4295	2.5529
<i>Monthly</i>	<i>310.93</i>	<i>363.17</i>	<i>382.07</i>	<i>400.98</i>	<i>421.13</i>	<i>442.52</i>
EMT Advanced hourly (5.0%)	1.4948	1.7459	1.8368	1.9277	2.0246	2.1274
<i>Monthly</i>	<i>259.11</i>	<i>302.64</i>	<i>318.39</i>	<i>334.15</i>	<i>350.94</i>	<i>368.77</i>
Hazmat Tech hourly (4%)	1.1958	1.3967	1.4694	1.5422	1.6197	1.7019
<i>Monthly</i>	<i>207.29</i>	<i>242.11</i>	<i>254.71</i>	<i>267.32</i>	<i>280.75</i>	<i>295.01</i>
FTO hourly (3%)	0.8969	1.0476	1.1021	1.1566	1.2147	1.2764
<i>Monthly</i>	<i>155.47</i>	<i>181.58</i>	<i>191.04</i>	<i>200.49</i>	<i>210.56</i>	<i>221.26</i>
Internship FTO hourly (1%)	0.2990	0.3492	0.3674	0.3855	0.4049	0.4255
<i>Monthly</i>	<i>51.82</i>	<i>60.53</i>	<i>63.68</i>	<i>66.83</i>	<i>70.19</i>	<i>73.75</i>
Medic Ride Time Paramedic (10-hour unit)	\$25 per assigned shift					





General 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	102,893,045	110,913,321	127,424,805	125,089,055
Materials and Services	11,880,689	12,174,351	15,195,776	15,732,298
Operating Transfers Out	5,051,756	5,974,537	4,796,515	5,107,257
Operating Contingency	-	-	4,339,500	5,142,000
Ending Fund Balance	51,631,890	56,947,497	31,003,370	40,044,584
Total Expenditures	171,457,380	186,009,706	182,759,966	191,115,194

2021-22 Significant Changes

The General Fund personnel strength for the 2021-22 fiscal year is budgeted at **600.58** full-time equivalent (FTE) positions, an increase of 6.66 FTE.

The General Fund's **personnel services** decreased \$2,335,750 or 1.9% over the prior year. This decrease was in part due to decreases in budgeted overtime, a one-time payment to PERS made in 2020-21 and then offset by the addition of one Capital Projects Manager in the Logistics division as well as the transfer of one Capital Projects Specialist from the Property and Building Fund. Station re-deployments and a 24-person recruit academy are also reflected.

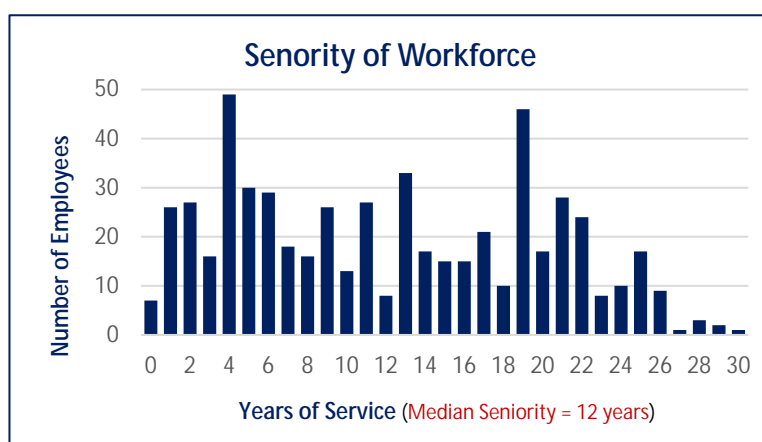
Wages are budgeted to increase 2.0%, reflecting the union contract's range adjustment. A similar budget estimate was made to the non-union salary ranges.

Accounts 5015, 5016, and 5017 reflect an estimated amount of potential accrued leave payments as employees retire each year. Because the number of employees eligible is higher than may retire, any excess amount budgeted will revert to next fiscal year's beginning fund balance. *Deferred 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.

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 relief personnel to fill all shifts off for Kelly days and was budgeted based upon expectations. Accounts 5120 and 5121 *Overtime* are budgeted based upon normal operations of the District. Actual amounts may fluctuate from year-to-year depending upon the severity and scale of the annual wildfire season.

PERS costs are overall slightly increased reflecting actual costs for non-line personnel and a stepped-in budgeted blended rate of 30.35% for line firefighters and paramedics. The new biennium July 1, 2021, to June 30, 2023, continues the pattern of expected PERS rate increases charged to employers. The July 1, 2021, rates for Tiers 1 and 2 fire personnel are 27.51% plus another 6% for a combined total of 33.51% down slightly from a combined 33.75% in the



prior biennium. The rates for OPSRP personnel range from a combined 23.99% for OPSRP General Service personnel to 28.35% for OPSRP Police and Fire rates, up from 21.68% and 26.31%, respectively. The District is used a large portion of 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 the remaining rate reserve funds to step into future biennium's increases. These projected increases are modeled in the District's long-term financial forecasts and are frequently reviewed in order to ensure that we can 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 \$536,522 or 3.4% over the prior year's budget, reflecting increases to each department's base budget of 2% as well as additional one-time items as funding allows. The 2021-22 budget also includes legal counsel for collective bargaining contract negotiations and consultation.

EMS Supplies, account 5320, reflects supplies used for emergency medical response as well as cadaver labs for recruit training. *Firefighting Supplies*, account 5321, includes \$48,900 to continue overall improvements to the hose program and to increase the on-hand inventory of wildland hose.

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 \$19,727 water rescue 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 tap out systems at the fire stations, and continued safety investment in installing roof tie-off points to stations over time.

Vehicle Maintenance, Account 5363, is for the District's in-house fleet maintenance 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 contracts for EMS equipment for \$41,000. *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 \$38,250 for laptop replacements, plus phone switching hardware, regular hard drives, and other maintenance items supporting District operations.

The budget for the District's property and liability coverage is paid from account 5400, *Insurance Premium* and this includes an increase of \$69,690 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, *Consultant Fees* largely represents the costs of contracts with the supervising physicians for the District's firefighters and paramedics, and consulting fees for legislative and other specialized consulting

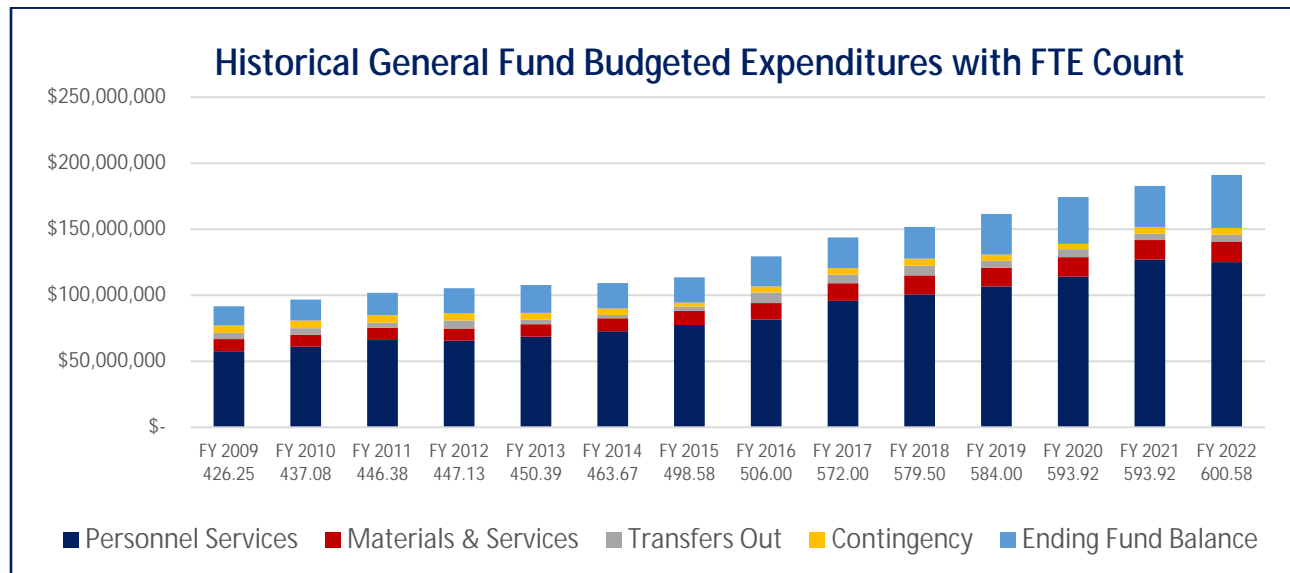
services. The 2021-22 budget includes fees to assist the District in creating a Diversity, Equity and Inclusion (DEI) plan. *Elections Expense* account 5574 reflects election costs for the November 2021 bond election.

Account 5414, *Other Professional Services* includes physician services for all current employees' physicals and for new hire exams totaling \$289,380 with associated laboratory services at approximately \$60,843. It also includes fees for investment advisory services, behavioral health services, 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 professional services for District-wide initiatives to support strategic and communications strategies.

Requirements	2021-22 Budget	Percent of Budget
Personnel Services	125,089,055	65.45%
Materials and Services	15,732,298	8.23%
Operating Transfers Out	5,107,257	2.67%
Operating Contingency	5,142,000	2.69%
Ending Fund Balance	40,044,584	20.96%
Total Requirements	191,115,194	100.00%

Account 5416, *Building Services*, includes all annual irrigation and lawn care maintenance, annual generator testing, carpet cleaning and Sonitrol access and maintenance for all District buildings.

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.



2021-22 Budget Summary by Directorate

Requirements	Personnel Costs	Materials & Services	Other	2022-22 Budget
Command				
Board of Directors	500	194,233	-	194,733
Civil Service Commission	154,274	48,710	-	202,984
Fire Chief's Office	3,001,041	1,133,485	-	4,134,526
Total Command	3,155,815	1,376,428	-	4,532,243
Business				
Business Strategy	916,019	90,735	-	1,006,754
Organizational Health	1,948,419	477,645	-	2,426,064
Occupational Health/Wellness	774,873	610,952	-	1,385,825
Logistics Administration	756,710	225,629	-	982,339
Fleet Maintenance	2,020,159	1,181,230	-	3,201,389
Facilities Maintenance	1,361,619	467,046	-	1,828,665
Supply	841,847	281,290	-	1,123,137
Total Business	8,619,646	3,334,527	-	11,954,173
Finance				
Finance	1,954,140	1,525,064	-	3,479,204
Information Technology	1,556,616	1,670,398	-	3,227,014
Communications	621,085	2,979,287	-	3,600,372
Total Finance	4,131,841	6,174,749	-	10,306,590
Operations				
Operations Admin	4,161,076	276,738	-	4,437,814
Relief Personnel	13,856,559	33,052	-	13,889,611
Specialty Teams	138,671	97,078	-	235,749
Stations	78,488,779	2,671,412	-	81,160,191
EMS	1,772,729	363,969	-	2,136,698
Training	2,371,267	434,832	-	2,806,099
Recruits	2,063,953	295,318	-	2,359,271
Total Operations	102,853,034	4,172,399	-	107,025,433
Support				
Emergency Management	203,254	25,315	-	228,569
Volunteers/Chaplains	69,201	193,873	-	263,074
Total Support	272,455	219,188	-	491,643
Community Services				
Fire & Life Safety	4,543,310	176,368	-	4,719,678
Government Affairs	1,073,313	237,813	-	1,311,126
Media Services	361,147	35,684	-	396,831
Incident Management Team	78,494	5,142	-	83,636
Total Community Services	6,056,264	455,007	-	6,511,271
Non-Allocated				
Operating Transfers Out	-	-	5,107,257	5,107,257
Operating Contingency	-	-	5,142,000	5,142,000
Ending Fund Balance	-	-	40,044,584	40,044,584
Total Requirements	125,089,055	15,732,298	50,293,841	191,115,194



2021-22 Personnel Summary by Directorate

Program	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget	Increase (Decrease)	
Command						
Fire Chief's Office	18.00	10.00	10.00	10.00	0.00	
Total Command	18.00	10.00	10.00	10.00	0.00	
Business						
Business Strategy	-	6.00	6.00	6.00	-	
Organizational Health	8.00	8.00	8.00	9.00	1.00	Transfer 1 FTE from Occupational Health.
Behavioral Health	-	1.00	1.00	-	(1.00)	Position eliminated.
Occupational Health/Wellness	6.00	6.00	6.00	5.00	(1.00)	Transfer 1 FTE to Organizational Health.
Logistics	2.00	2.00	2.00	4.00	2.00	New Capital Projects Manager.
Fleet Maintenance	13.00	13.00	13.00	13.00	-	Transfer Capital Spec. from Cap Proj. Fund.
Facilities Maintenance	9.00	9.00	9.00	9.00	-	
Supply	7.00	7.00	7.00	7.00	-	
Total Business	45.00	52.00	52.00	53.00	1.00	
Finance						
Finance	12.00	12.00	12.00	12.00	0.00	
Information Technology	7.00	8.00	8.00	8.00	-	
Communications	4.00	4.00	4.00	4.00	-	
Total Finance	23.00	24.00	24.00	24.00	0.00	
Operations						
Operations Admin	15.00	16.25	16.25	16.25	-	
Relief Personnel	62.00	68.00	62.00	65.00	3.00	7/1/2021 deployment changes.
Station 17 (North Plains)	12.00	12.00	12.00	12.00	-	
Station 19 (Midway)	12.00	12.00	12.00	12.00	-	
Station 20 (Springbrook)	18.00	18.00	24.00	24.00	-	
Station 21 (Downtown Newberg)	18.00	18.00	18.00	18.00	-	
Station 33 (Sherwood)	14.00	14.00	12.00	12.00	-	
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	8.00	2.00	7/1/2021 deployment changes.
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	12.00	12.00	12.00	-	
Station 53 (Progress)	14.00	14.00	16.00	12.00	(4.00)	7/1/2021 deployment changes.
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	12.00	12.00	-	
Station 60 (Cornell Road)	12.00	12.00	12.00	12.00	-	
Station 61 (Butner Road)	13.00	13.00	14.00	14.00	-	
Station 62 (Aloha)	14.00	14.00	14.00	13.00	(1.00)	7/1/2021 deployment changes.
Station 64 (Somerset)	13.00	13.00	13.00	13.00	-	
Station 65 (West Slope)	13.00	13.00	12.00	12.00	-	
Station 66 (Brockman Road)	13.00	13.00	12.00	12.00	-	
Station 67 (Farmington Road)	26.00	26.00	25.00	25.00	-	
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	4.00	6.00	2.00	7/1/2021 deployment changes.
EMS	6.00	7.00	7.00	7.00	-	
Training	9.00	9.00	9.00	9.00	-	
Recruits	5.00	6.67	6.67	10.33	3.66	24-person academy (increase from 16).
Total Operations	467.00	476.92	476.92	482.58	5.66	
Support						
Emergency Management	1.00	1.00	1.00	1.00	-	
Total Support	1.00	1.00	1.00	1.00	0.00	
Community Services						
Fire & Life Safety	23.00	23.00	23.00	23.00	-	
Government Affairs	5.00	5.00	5.00	5.00	-	
Media Services	2.00	2.00	2.00	2.00	-	
Total Community Services	30.00	30.00	30.00	30.00	0.00	
Total Full-Time Equivalents (FTE)	584.00	593.92	593.92	600.58	6.66	Net Increase

Transfers

Transfers of \$5,107,257 are made to four funds to provide resources as seen in the table to the right:

Fund	2021-22 Budget
Apparatus & Vehicle	1,996,750
Capital Improvements	2,832,507
Property & Building	200,000
Pension Trust	78,000
Total Transfers	5,107,257

Contingency

The 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 Contingency allows for a measure of disaster preparedness. During 2021-22, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2022-23.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$40,044,584. While listed as a requirement, it is 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 provide operating reserves in the 2022-23 fiscal year.

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
45,926,064	57,832,511	52,456,165	Beginning Fund Balance	53,370,643	53,370,643	53,370,643
3,298,838	1,391,113	961,095	Prior Year Property Tax	980,317	980,317	980,317
17,996	16,635	15,833	Taxes In Lieu of Property Tax	16,150	16,150	16,150
437,039	247,316	25,500	Forest Revenues	26,010	26,010	26,010
627,875	597,040	625,000	Interest Income	500,000	500,000	500,000
87,853	98,323	14,956	Interest on Taxes	15,000	15,000	15,000
47,469	39,594	44,787	Unsegregated Tax Interest	45,000	45,000	45,000
5,253,234	4,475,185	3,663,384	Charges for Services	5,506,997	5,506,997	5,506,997
66,253	60,273	57,663	Rental Revenue	59,000	59,000	59,000
124,377	305,029	33,970	Donations and Grants	25,000	25,000	25,000
502,168	556,497	260,000	Insurance Refunds	260,000	260,000	260,000
49,847	21,859	25,000	Surplus Property	25,000	25,000	25,000
89,027	272,648	245,000	Miscellaneous	245,000	245,000	245,000
56,528,040	65,914,023	58,418,353	Total Resources, Except Taxes	61,074,117	61,074,117	61,074,117
-	-	124,331,613	Taxes Necessary to Balance	130,041,077	130,041,077	130,041,077
114,929,341	120,095,683	-	Taxes Collected in Year Levied	-	-	-
171,457,381	186,009,706	182,759,966	Total Resources	191,115,194	191,115,194	191,115,194
Requirements						
102,893,046	110,913,321	127,424,805	Personnel Services	125,089,055	125,089,055	125,089,055
11,880,689	12,174,351	15,195,776	Materials and Services	15,732,298	15,732,298	15,732,298
5,051,756	5,974,537	4,796,515	Transfers Out	5,107,257	5,107,257	5,107,257
-	-	4,339,500	Contingency	5,142,000	5,142,000	5,142,000
51,631,890	56,947,497	31,003,370	Ending Fund Balance	40,044,584	40,044,584	40,044,584
171,457,381	186,009,706	182,759,966	Total Requirements	191,115,194	191,115,194	191,115,194

General Fund Detail

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
General Fund							
5001	Salaries & Wages Union	35,763,316	37,402,648	42,081,962	42,291,228	42,291,228	42,291,228
5002	Salaries & Wages Non-union	9,067,902	8,833,912	10,033,003	10,268,367	10,268,367	10,268,367
5003	Vacation Taken Union	5,129,287	4,995,463	5,976,507	5,992,507	5,992,507	5,992,507
5004	Vacation Taken Non-union	828,851	670,741	841,703	850,157	850,157	850,157
5005	Sick Leave Taken Union	981,650	1,213,003	1,080,327	1,234,488	1,234,488	1,234,488
5006	Sick Taken Non-union	196,550	216,149	228,320	229,950	229,950	229,950
5007	Personal Leave Taken Union	440,651	410,863	569,899	524,781	524,781	524,781
5008	Personal Leave Taken Non-union	72,600	62,596	89,249	85,111	85,111	85,111
5010	Comp Taken Non-union	45,346	31,727	-	-	-	-
5015	Vacation Sold	174,371	310,095	293,089	296,515	296,515	296,515
5016	Vacation Sold at Retirement	111,932	475,028	202,328	246,758	246,758	246,758
5017	PEHP Vac Sold at Retirement	610,246	1,899,966	507,440	563,425	563,425	563,425
5018	Comp Time Sold Union	8,171	-	-	-	-	-
5019	Comp Time Sold Non-union	5,956	7,214	-	-	-	-
5020	Deferred Comp Match Union	1,909,834	2,034,428	2,283,471	2,324,303	2,324,303	2,324,303
5021	Deferred Comp Match Non-union	588,869	616,891	728,738	734,692	734,692	734,692
5041	Severance Pay	-	84,837	-	-	-	-
5090	Temporary Services-Backfill	5,921	150,004	-	-	-	-
5101	Vacation Relief	5,271,472	5,138,721	5,669,632	5,637,466	5,637,466	5,637,466
5105	Sick Relief	995,005	1,121,591	952,381	1,044,825	1,044,825	1,044,825
5106	On the Job Injury Relief	261,669	272,758	268,892	327,062	327,062	327,062
5107	Short Term Disability Relief	195,457	104,762	91,725	115,791	115,791	115,791
5110	Personal Leave Relief	560,563	491,528	642,098	594,632	594,632	594,632
5115	Vacant Slot Relief	1,021,348	1,250,526	-	-	-	-
5117	Regular Day Off Relief	1,444,050	1,705,500	1,202,737	1,571,655	1,571,655	1,571,655
5118	Standby Overtime	45,488	42,068	47,352	44,065	44,065	44,065
5120	Overtime Union	1,718,935	1,552,398	4,073,242	2,552,078	2,552,078	2,552,078
5121	Overtime Non-union	115,000	35,901	36,900	37,370	37,370	37,370
5150	Pension Benefit	19,330	16,830	30,000	30,600	30,600	30,600
5201	PERS Taxes	15,568,877	18,043,970	26,097,671	22,986,074	22,986,074	22,986,074
5203	FICA/MEDI	4,641,965	4,804,822	5,931,897	5,940,295	5,940,295	5,940,295
5206	Worker's Comp	1,944,025	1,294,837	1,576,888	1,606,526	1,606,526	1,606,526
5207	TriMet/Wilsonville Tax	428,854	442,748	541,760	548,123	548,123	548,123
5208	OR Worker's Benefit Fund Tax	17,639	15,940	17,834	18,027	18,027	18,027
5210	Medical Ins Union	10,106,759	11,188,580	12,260,338	13,259,624	13,259,624	13,259,624
5211	Medical Ins Non-union	1,686,123	1,597,521	1,659,420	1,678,128	1,678,128	1,678,128
5212	Medical Ins Nonu VEBA	-	17,865	263,531	264,650	264,650	264,650
5220	Post Retire Ins Union	270,953	279,870	293,980	297,380	297,380	297,380
5221	Post Retire Ins Non-union	92,332	82,999	89,100	90,900	90,900	90,900
5230	Dental Ins Non-union	158,925	144,861	169,596	164,496	164,496	164,496
5240	Life/Disability Insurance	97,666	96,293	110,882	112,678	112,678	112,678
5250	Unemployment Insurance	-	3,870	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	15,643	13,236	14,898	42,250	42,250	42,250
5270	Uniform Allowance	150,048	176,371	277,870	297,298	297,298	297,298
5290	Employee Tuition Reimburse	47,806	54,986	79,785	82,780	82,780	82,780
5295	Vehicle/Cell Allowance	75,660	78,540	90,360	84,000	84,000	84,000
Personnel Services		102,893,045	110,913,321	127,424,805	125,089,055	125,089,055	125,089,055
5300	Office Supplies	27,785	27,636	43,305	43,446	43,446	43,446
5301	Special Department Supplies	215,806	253,710	276,771	296,135	296,135	296,135
5302	Training Supplies	66,342	85,765	118,435	143,986	143,986	143,986
5303	Physical Fitness	21,982	9,456	20,891	19,412	19,412	19,412
5304	Hydrant Maintenance	-	2,070	4,000	4,080	4,080	4,080
5305	Fire Extinguisher	10,290	7,623	16,725	16,315	16,315	16,315
5306	Photography Supplies & Process	68	368	140	144	144	144
5307	Smoke Detector Program	6,233	3,870	10,300	10,340	10,340	10,340
5311	Haz Mat Response Materials	1,138	773	3,000	3,060	3,060	3,060
5320	EMS Supplies	529,215	824,787	731,109	545,876	545,876	545,876
5321	Fire Fighting Supplies	204,911	262,967	364,526	273,705	273,705	273,705
5325	Protective Clothing	408,364	444,436	394,075	520,476	520,476	520,476
5330	Noncapital Furniture & Equip	102,588	293,972	130,888	143,638	143,638	143,638

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
5340	Software Licenses/Upgrade/Host	901,860	904,045	1,385,819	1,211,242	1,211,242	1,211,242
5350	Apparatus Fuel/Lubricants	441,849	375,776	501,240	491,955	491,955	491,955
5361	M&R Bldg/Bldg Equip & Improv	809,710	993,217	358,700	370,000	370,000	370,000
5363	Vehicle Maintenance	990,379	919,690	1,084,145	1,061,840	1,061,840	1,061,840
5364	M&R Fire Comm Equip	11,104	14,513	29,785	59,100	59,100	59,100
5365	M&R Firefight Equip	57,495	103,727	145,845	139,594	139,594	139,594
5366	M&R EMS Equip	42,930	63,476	56,301	63,789	63,789	63,789
5367	M&R Office Equip	85,674	87,725	133,800	134,579	134,579	134,579
5368	M&R Computer & Network Hardware	135,743	151,861	283,056	170,466	170,466	170,466
5400	Insurance Premium	428,120	449,858	514,960	632,763	632,763	632,763
5410	General Legal	385,127	131,474	527,500	533,123	533,123	533,123
5411	Collective Bargaining	2,111	27,891	28,000	158,000	158,000	158,000
5412	Audit & Related Filing Fees	61,905	42,720	44,560	45,489	45,489	45,489
5413	Consultant Fees	158,351	182,347	218,000	423,891	423,891	423,891
5414	Other Professional Services	711,954	537,681	1,140,457	932,473	932,473	932,473
5415	Printing	36,287	23,992	35,385	41,662	41,662	41,662
5416	Building Services	191,612	233,821	766,537	779,140	779,140	779,140
5417	Temporary Services	65,391	57,684	81,280	94,560	94,560	94,560
5418	Trustee/Administrative Fees	31,302	68,240	191,175	640,195	640,195	640,195
5420	Dispatch	2,245,128	2,387,704	2,410,498	2,458,708	2,458,708	2,458,708
5421	BOD Allowance	10,550	7,900	9,000	9,250	9,250	9,250
5430	Telephone	314,710	328,052	378,128	386,346	386,346	386,346
5432	Natural Gas	127,265	122,425	170,107	170,730	170,730	170,730
5433	Electricity	490,537	485,609	513,620	522,302	522,302	522,302
5434	Water/Sewer	266,767	262,525	282,472	288,019	288,019	288,019
5436	Garbage	67,321	71,806	84,073	85,326	85,326	85,326
5437	Cable Access	188,218	173,687	181,918	202,220	202,220	202,220
5445	Rent/Lease of Building	110,852	144,898	210,888	223,720	223,720	223,720
5450	Rental of Equip	8,797	14,369	15,010	17,355	17,355	17,355
5461	External Training	76,353	63,525	181,557	195,054	195,054	195,054
5462	Travel and Per Diem	179,235	99,013	244,412	249,617	249,617	249,617
5471	Citizen Awards	1,532	2,165	3,000	3,018	3,018	3,018
5472	Employee Recog & Awards	28,449	17,640	30,505	43,562	43,562	43,562
5473	Employ Safety Pro & Incent	12,260	6,600	13,000	13,000	13,000	13,000
5474	Volunteer Awards Banquet	8,708	189	9,500	9,690	9,690	9,690
5480	Community/Open House/Outreach	21,580	14,866	47,615	38,214	38,214	38,214
5481	Community Education Materials	19,924	13,145	30,710	30,542	30,542	30,542
5484	Postage UPS & Shipping	48,927	59,634	75,439	90,118	90,118	90,118
5500	Dues & Subscriptions	62,121	60,282	77,335	78,206	78,206	78,206
5501	Volunteer Assn Dues	16,000	16,000	16,000	16,320	16,320	16,320
5502	Certifications & Licensing	60,536	17,166	94,528	18,458	18,458	18,458
5570	Misc Business Exp	57,125	51,197	98,527	112,331	112,331	112,331
5571	Planning Retreat Expense	5,536	2,492	11,950	13,076	13,076	13,076
5572	Advertis/Public Notice	72,441	53,166	67,040	76,078	76,078	76,078
5573	Inventory Over/Short/Obsolete	(6,232)	3,329	5,500	5,660	5,660	5,660
5574	Elections Expense	152,857	-	165,000	165,000	165,000	165,000
5575	Laundry/Repair Expense	89,566	107,795	127,734	131,304	131,304	131,304
	Materials and Services	11,880,689	12,174,350	15,195,776	15,732,298	15,732,298	15,732,298
5800	Transfers Out	5,051,756	5,974,537	4,796,515	5,107,257	5,107,257	5,107,257
	Transfers Out	5,051,756	5,974,537	4,796,515	5,107,257	5,107,257	5,107,257
5900	Contingency	-	-	4,339,500	5,142,000	5,142,000	5,142,000
	Contingency	-	-	4,339,500	5,142,000	5,142,000	5,142,000
5999	Budgeted Ending Fund Balance	51,631,890	56,947,497	31,003,370	40,044,584	40,044,584	40,044,584
	Ending Fund Balance	-	-	31,003,370	40,044,584	40,044,584	40,044,584
	Total General Fund	171,457,380	186,009,706	182,759,966	191,115,194	191,115,194	191,115,194



Board of Directors

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	-	500	500
Materials and Services	176,900	20,765	193,650	194,233
Total Expenditures	176,900	20,765	194,150	194,733

Board of Directors



Randy J. Lauer
President



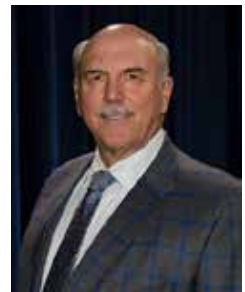
Gordon L. Hovies
Vice-President



Justin J. Dillingham
Secretary-Treasurer



Robert C. Wyffels
Member



Clark I. Balfour
Member

Budget Highlights

Within Materials and Services, budgeted expenses include \$6,123 in legal expenses for monthly Board meetings and workshops, a \$9,250 allowance for Board member meeting reimbursements, \$1,750 for Board member conference registrations, \$4,750 in mileage reimbursements, travel, and per diem. Account 5574, *Elections Expense* includes \$165,000 for costs related to the upcoming November 2021 Bond election.

Status of Prior-Year 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.
 Status: → Ongoing
 Status Report: The Board provided policy direction at monthly Board meetings and in the annual budget approval process. For example, they authorized budget adoption and amendments, civil service commission and budget committee appointments, the master fee schedule, intergovernmental agreements for grant funding, and contracts for vaccination clinic space use, data storage, construction, occupational health physician services, and apparatus and SCBA equipment purchases. Also, they approved Board Policy updates specific to Board operations, purchasing, budget and finance, maintenance, community services, and business operations.

- **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.
 Status: → Ongoing
 Status Report: Board members participated on the WCCCA Board of Commissioners, Metro Policy Advisory Committee and Westside Economic Alliance, and attended the SDAO virtual conference. Additionally, they engaged with partner cities on urban renewal proposals and with staff on proposed projects and timeline for the next capital bond measure.

Additional 2020-21 Accomplishments

- Approved policy updates for Civil Service, fire codes and training and many other programs.

2021-22 Current-Year Tactics

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

Goal/Strategy: All
 Timeframe: 12 months
 Partner(s): All District divisions and departments.
 Budget Impact: Varies based upon policy direction.
 Measured By: Engagement by 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.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10120 Board of Directors						
5270 Uniform Allowance	-	-	500	500	500	500
Personnel Services	-	-	500	500	500	500
5300 Office Supplies	-	-	150	150	150	150
5301 Special Department Supplies	-	-	300	300	300	300
5410 General Legal	3,202	5,585	6,000	6,123	6,123	6,123
5421 BOD Allowance	10,550	7,900	9,000	9,250	9,250	9,250
5461 External Training	835	460	1,750	1,750	1,750	1,750
5462 Travel and Per Diem	3,865	1,812	4,750	4,750	4,750	4,750
5570 Misc Business Exp	1,940	715	2,500	2,500	2,500	2,500
5572 Advertis/Public Notice	3,650	4,294	4,200	4,410	4,410	4,410
5574 Elections Expense	152,857	-	165,000	165,000	165,000	165,000
Materials and Services	176,900	20,765	193,650	194,233	194,233	194,233
Total Board of Directors	176,900	20,765	194,150	194,733	194,733	194,733



Civil Service Commission

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	88,902	79,579	139,978	154,274
Materials and Services	35,091	40,301	47,119	48,710
Total Expenditures	123,993	119,880	187,097	202,984

Civil Service Commission



Tim Ashcroft
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 Garland
Commissioner
Seat 4
Term expires
03/23



Donna Fowler
Commissioner
Seat 5
Term expires
03/23

Budget Highlights

The 2021-22 budget provides for personnel costs to cover the cost of overtime relief for union line personnel participating in hiring and promotional interview processes. The District has planned for several promotional processes.

Materials and Services includes funding of \$32,210 in *Other Professional Services*, account 5414, for the contract with the chief examiner and to administer the open and continuous testing process as well as background investigations of new hires based on DPSST requirements and for psychological examinations. This is the first year with a new Chief Examiner who will continue with development throughout the year. The District is beginning a span of time where it anticipates a rise in retirements which will result in an increase in promotions and entry hiring. The budget reflects the preparation and multiple assessment processes necessary to establish entrance and promotional lists to respond to the District's future staffing needs.

Status of Prior-Year 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.

Status: → Ongoing

Status Report: The District has worked on evaluating the assessment tools and processes to ensure they align with the goal of fair and equitable outcomes, and identifying diverse, qualified candidates. Efforts were slowed by the COVID-19 pandemic as many outreach events were cancelled and District resources were shifted to focus on response. The District developed and delivered virtual and physically distanced events to aid in the Outreach efforts and to safely administer assessments.

- 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.

Status: → Ongoing

Status Report: Efforts toward this tactic were slowed by the COVID-19 pandemic as District resources were shifted to focus on response. The Strategic Outreach Plan was reviewed, and appropriate updates were made. A campaign was developed to increase participation on the Outreach and Mentor teams and training was developed to ensure the members' effectiveness and confidence while participating in outreach events and activities.

Additional 2020-21 Accomplishments

- Rian Brown retired after over thirty years as the District's Chief Examiner. The Commission selected a new Chief Examiner, Timothy Ashcroft, after an extensive recruitment and selection process.

Activities Summary

	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Number of Civil Service selection processes completed (Chief's interviews)	7	13	7	14	14
Number of Civil Service examinations (to develop eligible lists)	3	9	6	10	7
Number of Civil Service Commission meetings	5	6	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)	80	90	*100	90	90
Days to fill vacancies – entry level firefighter (from pulling list)	162	129	182	182	182
Days to fill vacancies – all other Civil Service classifications (from department request)	35	42	**88	42	42
Number of classification specifications revised and approved by Commission	5	0	7	5	5
Percentage of employees hired into Civil Service classifications who completed trial service during period	98% 42 of 43	87% 20 of 23	82% 14 of 17	89% 16 of 18	91% 22 of 24
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% 28 of 28	100% 26 of 26	100% 38 of 38	100% 22 of 22	100% 3 of 3
Number of applications processed	272	279	543	400	200

* The increase due to the postponed AO assessment due to COVID-19.

**Increase due to FFPM promotion and Paramedic processes.

2021-22 Current-Year 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 a fair, equitable, efficient, cost-effective manner.

Goal/Strategy: Goal 2

Timeframe: 12 months

Partner(s): Operations, Human Resources

Budget Impact: Currently budgeted

Measured By: Auditing the updated assessment tools and processes, as well as identifying and implementing 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.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10110 Civil Service						
5120 Overtime Union	64,719	56,249	100,132	109,380	109,380	109,380
5201 PERS Taxes	16,557	15,857	29,198	33,197	33,197	33,197
5203 FICA/MEDI	3,760	4,187	7,660	8,368	8,368	8,368
5206 Worker's Comp	3,396	2,878	2,203	2,461	2,461	2,461
5207 TriMet/Wilsonville Tax	447	394	785	868	868	868
5208 OR Worker's Benefit Fund Tax	22	14	-	-	-	-
Personnel Services	88,902	79,579	139,978	154,274	154,274	154,274
5410 General Legal	-	935	1,500	7,000	7,000	7,000
5414 Other Professional Services	29,350	36,074	40,102	32,210	32,210	32,210
5484 Postage UPS & Shipping	-	-	50	50	50	50
5570 Misc Business Exp	2,126	2,974	3,467	6,200	6,200	6,200
5572 Advertis/Public Notice	3,615	319	2,000	3,250	3,250	3,250
Materials and Services	35,091	40,301	47,119	48,710	48,710	48,710
Total Civil Service	123,993	119,880	187,097	202,984	202,984	202,984



Fire Chief's Office

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, as well as Strategic Plan and Long-Range Financial Forecast updates.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	3,733,844	2,763,254	3,001,502	3,001,041
Materials and Services	1,055,183	565,959	1,111,147	1,133,485
Total Expenditures	4,789,027	3,329,213	4,112,649	4,134,526

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	-	-	-	2.00
Assistant Chief	3.00	4.00	4.00	2.00
Chief Financial Officer	1.00	1.00	1.00	1.00
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	-	-	-
Public Affairs Chief	1.00	-	-	-
Public Affairs Coordinator	1.00	-	-	-
Behavioral Health Specialist	1.00	-	-	-
Records Manager	1.00	-	-	-
Records Analyst	1.00	-	-	-
Operations Analyst	2.00	-	-	-
GIS Program Coordinator	1.00	-	-	-
Total Full-Time Equivalents (FTE)	18.00	10.00	10.00	10.00

Budget Highlights

The change in Personnel Services reflects expected salaries and wage increases 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, *Overtime*, is budgeted at normal levels. Account 5290, *Employee Tuition Reimbursement*, includes approved Education Development Plans.

Materials and Services are in line with 2020-21 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. *Building 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*, accounts for expenditures from donations to the Community Assistance Fund program.

Status of Prior-Year 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.
 Status: → Ongoing
 Status Report: Held interactive Chat with the Chief virtual sessions. Delivered briefings via Target Solutions. Conducted site visits to recognize retirements, promotions, and awards. Surveyed personnel on connectivity and understanding of the District's direction.

- **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.
 - Status: → Ongoing
 - Status Report: Delivered expectations in written communication, briefings, trainings, Chief's Corner broadcasts and during Chat with the Chief sessions.
- **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.
 - Status: → Ongoing
 - Status Report: The Fire Chief served on the WCCCA Board, OFCA Board, Oregon Fire Code Advisory Board, Washington County Addictions Triage and Treatment Board, EMS Alliance, and in a discovery process on EMS response to persons experiencing homelessness and mental health issues. Staff participated in the Washington County Managers Forum, Governor's Fire Service Policy Council, Governor's Wildfire Response Council, Westside Economics Alliance, countywide Fire Defense Boards, and OFCA Legislative Committee. Engaged routinely with county public health, emergency managers, response partners, and the State on COVID-19 operations and vaccination services.
- **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.
 - Status: → Ongoing
 - Status Report: Provided direction informing pilot and planned projects for facilities perimeter security (e.g., cameras, key and electronic access control) and cybersecurity.

- **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.
 Status: ✓ Complete
 Status Report: Managed an in-district wildfire and deployed commanders, firefighters and apparatus regionally. Modified training, resources, procedures and public education. Aligned procedures and training with ODF. Met with PGE and ODF on electricity shut-off for high risk zones. Staff participated in a statewide drill, legislative initiatives, and the Governor's Wildfire Fire Response Council.

- **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.
 Status: → Ongoing
 Status Report: Executive leadership discussed routinely. FCO staff and Local 1660 developed work-up opportunities to fill key temporary vacancies or project roles, including for the COVID-19 Vaccine Branch and Training Division Chief.

Additional 2020-21 Accomplishments

- Lead district-wide COVID-19 response.
- Restructured personnel assignments to realign workload, including creating two deputy chief positions.

2021-22 Current-Year 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 targeting improved patient care standards and EMS system integration. Other applicable 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 raise personnel awareness on actions they can take toward improved security and related expectations. Physical projects prioritized and 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.

- **Convey leadership-level direction on bond measure scope and subsequent timeline for bond projects administration, if approved by voters.**

Goal/Strategy: Goal 2 – Strategy 2.2, 2.3; Goal 3 – Strategy 3.4

Timeframe: 24 months

Partner(s): Business Strategy, Government Affairs, Finance, Operations, Logistics Administration

Budget Impact: None

Measured By: Planning meetings and other forms of engagement whereby relative review of/input occurred.

- **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.

Budget Detail

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10150	Fire Chief's Office						
5002	Salaries & Wages Non-union	2,124,603	1,429,155	1,454,560	1,503,605	1,503,605	1,503,605
5004	Vacation Taken Non-union	141,183	74,014	122,056	125,210	125,210	125,210
5006	Sick Taken Non-union	25,664	13,364	32,400	33,159	33,159	33,159
5008	Personal Leave Taken Non-union	16,821	10,344	12,916	12,504	12,504	12,504
5010	Comp Taken Non-union	5,563	6,098	-	-	-	-
5015	Vacation Sold	40,506	100,126	112,605	116,191	116,191	116,191
5016	Vacation Sold at Retirement	32,656	84,138	-	-	-	-
5017	PEHP Vac Sold at Retirement	165,320	-	-	-	-	-
5019	Comp Time Sold Non-union	-	228	-	-	-	-
5021	Deferred Comp Match Non-union	127,964	135,276	132,158	136,619	136,619	136,619
5121	Overtime Non-union	34,509	19,869	1,500	1,500	1,500	1,500
5201	PERS Taxes	472,378	506,632	627,251	562,226	562,226	562,226
5203	FICA/MEDI	147,137	101,395	144,707	149,342	149,342	149,342
5206	Worker's Comp	44,276	20,092	24,118	24,890	24,890	24,890
5207	TriMet/Wilsonville Tax	18,297	13,309	14,824	15,299	15,299	15,299
5208	OR Worker's Benefit Fund Tax	410	211	466	466	466	466
5211	Medical Ins Non-union	240,514	188,677	161,172	157,476	157,476	157,476
5212	Medical Ins Nonu VEBA	-	2,368	26,577	26,088	26,088	26,088
5221	Post Retire Ins Non-union	14,325	8,674	9,000	9,000	9,000	9,000
5230	Dental Ins Non-union	22,678	14,000	15,852	14,784	14,784	14,784
5240	Life/Disability Insurance	14,446	10,468	14,155	14,602	14,602	14,602
5270	Uniform Allowance	1,694	777	3,000	3,000	3,000	3,000
5290	Employee Tuition Reimburse	7,040	1,438	68,785	71,680	71,680	71,680
5295	Vehicle/Cell Allowance	35,860	22,600	23,400	23,400	23,400	23,400
	Personnel Services	3,733,844	2,763,254	3,001,502	3,001,041	3,001,041	3,001,041
5300	Office Supplies	8,031	2,946	6,500	6,675	6,675	6,675
5301	Special Department Supplies	8,669	9,505	11,000	11,000	11,000	11,000
5302	Training Supplies	600	-	500	500	500	500
5320	EMS Supplies	1,005	211	250	250	250	250
5321	Fire Fighting Supplies	16	-	250	250	250	250
5325	Protective Clothing	510	85	500	500	500	500
5330	Noncapital Furniture & Equip	4,819	6,450	3,000	3,000	3,000	3,000
5350	Apparatus Fuel/Lubricants	6,116	4,625	6,000	6,000	6,000	6,000
5361	M&R Bldg/Bldg Equip & Improv	63,196	88,288	-	-	-	-
5367	M&R Office Equip	28,852	31,151	42,000	42,900	42,900	42,900
5400	Insurance Premium	2,165	1,966	6,500	6,500	6,500	6,500
5410	General Legal	355,375	106,938	500,000	500,000	500,000	500,000
5413	Consultant Fees	27,000	24,500	30,000	30,000	30,000	30,000
5414	Other Professional Services	100,429	28,826	105,100	105,400	105,400	105,400
5415	Printing	30,619	308	-	-	-	-
5416	Building Services	64,451	72,163	154,127	157,215	157,215	157,215
5417	Temporary Services	19,446	-	-	-	-	-
5432	Natural Gas	480	480	700	700	700	700
5433	Electricity	87,629	88,151	93,000	95,000	95,000	95,000
5434	Water/Sewer	20,728	22,012	25,000	25,500	25,500	25,500
5436	Garbage	3,884	4,070	3,780	3,900	3,900	3,900
5461	External Training	14,531	6,011	23,225	25,325	25,325	25,325
5462	Travel and Per Diem	58,575	23,217	40,700	48,400	48,400	48,400
5471	Citizen Awards	1,167	2,041	2,000	2,000	2,000	2,000
5472	Employee Recog & Awards	3,049	4,425	1,000	3,000	3,000	3,000
5480	Community/Open House/Outreach	5,035	1,520	-	-	-	-
5484	Postage UPS & Shipping	44,763	6,907	8,200	8,500	8,500	8,500
5500	Dues & Subscriptions	25,593	23,526	28,350	28,800	28,800	28,800
5502	Certifications & Licensing	295	-	290	295	295	295
5570	Misc Business Exp	4,997	3,869	15,425	16,875	16,875	16,875
5571	Planning Retreat Expense	4,386	1,769	3,750	5,000	5,000	5,000
5572	Advertis/Public Notice	58,726	-	-	-	-	-
	Materials and Services	1,055,183	565,959	1,111,147	1,133,485	1,133,485	1,133,485
	Total Fire Chief's Office	4,789,027	3,329,213	4,112,649	4,134,526	4,134,526	4,134,526

Business Strategy

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	712,601	913,230	916,019
Materials and Services	-	41,333	79,595	90,735
Total Expenditures	-	753,934	992,825	1,006,754

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Records Manager	-	1.00	1.00	1.00
Records Analyst	-	1.00	1.00	1.00
Deployment & Staffing Coordinator	-	1.00	1.00	1.00
Operations Analyst	-	2.00	2.00	2.00
GIS Program Coordinator	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	-	6.00	6.00	6.00

Budget Highlights

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*, \$30,600 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.

As of July 1, 2021, ownership of the 2iS product will transfer from TVF&R to Emergent Healthcare Solutions. Per the legal agreement regarding this transfer of ownership, Emergent will establish an escrow account to reimburse TVF&R for development funds paid to Emergent through June 30, 2021. Most future development costs will be deducted from the escrow account; therefore, the overall capital budget has been reduced.

Status of Prior-Year 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)
 Status: ≠ No Longer Relevant
 Status Report: Fire & Life Safety and Logistics are both evaluating new software opportunities that will impact the planned EGIS expansions. Fire & Life Safety is considering new records management software. Logistics is also exploring other applications to support divisional needs. While the intent to include occupancy/inspections and fleet/facilities data into EGIS is still relevant, the discovery and architecture process is on hold until the RMS decisions are finalized.

- **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.
 Status: → Ongoing
 Status Report: The Fire Tactical Board is fully developed and in the testing phase. Implementation is anticipated in the spring of 2021. The vendor is providing support for training videos and developing a plan for data accessibility. The team is on track for completion in December 2021.

- **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.
 Status: → Ongoing

Status Report: About 60% of boxes at the Storage Center have been indexed. The Finance and Board sections still need to be reviewed and indexed. A large portion of the EMS records can be reviewed for purge. Some delays were experienced due to the COVID-19 pandemic but should still be on track to complete by the end of fiscal year 2021-22.

- **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, adjust, and implement 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.

Status: → Ongoing

Status Report: Fire alarm assignments were reviewed, revised for the appropriate response package per Operations, and implemented in CAD. Final adjustments were made as situation specific issues arose with the new CAD programming. Automatic aid was reviewed, modeled in GIS, and potential alterations are being discussed and planned. EMS is currently working on updated alarm assignments to be updated in CAD near the end of the current fiscal year or early in next fiscal year.

- **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.

Status: → Ongoing

Status Report: The GIS emergency management project phase one was completed in 2020. The GIG is now seeking funding for a proof-of-concept project. If funding is secured TVF&R will participate on the steering committee for the proof-of-concept phase. It is unknown at this time if funding will be secured and the project will proceed.

- **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).

Status: → Ongoing

Status Report: Preliminary work was completed during fiscal year 2020-21, but due to impacts of the COVID-19 pandemic on scheduling and deployment, and the fires experienced in September, progress slowed. The project is being reset and will continue to fiscal year 2021-22.

Additional 2020-21 Accomplishments

- Worked with Fire & Life Safety staff to transition hard-copy property and inspection records into electronic format and uploaded into the occupancy records management system.
- The Records Manager was assigned to COVID-19 Task Force 2 and played an important role in their various projects, including research and completion of the Workplace Reintegration Plan.
- A new EGIS tool was created and implemented quickly to track COVID-19 positive cases at care facilities in the District's service area.
- The EGIS Performance Module was relaunched with additional filtering tools that allow crews real time access to view their incident response performance.
- Collaborated with Portland Fire & Rescue during their implementation of Intterra with a goal of integrating their SitStat into REGIS.
- Business Strategy staff, along with Operations administrative staff, managed the line personnel scheduled vacation process.
- Coordinated with Finance and Organizational Health to implement, track and provide education for significant projects and events impacting staffing, payroll, benefits, and leaves including federal and District leaves to support employees during the COVID-19 pandemic, large regional and state wildfires, the Bald Peak/Chehalem Mountain wildfire, and the Vaccine Branch and points of distribution (POD).
- Staff also assisted in various functions to support the Vaccine Branch efforts, including administrative process management, data entry, and working directly in the PODs.

2021-22 Current-Year Tactics

- **Implement the incident management module in EGIS and REGIS to provide real time information for District, regional, and state incidents (e.g., wildland fire, hazardous materials event) as well as the ability to pre-plan large scheduled events.**

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

Timeframe: 12 months

Partner(s): Operations, Fire & Life Safety, Government Affairs, Emergency Management, Incident Management Team

Budget Impact: Currently budgeted

Measured By: Implementation of the module and completion of training for personnel.

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

Goal/Strategy: Goal 2 - Strategy 2.1, 2.2

Timeframe: 12 months

Partner(s): Operations, Training, and IT

Budget Impact: Currently budgeted

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: 12 months

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

Budget Impact: Currently budgeted

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.

- **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: Full review of CAD programming complete and matched to updated alarm assignments. Communicated with line personnel to identify issues and make adjustments and changes as needed. Provided adjustments and information to WCCCA so they can make programming changes and update their training. Completed adjustment and review of auto-aid agencies response within TVF&R's service area.

- **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: 12 months
Partner(s): IT, Operations, GIG
Budget Impact: None
Measured By: Completion of the GIG emergency management project. Refinement of IT/data sharing protocols and procedures for before, during, and after emergency events. Participation in the Proof-of-Concept Phase and steering committee.

- **Identify and implement new staffing and scheduling software for line personnel.**

Goal/Strategy: Goal 2 - Strategy 2.1
Timeframe: 12 months
Partner(s): Operations, Finance, Occupational Health, IT
Budget Impact: Increase required
Measured By: Ability to meet Labor Agreement and policy staffing requirements. Successful deployment and management of wildfire conflagration apparatus and staffing. Efficient and accurate payroll reporting. Integration with key systems (e.g., OnSceneRMS, EGIS, 2iS, Munis).

- **Evaluate and implement a mobile online and offline mapping and survey platform for backup use, data collection, and dissemination.**

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2 – Strategy 2.2
Timeframe: 12 months
Partner(s): IT, Operations, Fire & Life Safety
Budget Impact: Increase required
Measured By: Discovery sessions conducted with Operations and Fire & Life Safety to determine what is missing from existing mapping technology. Mobile platform and maps developed that allow offline access on an iPad and allow individuals to collect data and survey responses. Solution implemented and end user training provided.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10500 Business Strategy						
5002 Salaries & Wages Non-union	-	407,894	490,171	500,656	500,656	500,656
5004 Vacation Taken Non-union	-	29,781	41,363	41,912	41,912	41,912
5006 Sick Taken Non-union	-	11,997	11,216	11,329	11,329	11,329
5008 Personal Leave Taken Non-union	-	5,940	4,377	4,186	4,186	4,186
5015 Vacation Sold	-	2,994	3,507	3,577	3,577	3,577
5021 Deferred Comp Match Non-union	-	11,309	27,356	27,904	27,904	27,904
5121 Overtime Non-union	-	533	-	-	-	-
5201 PERS Taxes	-	82,514	148,378	134,886	134,886	134,886
5203 FICA/MEDI	-	33,742	44,262	45,148	45,148	45,148
5206 Worker's Comp	-	5,494	7,377	7,525	7,525	7,525
5207 TriMet/Wilsonville Tax	-	3,393	4,534	4,625	4,625	4,625
5208 OR Worker's Benefit Fund Tax	-	119	175	175	175	175
5211 Medical Ins Non-union	-	97,445	93,420	96,948	96,948	96,948
5212 Medical Ins Nonu VEBA	-	1,412	16,329	17,191	17,191	17,191
5221 Post Retire Ins Non-union	-	4,650	5,400	5,400	5,400	5,400
5230 Dental Ins Non-union	-	8,381	10,164	9,264	9,264	9,264
5240 Life/Disability Insurance	-	4,402	4,601	4,693	4,693	4,693
5295 Vehicle/Cell Allowance	-	600	600	600	600	600
Personnel Services	-	712,601	913,230	916,019	916,019	916,019
5300 Office Supplies	-	2,652	1,800	2,700	2,700	2,700
5301 Special Department Supplies	-	821	1,500	1,530	1,530	1,530
5330 Noncapital Furniture & Equip	-	-	-	9,300	9,300	9,300
5414 Other Professional Services	-	5,000	30,000	30,600	30,600	30,600
5415 Printing	-	23	500	510	510	510
5417 Temporary Services	-	25,936	33,280	34,320	34,320	34,320
5436 Garbage	-	469	1,200	2,000	2,000	2,000
5461 External Training	-	2,600	3,165	2,867	2,867	2,867
5462 Travel and Per Diem	-	3,533	7,640	6,480	6,480	6,480
5500 Dues & Subscriptions	-	299	510	428	428	428
Materials and Services	-	41,334	79,595	90,735	90,735	90,735
Total Business Strategy	-	753,935	992,825	1,006,754	1,006,754	1,006,754



Organizational Health

Description

The District takes a holistic view of organizational health related to the strategic goals of health and performance. The Organizational Health Division develops priorities and tactics centered on the overall well-being of our employees and volunteers, so personnel are prepared to fulfill the District's mission. In fiscal year 2021-22, the Human Resources (HR) Department and the Behavioral Health (BH) Department will be consolidated into the Organizational Health Department to improve efficiencies and leverage existing resources. The separate HR and BH departments met the needs of the District for many years but as we plan for the future the larger perspective and framework will best meet the diverse needs of District personnel and tomorrow's workforce.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,325,793	1,403,672	1,679,348	1,948,419
Materials and Services	159,929	160,554	208,892	477,645
Total Expenditures	1,485,722	1,564,226	1,888,240	2,426,064

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Director of Organizational Health	1.00	1.00	1.00	1.00
Human Resources Manager	2.00	2.00	2.00	2.00
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	1.00
Organizational Health Assistant	-	-	-	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	9.00

Budget Highlights

Within Personnel Services, wages and benefits are budgeted as projected for each employee, including PERS costs. The increase is for one FTE transferred from the Occupational Health/Wellness department. *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, Participation in the Portland Fire Camp for Girls and other events.

Within Materials and Services, account 5410, *General Legal*, for \$20,000; and account 5411, *Collective Bargaining*, \$158,000 are budgeted for ongoing labor negotiations and employment issues as well as for the 2022 collective bargaining agreement. Account 5413, Consulting Services, \$74,750 is budgeted to assist the District in creating a Diversity, Equity and Inclusion (DEI) plan. *Other Professional Services* in 5414, reflects \$12,000 for equity and inclusion training, as well as consulting services for a variety of assistance on issues such as online training development, investigations and other areas. Behavioral Health services are also included for \$36,000 in lieu of a Behavioral Health Specialist FTE.

Account 5472, *Employee Recognition and Awards* for \$35,077, 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 Expense*, account 5570, for \$27,416 reflects Diversity program sponsorship and outreach program fees, job fair fees, and event support costs.

Status of Prior-Year 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.
 Status: → Ongoing
 Status Report: The Fire Chief has clarified the scope of strategy 2.4 and tactics associated with the strategy will be changed accordingly and carry over into fiscal year 2021-22, focusing on providing development resources for non-line personnel. Development of the broader framework for strategic workforce planning and development will proceed in parallel.

- **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/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/transferring employees. Accurate information within current systems such as Talent Space and Target Solutions.

Status: → Ongoing

Status Report: Human Resources successfully purchased and virtually implemented a new module in NeoGov – Onboard, which allows staff to pre-board candidates who have been hired, streamlining the new hire paperwork process and reducing the new hire orientation. The COVID-19 pandemic has slowed the progress of the full implementation of the NeoGov Onboard module and the final phases of this project will be completed in fiscal year 2021-22.

- **Negotiate the successor Local 1660 Logistics Collective Bargaining Contract.**

Goal/Strategy: Goal 1; Goal 2

Timeframe: 12 months

Partner(s): Executive Team, Logistics Division management and Local 1660

Budget Impact: None

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

Status: ✓ Complete

Status Report: The current contract expires on June 30, 2021 and a new contract will be negotiated by the fiscal year end.

- **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.

Status: ✓ Complete

Status Report: In November 2020, Linda Cohen delivered virtual training to the workforce titled, "Spreading Kindness During Chaotic Times." This training directly targeted the Fire Chief's Bull's-Eye with the expectation to treat residents and coworkers with honesty, dignity, and respect, as well as the value placed on engagement with coworkers and the services provided to each other. The District has incorporated this as an important part of business. Training will be an ongoing part of the budget process.

- **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.

Status: → Ongoing

Status Report: The Behavioral Health program was restructured in July 2020 when the Behavioral Health Specialist retired. The District contracted with Cascade Centers to provide three counselors to support District employees, in addition to the employee assistance program. Communication and change management activities have been ongoing, but the transition was hampered by the required social distancing. Virtual introductions have not been effective in building personal relationships of trust with our personnel. Organizational Health staff will continue fostering the communication and change management strategies in the next fiscal year.

- **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.

Status: → Ongoing

Status Report: Organizational Health staff developed and implemented a monthly wellness newsletter titled, "myWellness," a total health resource. The newsletter launched on January 4, 2021 and includes multiple wellness topics, including behavioral health. We rely on identified mental health risks from a variety of resources to determine the monthly focus topics. The campaigns will include topics such as stress, trauma, sleep, suicide prevention, addiction and so on. Staff anticipate the roll-out of a Cascade Centers customized training video on the topic of resiliency in spring 2021.

Additional 2020-21 Accomplishments

- Developed and implemented various COVID-19 related processes, a temporary leave policy and processed a large volume of leave requests.
- As part of the August 2020 Safety Stand Down, HR created a preparedness campaign emphasizing the importance of current beneficiary forms and promotion of the Public Safety Officer Benefits (PSOB).
- Through the work of line personnel, a guide for reproductive health was updated providing key information and resources for firefighters and paramedics who are planning or navigating pregnancy and childbirth.
- Through the work of line personnel, the Strategic Outreach Plan, rolled out in 2017 and in alignment with the District's Strategic Plan, was reviewed, updated, and enhanced. The plan includes enhanced strategies and outreach activities to ensure we are striving toward the goal "to have our current applicant pools for volunteer and career positions reflect the level of diversity in our labor market."
- Through the work of line personnel, outreach and advertisement activities were developed in alignment with the District's Strategic Plan and the Strategic Outreach plan specifically for the creation of a Paramedic entrance list and future Firefighter entrance list. Broad video and social media advertisement were developed in collaboration with the Public Affairs division to reach targeted audiences.
- Developed and implemented alternative means of recognizing extraordinary employee contributions.
- Conducted quarterly peer support team meetings, which include focused training topics.
- Reviewed and published a vetted Cascade Centers provider list to inform employees of fire and public safety counselors.
- Developed a decision matrix for officers and supervisors to assist in assessing behavioral health situations to determine appropriate next steps for a struggling employee.

Activities Summary

Service Measure	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
HR FTE	8	8	8	8	9
Total number of employees	571	573	576	568	584
Union	459	465	476	470	490
Non-Union	112	108	100	98	94
Total number of volunteers	79	73	55	60	70
Number of employees hired	30	25	23	8	31
Volunteers on-boarded	9	13	0	13	20
Number of employee separations	8	12	16	8	10
Number of volunteer separations	35	19	18	8	10
Number of employee retirements	6	11	4	8	5
Number of Workers' Compensation Claims processed	87	57	57	60	65
Number of Family Medical Leave Requests Processed	39	81	75	100	90
Number of selection processes completed (Total)	26	30	16	21	21
Civil Service	11	13	7	12	12
Non-Civil Service	15	17	9	9	9
Number of recognition events (Promotional ceremonies and Meritorious Awards)	3	2	3	2	2
Number of employees recognized (Meritorious Awards, Years of Service Pins, Promotions, Retirement Parties, Employee of the Quarter Awardees)	109	179	148	600	150
Number of Employee of the Quarter nominations	6	15	9	6	6
Personnel Actions Processed	1,843	2,485	2,059	2,500	2,500
Turnover rate (<i>not including retirements</i>)	1.4%	2.1%	2.8%	1.4%	1.7%
Turnover rate (<i>including retirements</i>)	2.8%	4.0%	3.5%	2.8%	2.6%
Number of non- Civil Service applications processed	585	646	226	500	500

2021-22 Current-Year Tactics

- **Identify and host a professional resource to provide training to support preparedness of non-line employee for key leadership positions.**

Goal/Strategy: Strategy 2.4
 Timeframe: 6 months
 Partner(s): Leadership team, non-line employees
 Budget Impact: Currently budgeted
 Measured By: Completion of training/presentation.

- **Continued implementation 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: Currently budgeted
 Measured By: Employee onboarding and orientations will be measured by the success and retention of new employees. Departments onboarding personnel received the information they need for success at the right time and in the right format. The plan improved communication on onboarding, offboarding, promoting, or transferring employees and the tasks completed by support departments. Increased time for the Academy Cadre 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, or transferring employees. Accuracy of information within current systems such as Talent Space and Target Solutions.

- **Negotiate the successor Local 1660/TVF&R Fire Fighter Collective Bargaining Contract.**

Goal/Strategy: Goal 1; Goal 2
 Timeframe: 12 months
 Partner(s): Executive team, Local 1660
 Budget Impact: Increase required
 Measured By: New, fiscally sustainable collective bargaining agreement.

- **Develop and implement plan to create a Diversity, Equity and Inclusion plan.**

Goal/Strategy: Goal 1; Goal 2 – Strategy 2.6
 Timeframe: 24 months
 Partner(s): Leadership Team, Training Department, all personnel
 Budget Impact: Increase required
 Measured By: Diversity, Equity and Inclusion consultant in place to assist the District in creating a DEI plan. A plan in place to provide a framework to assess, implement, measure and communicate our DEI progress across the District and demonstrates our accountability to the community.

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

Goal/Strategy: Goal 1 – Strategy 1.3

Timeframe: 12 months

Partner(s): Fire Chief's Office, Local 1660, Occupational Health and Wellness, Organizational Health, internal wellness committees

Budget Impact: Currently budgeted

Measured By: Appropriate roles and reporting relationships identified for various program elements. Program stability established to provide confidence in services delivered to employees. Avenues to build relationships and trust between personnel, program team members and the counselors identified.

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

Goal/Strategy: Goal 1 – Strategy 1.3, 1.4

Timeframe: 12 months

Partner(s): Fire Chief's Office, Local 1660, Occupational Health and Wellness, Organizational Health, internal wellness committees

Budget Impact: Currently budgeted

Measured By: This tactic will be measured by the identification of relevant topics, delivery and quality of the education campaign, participation, avenues of communication, an increase in employee awareness and employee willingness to engage in proactive steps for their own wellbeing.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10304 Organizational Health						
5002 Salaries & Wages Non-union	670,064	743,570	755,170	863,533	863,533	863,533
5004 Vacation Taken Non-union	40,278	34,143	63,725	71,449	71,449	71,449
5006 Sick Taken Non-union	6,695	3,860	17,280	19,313	19,313	19,313
5008 Personal Leave Taken Non-union	2,605	2,754	6,743	7,135	7,135	7,135
5010 Comp Taken Non-union	1,561	3,135	-	-	-	-
5015 Vacation Sold	23,031	16,304	17,050	22,298	22,298	22,298
5021 Deferred Comp Match Non-union	41,313	47,278	50,300	55,889	55,889	55,889
5120 Overtime Union	77,014	31,335	108,247	163,720	163,720	163,720
5121 Overtime Non-union	140	455	750	1,000	1,000	1,000
5201 PERS Taxes	161,507	205,204	297,374	307,485	307,485	307,485
5203 FICA/MEDI	57,403	58,431	78,552	92,692	92,692	92,692
5206 Worker's Comp	14,840	10,003	13,092	15,449	15,449	15,449
5207 TriMet/Wilsonville Tax	5,974	6,217	8,047	9,496	9,496	9,496
5208 OR Worker's Benefit Fund Tax	214	181	262	291	291	291
5210 Medical Ins Union	1,360	-	-	-	-	-
5211 Medical Ins Non-union	167,107	181,204	164,808	187,332	187,332	187,332
5212 Medical Ins Nonu VEBA	-	2,158	26,938	30,310	30,310	30,310
5221 Post Retire Ins Non-union	8,175	7,200	7,200	8,100	8,100	8,100
5230 Dental Ins Non-union	14,940	15,806	16,152	17,004	17,004	17,004
5240 Life/Disability Insurance	6,513	7,075	7,200	8,113	8,113	8,113
5250 Unemployment Insurance	-	3,870	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	15,643	13,236	14,898	42,250	42,250	42,250
5270 Uniform Allowance	-	134	-	-	-	-
5290 Employee Tuition Reimburse	1,856	2,558	-	-	-	-
5295 Vehicle/Cell Allowance	7,560	7,560	7,560	7,560	7,560	7,560
Personnel Services	1,325,793	1,403,672	1,679,348	1,948,419	1,948,419	1,948,419
5300 Office Supplies	495	430	500	700	700	700
5301 Special Department Supplies	773	472	500	500	500	500
5302 Training Supplies	335	272	425	1,425	1,425	1,425
5400 Insurance Premium	339	115	200	200	200	200
5410 General Legal	26,550	18,017	20,000	20,000	20,000	20,000
5411 Collective Bargaining	2,111	27,891	28,000	158,000	158,000	158,000
5413 Consultant Fees	35,770	42,340	20,000	94,750	94,750	94,750
5414 Other Professional Services	36,439	28,479	63,201	107,421	107,421	107,421
5415 Printing	19	213	500	1,500	1,500	1,500
5417 Temporary Services	8,636	-	-	-	-	-
5461 External Training	2,674	2,670	11,160	10,110	10,110	10,110
5462 Travel and Per Diem	2,482	1,250	10,410	8,780	8,780	8,780
5472 Employee Recog & Awards	20,931	11,940	25,462	35,077	35,077	35,077
5484 Postage UPS & Shipping	85	7	100	100	100	100
5500 Dues & Subscriptions	5,806	6,723	7,288	7,416	7,416	7,416
5570 Misc Business Exp	13,232	18,608	16,496	27,416	27,416	27,416
5571 Planning Retreat Expense	10	-	400	-	-	-
5572 Advertis/Public Notice	3,241	1,127	4,250	4,250	4,250	4,250
Materials and Services	159,929	160,554	208,892	477,645	477,645	477,645
Total Organizational Health	1,485,722	1,564,226	1,888,240	2,426,064	2,426,064	2,426,064

Behavioral Health

Description

This department has been consolidated into the Organizational Health (previously Human Resources) department in fiscal year 2021-22 and the Behavioral Health Specialist position was eliminated.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	379,019	277,408	-
Materials and Services	-	1,939	60,458	-
Total Expenditures	-	380,958	337,866	-

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10310 Behavioral Health						
5002 Salaries & Wages Non-union	-	138,365	91,776	-	-	-
5004 Vacation Taken Non-union	-	10,331	11,964	-	-	-
5006 Sick Taken Non-union	-	4,796	3,244	-	-	-
5008 Personal Leave Taken Non-union	-	-	1,266	-	-	-
5015 Vacation Sold	-	-	3,043	-	-	-
5016 Vacation Sold at Retirement	-	13,393	-	-	-	-
5017 PEHP Vac Sold at Retirement	-	79,225	-	-	-	-
5021 Deferred Comp Match Non-union	-	7,675	7,913	-	-	-
5120 Overtime Union	-	37,360	46,400	-	-	-
5201 PERS Taxes	-	44,496	60,455	-	-	-
5203 FICA/MEDI	-	14,344	16,980	-	-	-
5206 Worker's Comp	-	2,444	2,830	-	-	-
5207 TriMet/Wilsonville Tax	-	1,539	1,740	-	-	-
5208 OR Worker's Benefit Fund Tax	-	30	29	-	-	-
5211 Medical Ins Non-union	-	16,075	16,740	-	-	-
5212 Medical Ins Nonu VEBA	-	-	2,720	-	-	-
5221 Post Retire Ins Non-union	-	825	900	-	-	-
5230 Dental Ins Non-union	-	1,007	1,668	-	-	-
5240 Life/Disability Insurance	-	1,045	1,380	-	-	-
5295 Vehicle/Cell Allowance	-	6,070	6,360	-	-	-
Personnel Services	-	379,019	277,408	-	-	-
5300 Office Supplies	-	-	200	-	-	-
5302 Training Supplies	-	-	1,000	-	-	-
5400 Insurance Premium	-	-	60	-	-	-
5414 Other Professional Services	-	-	56,000	-	-	-
5461 External Training	-	1,393	500	-	-	-
5462 Travel and Per Diem	-	-	1,340	-	-	-
5500 Dues & Subscriptions	-	-	95	-	-	-
5502 Certifications & Licensing	-	-	63	-	-	-
5570 Misc Business Exp	-	546	1,200	-	-	-
Materials and Services	-	1,939	60,458	-	-	-
Total Behavioral Health	-	380,958	337,866	-	-	-



Occupational Health/Wellness

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.



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 fitness assessment processes for District employees and job candidates and works with Organizational Health 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	593,161	700,798	897,891	774,873
Materials and Services	499,225	418,373	504,566	610,952
Total Expenditures	1,092,386	1,119,171	1,402,457	1,385,825

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
OHW Manager	1.00	1.00	1.00	1.00
Wellness Program Coordinator	1.00	1.00	1.00	1.00
OHW Certified Medical Assistant	1.00	1.00	1.00	2.00
OHW Assistant	1.00	1.00	1.00	-
Occupational Health Nurse	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	5.00

Budget Highlights

Personnel Services reflects the projected salaries and wages of current employees and selected benefits. The decrease is due to the transfer and repurposing of the Nurse FTE position to Organizational Health. Union overtime represents funding for physicals, chest x-rays, and treadmill stress tests as well as Peer Fitness Trainer meetings and site visits to operating centers and stations.

The increase in Materials and Services relates primarily to the request to increase physician time purchased. The rent for the leased medical office building site is reflected largely in account 5545, *Rent/Lease of Building*, for \$127,720. *Physical Fitness* supplies for the fire stations and regular maintenance of the fitness equipment for a total of \$19,412. *EMS Supplies* account 5320 provides for the vaccines and immunizations provided by OHS personnel. Account 5414, *Other Professional Services*, includes \$289,380 for physician services for employee physicals, return to work services and occupational health services, \$60,843 for estimated lab services, \$9,535 for return to work fit for duty examinations, and \$3,050 for OSHA Respiratory Protection Radiology requirements.

Status of Prior-Year 2020-21 Tactics

- **Maximize the efficient use of existing resources to assure safe and healthy 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.

Status: → Ongoing

Status Report: In March 2020, CDC, OSHA and ACOEM recommended that routine medical surveillance testing be postponed until further notice due to COVID-19. OHW focused services to provide essential fitness for duty evaluations and prioritized the mitigation of communicable disease exposure risk and workplace exposure management.

Staff worked to reintegrate OHW services in November and December of 2020, but plans were delayed due to the distribution of the COVID-19 vaccine. OHW reopened in March 2021, to provide medical surveillance services and testing for personnel based on CDC, OHA and federal and state OSHA guidance.

- **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, TVF&R/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 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 intersects with off the job personal health promotion (i.e., physical, mental, emotional, social, and economic health status).

Status: → Ongoing

Status Report:

- Organizational Health (both HR and OHW) launched "myWellness", a collaborative monthly newsletter developed to share valuable wellness information for both line and day personnel.
- Operations, OHW and the District's Physician collaborated to update the District's Rehabilitation for Emergency Operations and Training Exercise protocols. The update includes expanded proactive risk reduction strategies and the implementation of an on scene medical monitoring process to ensure the medical evaluation and treatment of symptomatic employees are in alignment with OHW and EMS protocols.
- OHW focused on creating a partnership with an external service provider to deliver flu vaccines and COVID-19 testing in more cost effective and efficient avenues to improve the employee experience. The opportunities expanded the District's capacity to offer more services for all District personnel, while reducing costs.

Additional 2020-21 Accomplishments

- District personnel experienced a low number of confirmed COVID-19 positive cases, with no confirmed secondary close contact exposures, based on effective workplace prevention and control measures to reduce the risk of transmission.
- OHW provided COVID-19 medical management, surveillance and/or testing for over 300 District personnel.
- OHW staff successfully transitioned to a modified service delivery model, which allowed staff to continue to provide essential fitness for duty evaluations, reduced the need to provide in-person care and prioritized early mitigation of risk for personnel throughout the COVID-19 pandemic.

Activities Summary

Service Measures	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Mandatory compliance with OSHA requirements including hearing conservation, blood borne pathogen standards, and applicable portions of the Respiratory Protection Standard.	99.99%	99.99%	100%	25%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	99.99%	99.99%	100%	25%	100%

2021-22 Current-Year Tactics

- **Maximize the efficient use of existing resources to assure safe and healthy working conditions for personnel.**
 - Goal/Strategy: Goal 1
 - Timeframe: 12 months
 - Partner(s): All personnel, Executive/Leadership teams, Local 1660, NW Firefighter's Relief Foundation, Providence Health Plans, Reliant Behavioral Health, Organizational Health, Training, Workplace Wellness Committee, TVF&R/Local 1660 Wellness Advisory Committee, Behavioral Health Contractors, Peer Fitness Trainers, Peer Support Program, Oregon Occupational Medicine, Safety Committee.
 - 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 to integrate efforts in a systematic way that prioritizes sustainability across the organization.
 - Standardized approach in place to understand the efficacy and efficiency of intervention strategies and 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: 12 months

Partner(s): All personnel, Executive and leadership teams, Local 1660, NW Firefighter's Relief Foundation, Providence Health Plans, Reliant Behavioral Health, Organizational Health, Training, Workplace Wellness Committee, TVF&R/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:
- Opportunities identified and acted on to integrate data reporting from various sources to inform collective strategies, programs, and services, enabling the tracking of outcomes for continual improvement.
 - Objective measures of success developed to direct personal and work-related health risk interventions, guide priority setting, decision making, and continuous improvements.
 - Relationships fostered amongst partners to synchronize risk mitigation strategies for interrelated safety, health, and personal well-being risk factors.
 - Collective perspective established on how health protection from on-the-job injury and illness directly intersects with off-the-job personal health promotion (i.e., physical, mental, emotional, social, and financial health status).



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10470 Occupational Health/Wellness						
5002 Salaries & Wages Non-union	326,711	396,465	441,825	372,452	372,452	372,452
5004 Vacation Taken Non-union	27,798	33,337	36,471	30,396	30,396	30,396
5006 Sick Taken Non-union	10,074	14,078	9,890	8,216	8,216	8,216
5008 Personal Leave Taken Non-union	3,402	619	3,859	3,036	3,036	3,036
5010 Comp Taken Non-union	12,383	7,097	-	-	-	-
5015 Vacation Sold	-	-	1,546	1,557	1,557	1,557
5021 Deferred Comp Match Non-union	17,877	19,439	24,121	20,237	20,237	20,237
5090 Temporary Services-Backfill	5,921	-	-	-	-	-
5120 Overtime Union	16,857	18,696	87,058	92,940	92,940	92,940
5121 Overtime Non-union	4,950	1,180	2,500	2,563	2,563	2,563
5201 PERS Taxes	67,383	100,751	161,757	128,487	128,487	128,487
5203 FICA/MEDI	30,173	35,450	46,502	40,698	40,698	40,698
5206 Worker's Comp	7,985	5,355	7,750	6,783	6,783	6,783
5207 TriMet/Wilsonville Tax	2,989	3,549	4,764	4,169	4,169	4,169
5208 OR Worker's Benefit Fund Tax	129	128	175	146	146	146
5210 Medical Ins Union	47	-	-	-	-	-
5211 Medical Ins Non-union	41,009	44,914	43,812	39,564	39,564	39,564
5212 Medical Ins Nonu VEBA	-	516	7,873	6,786	6,786	6,786
5221 Post Retire Ins Non-union	4,575	5,700	5,400	4,500	4,500	4,500
5230 Dental Ins Non-union	7,919	8,128	7,344	7,944	7,944	7,944
5240 Life/Disability Insurance	3,693	4,196	4,134	3,479	3,479	3,479
5270 Uniform Allowance	635	-	510	320	320	320
5295 Vehicle/Cell Allowance	650	1,200	600	600	600	600
Personnel Services	593,161	700,798	897,891	774,873	774,873	774,873
5300 Office Supplies	977	889	860	877	877	877
5301 Special Department Supplies	4,810	2,806	5,700	5,814	5,814	5,814
5302 Training Supplies	33	151	200	204	204	204
5303 Physical Fitness	21,911	9,415	20,891	19,412	19,412	19,412
5320 EMS Supplies	10,839	5,947	12,738	15,959	15,959	15,959
5325 Protective Clothing	-	70	-	-	-	-
5330 Noncapital Furniture & Equip	14,334	3,135	-	22,500	22,500	22,500
5350 Apparatus Fuel/Lubricants	1,517	967	1,600	1,632	1,632	1,632
5361 M&R Bldg/Bldg Equip & Improv	4,932	3,302	-	-	-	-
5366 M&R EMS Equip	847	907	960	1,059	1,059	1,059
5367 M&R Office Equip	4,489	1,477	1,548	1,584	1,584	1,584
5413 Consultant Fees	3,996	-	-	-	-	-
5414 Other Professional Services	285,371	233,131	290,398	362,808	362,808	362,808
5415 Printing	14	-	-	-	-	-
5416 Building Services	19,290	20,853	27,272	27,816	27,816	27,816
5432 Natural Gas	16	267	684	696	696	696
5433 Electricity	3,746	3,914	4,080	4,164	4,164	4,164
5436 Garbage	1,423	1,541	2,004	2,040	2,040	2,040
5445 Rent/Lease of Building	110,852	117,905	117,888	127,720	127,720	127,720
5461 External Training	1,726	-	3,497	1,020	1,020	1,020
5462 Travel and Per Diem	2,346	2,237	6,690	5,664	5,664	5,664
5472 Employee Recog & Awards	722	433	1,143	2,565	2,565	2,565
5484 Postage UPS & Shipping	116	27	94	96	96	96
5500 Dues & Subscriptions	800	739	800	785	785	785
5502 Certifications & Licensing	2,217	3,288	2,365	3,323	3,323	3,323
5570 Misc Business Exp	3,369	1,157	2,654	2,704	2,704	2,704
5571 Planning Retreat Expense	-	-	400	408	408	408
5573 Inventory Over/Short/Obsolete	(1,467)	3,816	-	-	-	-
5575 Laundry/Repair Expense	-	-	100	102	102	102
Materials and Services	499,225	418,373	504,566	610,952	610,952	610,952
Total Occupational Health/Wellness	1,092,386	1,119,171	1,402,457	1,385,825	1,385,825	1,385,825

Logistics Administration

Description

The Logistics Administration department manages Supply, Fleet Maintenance, and Facilities Maintenance as well as oversees capital projects. The service measures for these departments are found within their respective program information. The three separate departments along with Communications are now housed under one roof in the new 40,000 square foot Logistics Service Center (LSC) which opened in January 2021.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	388,067	474,008	451,721	756,710
Materials and Services	17,545	76,498	211,150	225,629
Total Expenditures	405,612	550,506	662,871	982,339

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Director of Logistics	1.00	1.00	1.00	1.00
Capital Projects Manager	-	-	-	1.00
Capital Construction Control Specialist	-	-	-	1.00
Logistics Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	4.00

Budget Highlights

Personnel Services reflect projected salary and benefit costs for the assigned personnel, including the projected actual PERS rates. New for 2021-22 is the addition of a Capital Projects Manager to assist with the next round of construction projects in anticipation of the voters approving the next bond measure in November of 2021. The Capital Construction Control Specialist previously funded out of the Property & Building fund has also been transferred to Logistics Administration.

Within Materials and Services, *Apparatus Fuel/Lubricants* covers fuel for the Logistics Administration and Capital Projects Administration assigned personnel. *Building Services* (account 5416) and 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.

Status of Prior-Year 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.
 - Status: **√ Complete**
 - Status Report: [Move to new Logistics Service Center in Tualatin occurred in December 2020.](#)
- **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.
 - Status: **√ Complete**
 - Status Report: [Move was completed in December 2020 and remaining items at NOC were removed April 1, 2021 with handover of property to Washington County. Some services will remain as "bill back" to TVF&R until Station 62 is moved.](#)
- **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, Grant Division, Neighboring fire agencies
 - 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.
 - Status: **√ Complete**
 - Status Report: [The SCBA equipment was received in May 2021 and mask fitting will be completed June 2021. Operations, Training, Finance, Logistics and the grants coordinator worked closely together to receive, train, deploy, fit test and meet grant and financial requirements.](#)

- **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.
 Status: → Ongoing
 Status Report: The move to the new LSC in December 2020 and hiring of Facilities Manager took priority after the hiring the new logistics director in November 2020. Focus to identify smart KPIs to drive improvement will be determined in the first part of next fiscal year.

Additional 2020-21 Accomplishments

- Hired the Director of Logistics late November 2020.
- Hired the Facility Manager March 2021.
- Cleaned out South Shop in support of the COVID-19 Vaccine Branch.
- Managed through Ice Storm 2021 and continued with uninterrupted logistics services.

2021-22 Current-Year Tactics

- **Evaluate current software applications supporting Logistics functions.**

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2
 Timeframe: 24 months
 Partner(s): IT, Finance, Organizational Health
 Budget Impact: Increase required
 Measured By: Determination of application requirements and options to support all functions utilizing current software. Formulation of a team to review and make suggestions for a “go-forward” plan.

- **Create two KPIs per Logistics department.**

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.1
 Timeframe: 12 months
 Partner(s): Fleet, Facilities, Supply, Executive Management, other divisions
 Budget Impact: None
 Measured By: Development and reporting of key performance indicators for each department.

- **Develop and implement an LSC Collaborative Communication Process for all employees at the LSC.**

Goal/Strategy: Goal 2 – Strategy 2.6
 Timeframe: 6 months
 Partner(s): All LSC Departments, Communications
 Budget Impact: None
 Measured By: Awareness and inclusion of all LSC employees regarding LSC related process and procedures. Employees recognize and understand two-way communication to ensure they are involved and receive closure to opportunities identified.

- **Create and implement an LSC Organizational Structure.**

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.1, 2.2

Timeframe: 24 months

Partner(s): Organizational Health

Budget Impact: Currently budgeted

Measured By: Improved support for requirements of the new LSC location. Current positions evaluated. Gaps and plans to address any staffing needs/changes.

- **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 with focus on facility perimeter security. Installation of cameras for security and monitoring. Reduced risks related to physical key access through refocused priority on electronic access control and re-keying District facilities. Employee electronic access education and adoption.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10170 Logistics Administration						
5002 Salaries & Wages Non-union	217,676	202,104	229,725	413,927	413,927	413,927
5004 Vacation Taken Non-union	14,470	7,988	19,137	34,220	34,220	34,220
5006 Sick Taken Non-union	3,545	1,156	5,189	9,250	9,250	9,250
5008 Personal Leave Taken Non-union	2,014	457	1,903	3,318	3,318	3,318
5015 Vacation Sold	-	10,360	-	-	-	-
5016 Vacation Sold at Retirement	-	56,531	-	-	-	-
5017 PEHP Vac Sold at Retirement	-	44,702	-	-	-	-
5021 Deferred Comp Match Non-union	19,602	18,268	20,811	31,097	31,097	31,097
5121 Overtime Non-union	-	-	1,500	1,538	1,538	1,538
5201 PERS Taxes	61,299	81,938	92,586	112,655	112,655	112,655
5203 FICA/MEDI	15,107	13,892	21,333	38,274	38,274	38,274
5206 Worker's Comp	4,706	3,079	3,556	6,379	6,379	6,379
5207 TriMet/Wilsonville Tax	1,757	2,110	2,185	3,921	3,921	3,921
5208 OR Worker's Benefit Fund Tax	45	30	87	146	146	146
5211 Medical Ins Non-union	39,878	26,150	38,628	61,692	61,692	61,692
5212 Medical Ins Nonu VEBA	-	-	6,303	10,405	10,405	10,405
5221 Post Retire Ins Non-union	1,800	675	1,800	3,600	3,600	3,600
5230 Dental Ins Non-union	3,574	2,456	3,804	5,592	5,592	5,592
5240 Life/Disability Insurance	1,837	1,513	2,124	3,893	3,893	3,893
5270 Uniform Allowance	156	-	450	9,843	9,843	9,843
5295 Vehicle/Cell Allowance	600	600	600	6,960	6,960	6,960
Personnel Services	388,067	474,008	451,721	756,710	756,710	756,710
5300 Office Supplies	45	-	325	3,224	3,224	3,224
5301 Special Department Supplies	32	92	2,200	10,176	10,176	10,176
5320 EMS Supplies	316	180	100	-	-	-
5321 Fire Fighting Supplies	20	33	100	-	-	-
5330 Noncapital Furniture & Equip	633	-	-	10,087	10,087	10,087
5350 Apparatus Fuel/Lubricants	920	1,242	5,000	1,950	1,950	1,950
5361 M&R Bldg/Bldg Equip & Improv	-	13,744	7,500	-	-	-
5367 M&R Office Equip	-	-	10,800	11,016	11,016	11,016
5400 Insurance Premium	350	388	500	-	-	-
5414 Other Professional Services	1,850	49,437	80,000	20,400	20,400	20,400
5415 Printing	-	-	500	2,000	2,000	2,000
5416 Building Services	-	-	30,450	47,409	47,409	47,409
5432 Natural Gas	4,154	57	29,450	36,351	36,351	36,351
5433 Electricity	3,716	2,009	22,500	29,428	29,428	29,428
5434 Water/Sewer	1,574	8,174	12,175	18,239	18,239	18,239
5436 Garbage	-	-	3,500	5,100	5,100	5,100
5461 External Training	1,738	240	4,550	14,964	14,964	14,964
5462 Travel and Per Diem	1,202	-	250	11,235	11,235	11,235
5484 Postage UPS & Shipping	-	-	-	1,000	1,000	1,000
5500 Dues & Subscriptions	618	435	250	-	-	-
5570 Misc Business Exp	331	467	600	1,200	1,200	1,200
5571 Planning Retreat Expense	-	-	400	500	500	500
5572 Advertis/Public Notice	46	-	-	-	-	-
5575 Laundry/Repair Expense	-	-	-	1,350	1,350	1,350
Materials and Services	17,545	76,498	211,150	225,629	225,629	225,629
Total Logistics Administration	405,612	550,505	662,871	982,339	982,339	982,339



Fleet Maintenance

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. The Fleet department is now housed at the new Logistics Service Center (LSC).

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,445,680	1,688,968	2,029,954	2,020,159
Materials and Services	1,152,568	1,074,916	1,215,419	1,181,230
Total Expenditures	2,598,248	2,763,884	3,245,373	3,201,389

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fleet Maintenance Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	1.00	1.00	1.00
Fleet Technician	8.00	8.00	8.00	8.00
Fleet Parts & Small Engine Technician	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 Equivalents (FTE)	13.00	13.00	13.00	13.00

Budget Highlights

Personnel costs reflect the actual personnel in the department including estimated salaries and benefits. The technicians and utility worker are 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 Prior-Year 2020-21 Tactics

- **Maintain non-capital fleet maintenance costs at or below established benchmarks, applied averages based on 8,760 hours per year (24/7 deployment schedule).**

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
Status:	→ Ongoing	
Status Report:	• Pumpers	\$3.79/hour ¹
	• Aerial Pumpers	\$2.19/hour ²
	• Trucks	\$4.74/hour ³
	• Medics	\$1.06/hour
	• Code 3 Staff	\$0.39/hour
	• Staff	\$0.27/hour

¹ Increase in CPH due to PUC fire pump and Allison Transmission rebuilds/replacement.

² Aerial Pumpers CPH significantly reduced due to the three units that were removed from service mid-year

³ Reflects reduced corrective maintenance costs of Trucks due to new apparatus replacement, new vehicle warranties in effect.



- **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.
 Status: → Ongoing
 Status Report: Achieved 97% of PMs performed at benchmark.
 51% at 0-30 days
 28% at 31-60 days
 11% at 61-90 days
 9% over 91 days

- **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.
 Status: ≠ No Longer Relevant
 Status Report: Partnered with OMEP to develop a Future State Process Map identifying key performance indicators for Warehousing, Dispositions, Work Order Processing, Reverse Logistics, and Point of Use items. Identified and developed work efficiencies and training modules for each process, tested relevant training modules with staff on processes prior to move-in. With completion of the OMEP contract further development of KPIs will continue through other processes.

- **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, Oregon Public Fleet Managers Group (OPFMG)
 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: ✓ Complete
 Status Report: Oregon Public Fleet Managers Group (OPFMG) has now moved to online meetings; current meeting topics are renewable/alternate fuel options, reducing carbon emissions and challenges in current alternate fuel infrastructure needs for medium and heavy-duty truck fleets. No longer relevant as a Fleet Tactic; moving this to a task of normal Fleet business.

- **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.
 - Status: ✓ Complete
 - Status Report: Movement of Fleet staff, equipment/tooling, inventory parts and vehicles are completed. Installation of new auto lifts and setup of shop bays are complete. SCBA compressor installation and setup will be completed by end of February.
- **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.
 - Status: → Ongoing
 - Status Report: 73% - Billable
27% - Overhead
Increase in overhead is primarily caused from the Fleet Services shutdown and moving to the new LSC facility. 2019 totals were 88% billable/12% overhead.

Additional 2020-21 Accomplishments

- Acquired and deployed a mobile drafting trailer at the LSC for annual apparatus pump testing.
- Completed prep for in service and deployed Pumpers #3 and #4 to station's 35 and 64.
- Completed preconstruction process for Pumpers #5 and #6; build completion and acquisition slated for October 2021.
- Completed preconstruction process for 105' HDL Platform; build completion and acquisition slated for December 2021.
- Redeployed three existing SSV Interceptors as MSO staff vehicles to accommodate the vehicle replacement plan with existing resources. This allowed for redirection of vehicle funds to replace one FCO SUV.
- Purchase and prep for in service of one FCO Expedition.
- Purchase and prep for in service of one Battalion Chief response vehicle.

Activities Summary

Service Measures	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
TVF&R Fleet					
Response Vehicles Maintained	172 ¹	154	156	156	157
Non-Response Vehicles Maintained	61	89	82	82	82
Total Vehicles Maintained	233	243	238	238	239
Maintenance Costs	\$2,276,3752	\$2,184,2322	\$2,181,490 ²	\$1,985,246	\$2,200,000

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

² Reflects fully burdened labor rate of \$150/hour and GL 5363 costs.

2021-22 Current Year Tactics

- **Maintain non-capital fleet maintenance costs at or below established benchmarks, applying averages based on 8,760 hours per year.**

Goal/Strategy: Goal 2 – Strategy 2.1

Timeframe: 12 months

Partner(s): None

Budget Impact: Increase required

Measured By: Calculated annual internal and external corrective/preventative maintenance (parts/labor) costs averaged out by each vehicle classification.

Benchmarks:

- Pumpers \$3.45/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: None

Measured By: The percentage of total preventative maintenance services completed within the scheduled service period; service periods are determined by manufacturers' recommended service intervals and specific vehicle deployment plans

- **Ensure Fleet department technician resource allocation of 85% chargeable (billable) and 15% 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 technician resource hours applied to chargeable and non-chargeable program activities.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10571 Fleet Maintenance						
5001 Salaries & Wages Union	159,080	602,379	704,378	717,447	717,447	717,447
5002 Salaries & Wages Non-union	603,012	251,808	265,109	270,779	270,779	270,779
5003 Vacation Taken Union	7,666	47,651	100,400	101,813	101,813	101,813
5004 Vacation Taken Non-union	61,392	27,620	22,371	22,668	22,668	22,668
5005 Sick Leave Taken Union	4,640	36,182	18,149	20,974	20,974	20,974
5006 Sick Taken Nonunion	26,378	4,955	6,066	6,127	6,127	6,127
5007 Personal Leave Taken Union	1,949	6,533	9,574	8,916	8,916	8,916
5008 Personal Leave Taken Non-union	6,372	3,128	2,367	2,264	2,264	2,264
5015 Vacation Sold	9,483	12,099	12,475	12,725	12,725	12,725
5016 Vacation Sold at Retirement	950	-	-	-	-	-
5020 Deferred Comp Match Union	5,896	25,328	41,625	40,335	40,335	40,335
5021 Deferred Comp Match Non-union	26,826	14,180	14,796	15,092	15,092	15,092
5120 Overtime Union	3,686	11,101	25,000	25,625	25,625	25,625
5121 Overtime Non-union	6,780	193	-	-	-	-
5201 PERS Taxes	159,747	233,376	345,326	310,596	310,596	310,596
5203 FICA/MEDI	67,279	75,630	93,553	95,270	95,270	95,270
5206 Worker's Comp	17,978	17,459	23,678	24,106	24,106	24,106
5207 TriMet/Wilsonville Tax	6,677	7,602	9,584	9,760	9,760	9,760
5208 OR Worker's Benefit Fund Tax	261	252	451	451	451	451
5210 Medical Ins Union	72,812	224,835	241,320	241,320	241,320	241,320
5211 Medical Ins Non-union	152,329	65,421	60,516	65,604	65,604	65,604
5212 Medical Ins Nonu VEBA	-	792	9,886	10,405	10,405	10,405
5220 Post Retire Ins Union	2,800	5,550	6,000	6,000	6,000	6,000
5221 Post Retire Ins Non-union	6,450	2,700	2,700	2,700	2,700	2,700
5230 Dental Ins Non-union	13,501	5,716	5,940	5,940	5,940	5,940
5240 Life/Disability Insurance	5,730	2,736	2,590	2,642	2,642	2,642
5270 Uniform Allowance	4,642	3,041	5,500	-	-	-
5295 Vehicle/Cell Allowance	700	700	600	600	600	600
Personnel Services	1,445,680	1,688,968	2,029,954	2,020,159	2,020,159	2,020,159
5300 Office Supplies	1,580	873	2,035	-	-	-
5301 Special Department Supplies	28,483	33,538	33,000	33,660	33,660	33,660
5302 Training Supplies	56	149	500	510	510	510
5320 EMS Supplies	9	130	170	170	170	170
5321 Fire Fighting Supplies	2,350	2,384	2,000	2,040	2,040	2,040
5330 Noncapital Furniture & Equip	1,795	1,684	-	-	-	-
5350 Apparatus Fuel/Lubricants	15,241	13,955	25,000	25,500	25,500	25,500
5361 M&R Bldg/Bldg Equip & Improv	9,658	7,571	-	-	-	-
5363 Vehicle Maintenance	982,517	912,624	1,076,145	1,053,680	1,053,680	1,053,680
5365 M&R Firefight Equip	47,924	45,773	46,925	46,610	46,610	46,610
5367 M&R Office Equip	2,002	2,105	-	-	-	-
5414 Other Professional Services	172	5,490	-	-	-	-
5416 Building Services	8,138	9,064	4,735	-	-	-
5432 Natural Gas	9,276	8,222	-	-	-	-
5433 Electricity	15,773	15,609	-	-	-	-
5434 Water/Sewer	4,382	7,487	-	-	-	-
5436 Garbage	1,809	1,806	-	-	-	-
5461 External Training	1,941	1,804	8,135	7,074	7,074	7,074
5462 Travel and Per Diem	1,729	657	4,014	1,695	1,695	1,695
5484 Postage UPS & Shipping	588	1,172	250	1,200	1,200	1,200
5500 Dues & Subscriptions	450	300	510	523	523	523
5502 Certifications & Licensing	345	275	700	714	714	714
5570 Misc Business Exp	182	133	-	-	-	-
5571 Planning Retreat Expense	-	-	1,000	-	-	-
5572 Advertis/Public Notice	41	-	200	204	204	204
5573 Inventory Over/Short/Obsolete	8,335	(6,514)	2,500	-	-	-
5575 Laundry/Repair Expense	7,774	8,625	7,500	7,650	7,650	7,650
Materials and Services	1,152,568	1,074,916	1,215,419	1,181,230	1,181,230	1,181,230
Total Fleet Maintenance	2,598,248	2,763,884	3,245,373	3,201,389	3,201,389	3,201,389

Facilities Maintenance

Description

Facilities Maintenance's primary responsibility in the Logistics division 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. The Facilities department now operates out of the new Logistics Service Center.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,131,736	1,063,766	1,346,578	1,361,619
Materials and Services	98,395	157,182	589,988	467,046
Total Expenditures	1,230,131	1,220,948	1,936,566	1,828,665

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Facilities Maintenance Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Technician 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

Budget Highlights

Personnel Services reflects the current employees' expected wage and benefits increases. Beginning in fiscal year 2021-22, the technicians and utility worker are now represented by Local 1660.

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 all facility and vacant land maintenance, access control for certain sites and the air conditioning HVAC computer system service agreement.

Status of Prior-Year 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.
 Status: ✓ Complete
 Status Report: Move completed in December 2020. Decommission and hand over of NOC facilities occurred in March 2021.

- **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.
 Status: ✓ Complete
 Status Report: Tap out systems installed at all stations, ongoing monitoring to evaluate if additional equipment or adjustments are needed. COVID-19 emergency operations had an impact to response times; further evaluation will be necessary.

- **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.
 Status: ≠ No Longer Relevant
 Status Report: The new Facilities Manager will be evaluating if this is a viable goal for the future.

- **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.
 - Status: → Ongoing
 - Status Report: Will continue to implement and evaluate with new Facilities Manager.
- **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.
 - Status: ≠ No Longer Relevant
 - Status Report: Reevaluating the need for this tool.
- **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.
 - Status: → Ongoing
 - Status Report: Review of security assessment completed. Determination has been made to look at this project more holistically and move this goal to the Logistics Tactics for ongoing purposes.

Additional 2020-21 Accomplishments

- Hired new Facilities Manager.
- Moved general line items from the Facilities budget to Logistics (office supplies, uniforms, utilities, etc.) Overall reduction in the Facilities budget.
- Facilities team did an amazing job supporting the move to the new Logistics Service Center. From supporting contractors to ensuring everything was connected and running, allowing us to get back to business in a seamless manner.

Activities Summary

Service Measure	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Square footage maintained for facilities	414,485 ¹	424,699 ²	406,071 ³	419,191 ⁴	419,191
District costs per square foot	\$5.72	\$5.20	\$5.79	\$7.24	\$6.50
Efficiency rating on completed work orders	85%	86%	86%	86%	86%
Average days to start corrective maintenance	5	6	6	5	5
Average days to complete corrective maintenance	6	6	6	5	5
Average percentage of labor charged to administrative	14%	14%	14%	12%	12%
Average travel hours per month by Technicians	34	40	40	33	33
Percentage of total available resource hours required to support capital bond projects	6%	6%	6%	5%	5%

¹ Includes the addition of Washington County District 2 (Station 17 and 19) (26,779 sq. ft.), Newberg Stations 20 and 21 (23,871 sq. ft.) and the Occupational Health and Wellness Clinic (3,725 sq. ft.).

² Includes the addition of Station 55 (10,214 sq. ft.).

³ Includes the addition of Station 39 (10,922 sq. ft.) and the removal of NOC Admin Building sold to Washington County (29,550 sq. ft.).

⁴ Includes the addition of The Logistics Service Center (40,000 sq. ft.), and Station 54 (3,383 sq. ft.), and the removal of the remaining NOC facilities sold to Washington County (30,263 sq. ft.).

2021-22 Current-Year Tactics

- **Evaluate the need for facilities inventory items to enhance service levels.**

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Supply, Purchasing

Budget Impact: Increase required

Measured By: Evaluation of the need for potential inventory items. If inventory is deemed necessary, which parts will be included as inventory items identified, a process to maintain inventory levels developed, and process(es) for ordering inventory items created. An organization system for storing inventory items implemented.

- **Evaluate last years Fire Station Alerting Systems installation**

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Operations, Communications, IT

Budget Impact: None

Measured By: Meetings held with stations to determine if the system is configured efficiently. Necessary programing changes made.

- **Analyze department quality develop KPIs, determine if inventory needs adjustment/ improvement, develop work standards where applicable, improve PM and maintenance program.**

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): None

Budget Impact: Increase required

Measured By: Development of two KPIs for Facilities that measure quality of service and help drive continuous improvement.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10582 Facilities Maintenance						
5002 Salaries & Wages Non-union	548,448	489,262	662,185	699,030	699,030	699,030
5004 Vacation Taken Non-union	62,012	57,239	55,878	58,519	58,519	58,519
5006 Sick Taken Non-union	27,560	48,354	15,152	15,818	15,818	15,818
5008 Personal Leave Taken Non-union	7,725	6,837	5,913	5,844	5,844	5,844
5010 Comp Taken Non-union	4,063	4,158	-	-	-	-
5015 Vacation Sold	1,500	5,072	5,212	5,494	5,494	5,494
5017 PEHP Vac Sold at Retirement	27,036	-	-	-	-	-
5019 Comp Time Sold Non-union	1,661	4,861	-	-	-	-
5021 Deferred Comp Match Non-union	30,832	27,249	36,956	38,961	38,961	38,961
5120 Overtime Union	-	9	-	-	-	-
5121 Overtime Non-union	9,867	5,358	10,000	10,250	10,250	10,250
5201 PERS Taxes	130,757	148,294	227,141	207,746	207,746	207,746
5203 FICA/MEDI	48,771	45,724	60,672	63,932	63,932	63,932
5206 Worker's Comp	14,881	10,968	10,112	10,655	10,655	10,655
5207 TriMet/Wilsonville Tax	4,838	4,597	6,215	6,550	6,550	6,550
5208 OR Worker's Benefit Fund Tax	194	154	262	262	262	262
5211 Medical Ins Non-union	177,722	172,188	183,096	175,668	175,668	175,668
5212 Medical Ins Nonu VEBA	-	1,986	30,521	29,858	29,858	29,858
5221 Post Retire Ins Non-union	8,400	6,900	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	15,838	15,023	17,940	16,572	16,572	16,572
5240 Life/Disability Insurance	6,049	5,752	6,223	6,560	6,560	6,560
5270 Uniform Allowance	2,733	2,232	3,200	-	-	-
5295 Vehicle/Cell Allowance	850	1,550	1,800	1,800	1,800	1,800
Personnel Services	1,131,736	1,063,766	1,346,578	1,361,619	1,361,619	1,361,619
5300 Office Supplies	1,403	601	1,500	-	-	-
5301 Special Department Supplies	15,980	14,301	19,500	18,870	18,870	18,870
5305 Fire Extinguisher	7,545	3,079	10,000	10,200	10,200	10,200
5320 EMS Supplies	139	146	250	255	255	255
5321 Fire Fighting Supplies	-	7	250	255	255	255
5330 Noncapital Furniture & Equip	-	44	5,800	-	-	-
5350 Apparatus Fuel/Lubricants	23,736	22,007	20,000	20,400	20,400	20,400
5361 M&R Bldg/Bldg Equip & Improv	23,041	85,630	351,200	370,000	370,000	370,000
5367 M&R Office Equip	1,855	1,836	-	-	-	-
5414 Other Professional Services	11	-	105,000	5,100	5,100	5,100
5415 Printing	951	19	2,000	-	-	-
5416 Building Services	84	9,785	35,931	26,841	26,841	26,841
5432 Natural Gas	4,535	3,513	6,000	-	-	-
5433 Electricity	5,070	4,061	5,400	-	-	-
5434 Water/Sewer	4,931	5,178	5,700	-	-	-
5436 Garbage	1,418	3,985	1,500	-	-	-
5450 Rental of Equip	2,790	2,524	5,000	5,100	5,100	5,100
5461 External Training	1,560	(636)	3,235	4,560	4,560	4,560
5462 Travel and Per Diem	1,942	417	8,132	2,880	2,880	2,880
5480 Community/Open House/Outreach	-	-	1,000	-	-	-
5484 Postage UPS & Shipping	-	29	100	-	-	-
5500 Dues & Subscriptions	591	437	1,240	1,265	1,265	1,265
5502 Certifications & Licensing	195	40	400	408	408	408
5570 Misc Business Exp	489	181	600	612	612	612
5571 Planning Retreat Expense	131	-	250	300	300	300
Materials and Services	98,395	157,182	589,988	467,046	467,046	467,046
Total Facilities Maintenance	1,230,131	1,220,948	1,936,566	1,828,665	1,828,665	1,828,665



Supply

Description

The Supply department, as part of the Logistics division, 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. The Supply department is now housed at the new Logistics Service Center.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	718,989	811,943	850,623	841,847
Materials and Services	149,966	199,066	260,420	281,290
Total Expenditures	868,955	1,011,009	1,111,043	1,123,137

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Procurement Specialist	1.00	1.00	1.00	1.00
Medical Equipment Technician	1.00	1.00	1.00	1.00
Inventory Control Specialist	1.00	1.00	1.00	1.00
Supply Assistant	2.00	2.00	2.00	3.00
Supply Customer Service Clerk	1.00	1.00	1.00	-
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	7.00

Budget Highlights

The Personnel Services budget reflects the expected wages and benefits of current employees, including PERS rates. Beginning in 2021-22, all positions except the Supply Manager are now represented by Local 1660.

Within Materials and Services, hose replacement is budgeted in *Firefighting Supplies* account 5321. *Maintenance and Repair, Fire Fighting Equipment*, account 5365, reflects hose and ladder testing requirements (\$45,000). Account 5575, *Laundry/Repair Expense*, for \$99,974, 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 Prior-Year 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.

Status: **√ Complete**

Status Report: Fleet inventory items have been transitioned physically and electronically to the Supply warehouse. Fleet items are included in routine inventory reporting. Opportunities to evaluate duplicate processes for receiving, stocking, pulling and purchasing will continue to be evaluated as part of the Logistics reorganizational plan.

- **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.

Status: **√ Complete**

Status Report: Move of all personnel, stock and equipment was completed on schedule. All areas have been set up and will continue to be evaluated as opportunities are identified.

- **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.

Status: **√ Complete**

Status Report: Routine evaluation of open purchase orders, reorder levels and relative procedures are in place. Opportunities to evaluate price increases and potential contracts remain. Evaluation of reorder levels, inventory turns, space utilization is part of routine warehouse management. Limitations within Munis modules and the lack of vendor support remain a challenge in completing routine business transactions.

- **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.
 Status: ≠ No Longer Relevant
 Status Report: Documentation has been completed for general troubleshooting and maintenance of patient care equipment. Work continues for tracking maintenance issues and root cause of recurring equipment outages. Life cycle of personal protective equipment has been evaluated and aligned with NFPA recommendations. Information obtained for this goal will be utilized in support of the Logistics reorganization plan to be developed in FY 2021-22 tactics. The Customer Service Clerk was reclassified as a Supply Assistant role to align support needs for warehousing and materials management services.

Additional 2020-21 Accomplishments

- Supported District COVID-19 PPE and vaccination services supply needs.
- Supported furniture, fixtures, and equipment needs for new Station 54.

2021-22 Current-Year Tactics

- **Determine requirements for software needs of Supply business.**

Goal/Strategy: Goal 1 – Strategy 1.1, Goal 3
 Timeframe: 24 months
 Partner(s): Finance, Information Technology, Occupational Health, Human Resources, Fleet, Facilities, Fire Chiefs Office, Operations
 Budget Impact: None
 Measured By: Complete gap analysis that includes identifying essential, important, discretionary requirements of purchasing, warehousing, inventory control and materials management. Engagement on requirements of partners using Munis and potentially impacted by integration of new software. Engagement to explore/test new software solutions. Budget and plan for implementation.

- **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: 24 months
 Partner(s): Fleet, Facilities, Finance
 Budget Impact: None
 Measured By: KPIs for work process improvements identified and acted on for continuous improvement.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10220 Supply						
5002 Salaries & Wages Non-union	379,327	394,193	440,060	449,476	449,476	449,476
5004 Vacation Taken Non-union	28,647	29,696	37,134	37,628	37,628	37,628
5006 Sick Taken Non-union	5,970	11,453	10,069	10,171	10,171	10,171
5008 Personal Leave Taken Non-union	1,529	4,200	3,930	3,758	3,758	3,758
5010 Comp Taken Non-union	9,865	5,843	-	-	-	-
5015 Vacation Sold	-	4,310	1,192	1,216	1,216	1,216
5016 Vacation Sold at Retirement	26,548	-	-	-	-	-
5017 PEHP Vac Sold at Retirement	1,743	74,089	-	-	-	-
5019 Comp Time Sold Non-union	1,306	1,880	-	-	-	-
5021 Deferred Comp Match Non-union	18,773	18,263	24,560	25,052	25,052	25,052
5121 Overtime Non-union	1,719	3,243	4,800	4,800	4,800	4,800
5201 PERS Taxes	99,683	124,676	145,688	128,153	128,153	128,153
5203 FICA/MEDI	33,905	34,000	39,913	40,706	40,706	40,706
5206 Worker's Comp	7,815	5,853	6,652	6,784	6,784	6,784
5207 TriMet/Wilsonville Tax	3,365	3,418	4,089	4,170	4,170	4,170
5208 OR Worker's Benefit Fund Tax	163	144	204	204	204	204
5211 Medical Ins Non-union	79,840	78,479	99,180	98,040	98,040	98,040
5212 Medical Ins Nonu VEBA	-	631	12,746	12,516	12,516	12,516
5221 Post Retire Ins Non-union	6,375	5,400	4,500	4,500	4,500	4,500
5230 Dental Ins Non-union	8,156	7,486	11,280	10,464	10,464	10,464
5240 Life/Disability Insurance	3,845	4,113	4,126	4,209	4,209	4,209
5270 Uniform Allowance	413	574	500	-	-	-
Personnel Services	718,989	811,943	850,623	841,847	841,847	841,847
5300 Office Supplies	342	1,004	800	-	-	-
5301 Special Department Supplies	2,165	4,392	3,080	3,454	3,454	3,454
5320 EMS Supplies	257	241	150	461	461	461
5321 Fire Fighting Supplies	32,780	5,630	42,500	27,900	27,900	27,900
5325 Protective Clothing	-	21	70	70	70	70
5330 Noncapital Furniture & Equip	-	-	-	2,100	2,100	2,100
5350 Apparatus Fuel/Lubricants	6,381	5,256	6,300	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	6,172	5,259	-	-	-	-
5365 M&R Firefight Equip	216	43,382	69,700	47,160	47,160	47,160
5366 M&R EMS Equip	94	377	9,550	1,530	1,530	1,530
5367 M&R Office Equip	1,789	1,945	-	-	-	-
5414 Other Professional Services	5,627	-	-	-	-	-
5415 Printing	-	19	60	-	-	-
5416 Building Services	6,573	7,791	4,455	-	-	-
5432 Natural Gas	4,527	4,344	-	-	-	-
5433 Electricity	5,736	5,695	-	-	-	-
5434 Water/Sewer	7,641	8,198	-	-	-	-
5436 Garbage	3,433	3,838	3,300	3,060	3,060	3,060
5450 Rental of Equip	-	-	2,600	-	-	-
5461 External Training	1,900	-	2,575	-	-	-
5462 Travel and Per Diem	2,724	-	4,220	61	61	61
5484 Postage UPS & Shipping	2,815	12,021	8,120	9,562	9,562	9,562
5500 Dues & Subscriptions	299	405	390	398	398	398
5570 Misc Business Exp	272	106	300	300	300	300
5572 Advertis/Public Notice	-	(378)	-	-	-	-
5573 Inventory Over/Short/Obsolete	(13,101)	5,971	3,000	5,660	5,660	5,660
5575 Laundry/Repair Expense	71,326	83,549	99,250	99,974	99,974	99,974
5595 Budgeted Inventory Expense	-	-	-	74,600	74,600	74,600
Materials and Services	149,966	199,066	260,420	281,290	281,290	281,290
Total Supply	868,955	1,011,009	1,111,043	1,123,137	1,123,137	1,123,137

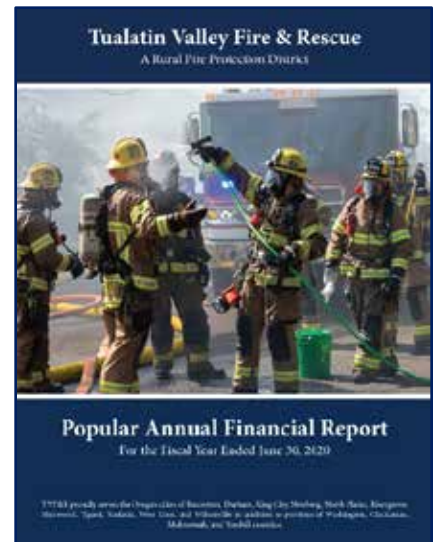
Finance

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.

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 since 2013.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,557,864	1,763,455	2,003,716	1,954,140
Materials and Services	576,608	596,756	874,068	1,525,064
Total Expenditures	2,134,472	2,360,211	2,877,784	3,479,204

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Payroll Manager	1.00	1.00	1.00	1.00
Senior Financial Analyst	1.00	1.00	1.00	1.00
Procurement & Contracts Administrator	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00
Medical Billing Supervisor	1.00	1.00	1.00	1.00
Senior Payroll Specialist	1.00	1.00	1.00	1.00
Accounting Specialist	1.00	1.00	1.00	1.00
Medical Billing Specialist	2.00	2.00	2.00	2.00
Accounting Clerk	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	12.00	12.00	12.00

Budget Highlights

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 10% due to increases in premium costs. Single Audit Fees are expected to increase by \$20,000 due to federal grant activity and are accounted for in account 5412. Account 5413, *Consultant Fees*, shows fiduciary activity increases due to plan changes and new Governmental Accounting Standards for \$40,000. *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. The largest portion (\$585,000) is the non-federal share and OHA admin fee required for participation in Ground Emergency Medical Transportation (GEMT). GEMT Fee For Service revenues and expenditures have been estimated as the program has become available for use.

Status of Prior-Year 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 standards 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 reports were timely submitted to the GFOA for professional review and grading, and all three received awards for demonstrating the appropriate qualities.

- **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: 18 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.

Status: → Ongoing

Status Report: A review of established District policies related to the seven compliance program components has been completed and efforts have been focused on creating and implementing policy to address those topics not covered by law, standard operating guidelines, or mandates.

- **Develop a Capital Plan and Bond programming 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: 24 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.

Status: → Ongoing

Status Report: Work is underway to understand the accounting and reporting for the next series of bonds, including exploratory sessions for the Munis project module. A template has been developed that holds promise for the board reports. Consideration being given to a monthly dashboard for ease of reporting.

Additional 2020-21 Accomplishments

- Tracked COVID grant activity resulting in several federal, state, and local grants for COVID related expenses.
- A COVID vaccine scheduling program was implemented to accommodate thousands of those eligible to receive the COVID vaccines administered by TVF&R.
- Developed COVID vaccine billing process helping offset the costs of administering the vaccine.

Activities Summary

Service Measure	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Accounts receivable invoices	181	145	345	450	500
Accounts payable checks	5,404	5,274	5,112	5,100	5,100
Accounts payable Electronic Funds (EFT) processed	2,412	2,320	2,233	2,200	2,300
Accounts payable transactions	16,451	16,511	15,967	13,500	14,000
Approvals through workflow	7,202	7,181	6,104	5,300	6,000
Cash receipts processed	1,129	1,144	1,408	1,500	1,600
Payroll pays issued	13,513	13,421	14,380	15,400	15,750
P-Card requisitions processed	3,739	3,639	3,030	2,500	2,600
Purchase orders processed	8,140	8,244	7,434	6,400	7,000
Requisitions processed	12,059	12,550	11,581	10,000	11,000
Ambulance transport trips	4,731	4,396	3,851	4,215	4,300
Ambulance transport invoices/claims	10,645	9,891	8,665	9,484	9,575
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

2021-22 Current-Year 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: Currently budgeted
 - Measured By: Production of all documents and relevant awards received. NOTE: The GFOA awards signify strong professional standards for governments that promote professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies for the public benefit.
- **Develop a Capital Plan and bond programming to address the capital infrastructure of the District while ensuring the ability to meet the ongoing operational and financial needs of the District. This should include updated accounting and reporting structures to accommodate the next round of bonds.**
 - Goal/Strategy: Goal 1, Strategy 1.5 and Goal 2, Strategy 2.3
 - Timeframe: 12 months
 - Partner(s): All departments
 - Budget Impact: Currently budgeted
 - Measured By: A framework that will be used in planning, accounting, and reporting for the next series of bonds taking into consideration prioritization of projects based on need, allocation of resources, financing strategies, and replacement schedules.
- **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: Full implementation of the components and evidence of compliance during inspection of program by regulatory agencies

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10210 Finance						
5002 Salaries & Wages Non-union	906,383	999,224	1,061,538	1,085,636	1,085,636	1,085,636
5004 Vacation Taken Non-union	61,728	53,110	88,372	89,327	89,327	89,327
5006 Sick Taken Nonunion	14,385	37,659	23,963	24,146	24,146	24,146
5008 Personal Leave Taken Non-union	8,492	6,510	9,352	8,921	8,921	8,921
5010 Comp Taken Non-union	1,430	1,226	-	-	-	-
5015 Vacation Sold	23,407	32,987	27,499	27,861	27,861	27,861
5021 Deferred Comp Match Non-union	52,844	60,103	66,602	67,786	67,786	67,786
5201 PERS Taxes	215,020	291,077	379,088	339,707	339,707	339,707
5203 FICA/MEDI	72,641	81,250	98,202	100,218	100,218	100,218
5206 Worker's Comp	19,058	12,887	16,367	16,703	16,703	16,703
5207 TriMet/Wilsonville Tax	7,570	8,547	10,060	10,267	10,267	10,267
5208 OR Worker's Benefit Fund Tax	249	221	379	379	379	379
5211 Medical Ins Non-union	134,712	132,887	152,388	119,136	119,136	119,136
5212 Medical Ins Nonu VEBA	-	1,838	25,352	20,659	20,659	20,659
5220 Post Retire Ins Union	720	720	480	480	480	480
5221 Post Retire Ins Non-union	9,007	12,000	10,800	10,800	10,800	10,800
5230 Dental Ins Non-union	14,801	14,828	16,752	15,384	15,384	15,384
5240 Life/Disability Insurance	9,058	9,821	10,162	10,370	10,370	10,370
5270 Uniform Allowance	-	48	-	-	-	-
5295 Vehicle/Cell Allowance	6,360	6,510	6,360	6,360	6,360	6,360
Personnel Services	1,557,864	1,763,455	2,003,716	1,954,140	1,954,140	1,954,140
5300 Office Supplies	2,443	1,665	4,000	5,000	5,000	5,000
5301 Special Department Supplies	346	549	750	300	300	300
5330 Noncapital Furniture & Equip	1,040	-	-	-	-	-
5400 Insurance Premium	423,781	447,018	505,350	624,237	624,237	624,237
5412 Audit & Related Filing Fees	61,905	42,720	44,560	45,489	45,489	45,489
5413 Consultant Fees	-	10,000	-	80,000	80,000	80,000
5414 Other Professional Services	22,752	8,079	79,400	78,878	78,878	78,878
5415 Printing	1,424	1,815	2,450	2,350	2,350	2,350
5418 Trustee/Administrative Fees	31,302	68,240	191,175	640,195	640,195	640,195
5461 External Training	8,599	7,414	14,130	14,777	14,777	14,777
5462 Travel and Per Diem	11,453	2,643	20,138	20,540	20,540	20,540
5484 Postage UPS & Shipping	-	4	-	-	-	-
5500 Dues & Subscriptions	3,524	2,052	3,610	3,821	3,821	3,821
5502 Certifications & Licensing	-	255	150	153	153	153
5570 Misc Business Exp	4,917	1,800	4,755	4,850	4,850	4,850
5571 Planning Retreat Expense	-	183	500	510	510	510
5572 Advertis/Public Notice	3,122	2,319	3,100	3,964	3,964	3,964
Materials and Services	576,608	596,756	874,068	1,525,064	1,525,064	1,525,064
Total Finance	2,134,472	2,360,211	2,877,784	3,479,204	3,479,204	3,479,204



Information Technology

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,051,351	1,456,238	1,641,940	1,556,616
Materials and Services	1,312,139	1,455,951	1,894,940	1,670,398
Total Expenditures	2,363,490	2,912,189	3,536,880	3,227,014

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Director of Technology Services	1.00	1.00	1.00	1.00
IT Infrastructure Manager	-	-	-	1.00
Senior Database Administrator	1.00	1.00	1.00	-
Senior Systems Administrator	1.00	1.00	1.00	2.00
Senior Network Engineer	1.00	1.00	1.00	-
Project Manager/Business Analyst	-	-	-	1.00
Systems Administrator	2.00	2.00	2.00	1.00
Service Desk Specialist	2.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00

Budget Highlights

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

In Materials and Services, account 5340, *Software Licenses/Upgrades* includes \$65,000 for Talent Space software for Human Resources management, ongoing annual software maintenance fees for fire reporting (\$137,700), E-GIS (\$45,900), Incident intelligence system (2IS) interface monthly licensing fee (\$110,000) Target Solutions training and learning management (\$52,712), Office 365 annual subscription (\$225,000), financial systems (\$164,426), among other items necessary for operating all systems of the District and continuing to enhance cyber security. Account 5368, *M&R Computer & Network Hardware*, includes scheduled laptop replacements for \$38,250, maintenance of switches, and wireless network, among other items.

Status of Prior-Year 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
 Status: ✓ Complete
 Status Report: Technology Director and System Administrator hired. Governance structure in place. Technology Services Steering Committee established and meeting monthly. Instituted weekly maintenance windows for system updates.
- **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
 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.
 Status: → Ongoing
 Status Report: While user engagement is a vital tactic with perpetual scope, focused engagement for this fiscal year included with Battalion Chiefs, Executive Staff, and Division Directors.

- **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.
 Status: → Ongoing
 Status Report: Implementation plans have been drafted and discussed with the Technology Steering Committee. Staff have been encouraged to volunteer for MFA authentication and some have. Critical departments have been encouraged to implement MFA with their staff. Software and Hardware MFA and SSO solutions have been selected for district-wide implementation.
- **Maintain a minimum of 99.8% uptime of critical applications and infrastructure.**

Goal/Strategy: Goal 1 – Strategy 1.1
 Timeframe: 12 months
 Partner(s): None
 Budget Impact: None
 Measured By: Internal metrics measured by existing processes and systems.
 Status: → Ongoing
 Status Report: The Technology Director has moved to monitor system performance in a different way. Improvements this fiscal year included implementation of planned maintenance windows, increase in the systems being watched for issues, and required cutover plans for high-risk changes.
- **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.
 Status: → Ongoing
 Status Report: Minimal progress was made during COVID-19 emergency operations. Efforts on single sign-on (SSO) and multi-factor authentication (MFA) were prioritized ahead of this tactic.
- **Implement new organizational model for IT and Communications.**

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5
 Timeframe: 12 months
 Partner(s): HR
 Budget Impact: Increase required
 Measured By: Implementation of organizational model with focus on business alignment
 Status: √ Complete

Status Report: Updated and aligned all job descriptions. Created a Senior Systems Administrator position and moved two staff into the role. Aligned the Systems Administrator position with market and hired a new staff member. Created the IT Infrastructure Manager and moved one staff into the role. Created BSA/Project Manager role; hiring to be complete by the end of calendar year 2021.

• **Upgrade existing wireless infrastructure.**

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 1
Timeframe: 12 months
Partner(s): Facilities, Operations
Budget Impact: None
Measured By: Successful installation of new wireless access points at all District facilities.
Status: ✓ Complete
Status Report: The wireless upgrade project was leveraged to support Narcbox deployment. Full deployment to all facilities is projected by the end of the fiscal year.

Additional 2020-21 Accomplishments

- Supported COVID-19 emergency telework and vaccination efforts with software, hardware, and solutions. Created an IT resources loaner program.
- Maintained employee support/service desk functions throughout COVID-19 emergency operations with staff working remotely.

Activities Summary

Service Measure	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Service Desk work orders	326	1627	1246	1423	1568
Business hours	266	1309	1011	1201	1324
Non-business hours	60	318	235	222	224
After-hours emergency alerts	100	60	55	57	65
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	99.98%	99.99%	99.99%	99.99%	99.99%
Critical applications ²	99.85%	99.99%	99.99%	99.99%	99.99%
Infrastructure Hardware					
Virtual desktops in service	223	200	210	210	120
Physical Desktops	38	40	40	46	46
Laptops in service	107	107	120	148	168
iPads in service	119	162	135	145	195
Servers in production	75	80	78	78	77
Network switches	81	81	81	83	60
Printers in service	46	46	46	52	52
Total shared data size (TB)	47.0	33.0	40.0	40.0	40.0
Offsite data protection (TB)	28.0	33.5	35.0	35.0	35.5
Total database size (TB)	1.9	2.7	2.7	2.3	2.1

¹ Uptime target measures only unplanned outages for services.

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

2021-22 Current-Year Tactics

- **Deploy new next generation technology and computing environment to better support web meetings, remote work, cloud computing, and cyber security.**
 - Goal/Strategy: Goal 1 – Strategy 1.1.; Goal 2; Goal 3 – Strategy 3.
 - Timeframe: 24 months
 - Partner(s): Day-staff departments
 - Budget Impact: Increase required
 - Measured By: Next generation computing technology deployments, including desktops and conference room hardware.
- **Implement station technology training improvements to include at least one effective group and one effective personal training area per station.**
 - Goal/Strategy: Goal 2; Goal 3 – Strategy 2.1
 - Timeframe: 12 months
 - Partner(s): Operations, Training
 - Budget Impact: Increase required
 - Measured By: Deployment of two new training areas per station.
- **Prepare for emergencies that affect the District’s network and systems. Reduce dependence on the CBOC location.**
 - Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2
 - Timeframe: 24 months
 - Partner(s): None
 - Budget Impact: Increase required
 - Measured By: Implement network changes to route internet through SOC or CBOC. Implement systems changes to move from SOC as a cold disaster recovery site to SOC as a warm standby site.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10215 Information Technology						
5002 Salaries & Wages Non-union	597,212	571,270	859,354	819,020	819,020	819,020
5004 Vacation Taken Non-union	51,883	60,489	71,976	68,038	68,038	68,038
5006 Sick Taken Non-union	19,926	14,437	19,543	18,416	18,416	18,416
5008 Personal Leave Taken Non-union	6,013	4,327	7,626	6,804	6,804	6,804
5010 Comp Taken Non-union	-	77	-	-	-	-
5015 Vacation Sold	11,094	38,253	29,538	29,161	29,161	29,161
5016 Vacation Sold at Retirement	-	71,688	-	-	-	-
5017 PEHP Vac Sold at Retirement	-	77,422	-	-	-	-
5019 Comp Time Sold Non-union	210	-	-	-	-	-
5021 Deferred Comp Match Non-union	33,331	35,823	55,819	53,675	53,675	53,675
5041 Severance Pay	-	84,837	-	-	-	-
5090 Temporary Services-Backfill	-	109,800	-	-	-	-
5121 Overtime Non-union	95	2,065	-	-	-	-
5201 PERS Taxes	125,795	187,885	307,252	259,632	259,632	259,632
5203 FICA/MEDI	51,218	53,157	80,663	76,934	76,934	76,934
5206 Worker's Comp	12,644	10,654	13,444	12,822	12,822	12,822
5207 TriMet/Wilsonville Tax	5,083	6,383	8,263	7,881	7,881	7,881
5208 OR Worker's Benefit Fund Tax	158	122	262	262	262	262
5211 Medical Ins Non-union	110,103	103,905	128,340	142,008	142,008	142,008
5212 Medical Ins Nonu VEBA	-	907	21,202	23,223	23,223	23,223
5221 Post Retire Ins Non-union	6,300	5,250	7,200	7,200	7,200	7,200
5230 Dental Ins Non-union	9,687	8,503	12,648	13,116	13,116	13,116
5240 Life/Disability Insurance	6,398	5,436	8,250	7,864	7,864	7,864
5295 Vehicle/Cell Allowance	4,200	3,550	10,560	10,560	10,560	10,560
Personnel Services	1,051,351	1,456,238	1,641,940	1,556,616	1,556,616	1,556,616
5300 Office Supplies	2	120	100	102	102	102
5301 Special Department Supplies	4,450	10,225	4,376	9,500	9,500	9,500
5302 Training Supplies	9	-	1,500	2,220	2,220	2,220
5330 Noncapital Furniture & Equip	6,788	150,281	13,596	2,040	2,040	2,040
5340 Software Licenses/Upgrade/Host	901,860	904,045	1,385,819	1,211,242	1,211,242	1,211,242
5350 Apparatus Fuel/Lubricants	-	680	-	-	-	-
5361 M&R Bldg/Bldg Equip & Improv	112	-	-	-	-	-
5368 M&R Computer & Network Hardware	135,743	151,861	283,056	170,466	170,466	170,466
5413 Consultant Fees	-	-	-	47,541	47,541	47,541
5414 Other Professional Services	72,635	63,429	-	-	-	-
5437 Cable Access	188,218	173,687	181,918	202,220	202,220	202,220
5461 External Training	1,799	-	21,050	21,471	21,471	21,471
5462 Travel and Per Diem	-	923	2,525	2,576	2,576	2,576
5484 Postage UPS & Shipping	-	23	-	-	-	-
5500 Dues & Subscriptions	-	595	200	204	204	204
5570 Misc Business Exp	-	83	200	204	204	204
5571 Planning Retreat Expense	523	-	600	612	612	612
Materials and Services	1,312,139	1,455,951	1,894,940	1,670,398	1,670,398	1,670,398
Total Information Technology	2,363,490	2,912,189	3,536,880	3,227,014	3,227,014	3,227,014

Communications

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	522,435	521,317	607,819	621,085
Materials and Services	2,606,505	2,791,112	2,909,791	2,979,287
Total Expenditures	3,128,940	3,312,429	3,517,610	3,600,372

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Communications Manager	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Communications Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00

Budget Highlights

The Personnel Services budget reflects the expected wages and benefits of current employees, including PERS rates. Within Materials and Services, account 5301, *Special Department Supplies*, supports expendable supplies for communications equipment, WCCCA system pagers, and phone and tablet cases and accessories. Account 5330, *Noncapital Furniture & Equipment*, supports District-wide cell phones, Firecom headsets, communications lighting, radios, and fireground communications equipment. *Dispatch fees* reflect the charges from WCCCA (\$2,427,088) and Clackamas C800 dispatch and service fees (\$31,620). *Telephone*, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Status of Prior-Year 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.

Status: ✓ Complete

Status Report: Station alerting improvements have been implemented. Additional work will be needed on Windows 10 updates for MDCs. New radio equipment has been procured and deployed.

- **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.

Status: ✓ Complete

Status Report: Deployed FirstNet in three new MG90 OMGs. Will be mapping cellular coverage in the District to make informed decisions on which carriers are best at which locations. Three AT&T Metrocells are active to expand cellular coverage at Stations 66, 69 and the Training Center.

- **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.

Status: ✓ Complete

Status Report: The Communications Department moved to and initiated operations from at LSC.

- **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.
 Status: → Ongoing
 Status Report: Uptime of communications equipment is an ongoing vital goal with perpetual scope. Installed three MG90 OMGs this past year. Quarterly cellular link utilization reports show OMGs up over 99% of the time.
- **Implementation of Digital Vehicle Repeater System (DVRS) for enhanced on-scene communications.**

Goal/Strategy: Goal 2; Goal 3 – Strategy 3.1
 Timeframe: 24 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.
 Status: → Ongoing
 Status Report: Schedule shifts in WCCCA's implementation of digital radios has impacted the timeline of this effort. The current plan is to carry over this tactic into the next fiscal year. The next step will be collaboration on solution details.
- **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.
 Status: → Ongoing
 Status Report: Staff are using Target Solutions for daily briefings once per week minimum. Other planned activity was delayed during COVID-19 emergency operations.

Additional 2020-21 Accomplishments

- Finished base station radio installations, including in the FOC.
- Installed the communications system in new Station 54.

Activities Summary

Technical Services Provided	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Mobile, portable, base station, patch kits	785	725*	740	740	740
Mobile data computers, OMGs, and cellular connectivity devices	176	184	188	250	253
Cell phones	12	12	6	6	6
Smartphones	130 ² /35 ¹	130/40 ¹	130/45 ¹	130/45 ¹	130/45 ¹
Pagers	100	100	100	100	100
Satellite phones	10	10	10	10	10
Work orders completed	188	250	200	265	265
Preventative maintenance inspections	90	100 ⁴	100	80	60
Standalone GPS units	32	32	33	35	35
Installations – apparatus and vehicles	9	9	4	10	5

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.

2021-22 Current-Year Tactics

- **Improve communications at stations by increasing cellular coverage.**

Goal/Strategy: Goal 1 – Strategy 1.1

Timeframe: 12 months

Partner(s): Operations

Budget Impact: Increase required

Measured By: Cellular coverage mapped. Cellular boosters and other solutions deployed.
Stations without AT&T cellular dead spots.

- **Implement next generation apparatus communication equipment to improve speed coverage and flexibility of network while reducing costs and downtime.**

Goal/Strategy: Strategy 3.1

Timeframe: 12 months

Partner(s): Operations

Budget Impact: Increase required

Measured By: Wireless vehicle gateways replaced with new next generation features that meet the District's needs. Improvement to speed, coverage and network flexibility.
Reductions in costs and downtime.

- **Provide technical support for and maintain the communications infrastructure, equipment, and maintenance needs of the District through a partnership with WCCCA. Manage policies and procedures to ensure proper operation and use of the District's communications resources.**

Goal/Strategy: Goal 2 – Strategy 2.2; Strategy 3.1

Timeframe: 12 months

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

Budget Impact: None

Measured By: Engagement with Work with IT staff regarding specific to software updates affecting MDC systems (e.g., migration to Windows 10). Policy and procedure modifications to include improvement of after-hours coverage. Success of initiatives aimed at maintaining or improving the District's communications capabilities.

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

Goal/Strategy: Goal 1 – Strategy 1.1; Goal 2 – Strategy 2.2

Timeframe: 12 months

Partner(s): Operations, Information Technology, Business Strategy

Budget Impact: None

Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics sustained at 98% uptime.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10175 Communications						
5002 Salaries & Wages Non-union	270,649	265,791	314,355	328,097	328,097	328,097
5004 Vacation Taken Non-union	36,462	31,182	26,527	27,466	27,466	27,466
5006 Sick Taken Non-union	15,065	11,015	7,193	7,424	7,424	7,424
5008 Personal Leave Taken Non-union	4,452	3,772	2,807	2,743	2,743	2,743
5015 Vacation Sold	5,424	-	3,374	3,517	3,517	3,517
5016 Vacation Sold at Retirement	-	8,676	-	-	-	-
5019 Comp Time Sold Non-union	-	10	-	-	-	-
5021 Deferred Comp Match Non-union	11,756	14,299	17,544	18,287	18,287	18,287
5121 Overtime Non-union	-	125	2,000	2,050	2,050	2,050
5201 PERS Taxes	55,244	67,617	96,711	89,362	89,362	89,362
5203 FICA/MEDI	24,610	23,743	28,688	29,895	29,895	29,895
5206 Worker's Comp	6,030	3,952	4,781	4,983	4,983	4,983
5207 TriMet/Wilsonville Tax	2,442	2,386	2,939	3,063	3,063	3,063
5208 OR Worker's Benefit Fund Tax	85	73	116	116	116	116
5211 Medical Ins Non-union	75,539	73,112	72,972	75,492	75,492	75,492
5212 Medical Ins Nonu VEBA	-	976	12,179	12,818	12,818	12,818
5221 Post Retire Ins Non-union	3,600	3,975	3,600	3,600	3,600	3,600
5230 Dental Ins Non-union	6,763	6,405	7,176	7,176	7,176	7,176
5240 Life/Disability Insurance	3,115	2,902	2,957	3,082	3,082	3,082
5270 Uniform Allowance	-	107	700	714	714	714
5295 Vehicle/Cell Allowance	1,200	1,200	1,200	1,200	1,200	1,200
Personnel Services	522,435	521,317	607,819	621,085	621,085	621,085
5300 Office Supplies	272	96	300	300	300	300
5301 Special Department Supplies	12,494	15,768	34,950	40,280	40,280	40,280
5320 EMS Supplies	-	32	-	-	-	-
5330 Noncapital Furniture & Equip	16,376	41,787	45,000	25,410	25,410	25,410
5350 Apparatus Fuel/Lubricants	1,029	1,086	1,500	1,530	1,530	1,530
5364 M&R Fire Comm Equip	11,104	14,350	29,785	59,100	59,100	59,100
5415 Printing	456	-	800	810	810	810
5420 Dispatch	2,245,128	2,387,704	2,410,498	2,458,708	2,458,708	2,458,708
5430 Telephone	314,710	328,052	378,128	386,346	386,346	386,346
5450 Rental of Equip	1,917	1,777	2,160	-	-	-
5461 External Training	1,598	-	3,000	3,060	3,060	3,060
5462 Travel and Per Diem	1,422	374	3,040	3,100	3,100	3,100
5500 Dues & Subscriptions	-	-	480	490	490	490
5570 Misc Business Exp	-	87	150	153	153	153
Materials and Services	2,606,505	2,791,112	2,909,791	2,979,287	2,979,287	2,979,287
Total Communications	3,128,940	3,312,429	3,517,610	3,600,372	3,600,372	3,600,372

Operations Administration

Description

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

The operations directorate includes Operations Administration, all station and specialty team personnel as well as Emergency Medical Services (EMS) and Training.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,771,649	5,102,816	4,322,750	4,161,076
Materials and Services	235,203	611,755	303,470	276,738
Total Expenditures	2,006,852	5,714,571	4,636,220	4,437,814

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
District Chief of Operations	1.00	1.00	1.00	1.00
Battalion Chiefs	-	9.00	9.00	9.00
Fire Marshal	1.00	-	-	-
Deployment & Staffing Coordinator	1.00	-	-	-
Operations Division Assistant	-	-	-	1.00
Administrative Assistant	-	3.00	3.00	2.00
Light Duty Positions	2.00	2.50	2.50	2.50
Professional Development FTE costs	-	0.75	0.75	0.75
Total Full-Time Equivalents (FTE)	5.00	16.25	16.25	16.25

Budget Highlights

The Personnel Services budget reflects the projected wages and benefits for current and future staff based upon medical benefits and actual PERS rates. 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. This account also reflects additional overtime for increased support for the Washington County Sheriff's Office Tactical Negotiation Team (TNT) program. Uniform Allowance, account 5270, includes funding for new midweight cold-weather jacket to uniform complement.

In Materials and Services, *Firefighting Supplies*, account 5321, includes deployment support for new Pumpers 5 and 6 as well as funding for high-rise packs, bailouts and other equipment and supplies for large-scale station and incident support. In *Noncapital Furniture and Equipment*, account 5330, field cameras are budgeted for BC units to capture incident footage to be used for post incident analysis and training.

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

Status of Prior-Year 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 1.3
 - 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.
 - Status: → Ongoing
 - Status Report: Implemented phase II of this initiative. Operations established a workgroup with internal stakeholders from Operations, Training, OHW, Fire & Life Safety, Safety Committee, and Supply. Training provided on updated protocols and policies associated with decontamination kits deployed to all frontline engines, squads, and Heavy Rescue 51. Contaminant Control workgroup continues implementation of phase III of this initiative by identifying response resources and improved contaminant and exposure prevention opportunities.
- **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.
 - Status: ✓ Complete
 - Status Report: TV monitors and Zoom interface deployed to stations, Training and CBOC. Regular briefings occur via Zoom. The Target Solutions briefing tool supplements briefings by providing documentation and further communication and instruction to staff.

- **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.

Status: → Ongoing

Status Report: Data points and the related pathway have been identified collecting data from 2iS. Work on the Fire Tactical Board is still in progress, with an estimated go-live date in summer of 2021. In the next fiscal year, once the Fire Tactical Board is complete, the information collected will inform and guide decisions on response models' potential changes. Data collected will be evaluated to verify the right resources, right staffing, and deployment to the right call at the right time.

- **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.

Status: → Ongoing

Status Report: Standing meetings with response partners occurred and included partners from Yamhill, Washington, Clackamas, and Multnomah Counties.

In January 2021, Division Chief Fale was detailed to serve as the temporary Administrative Fire Chief for Forest Grove, Cornelius, Forest Grove Fire District, Cornelius Fire District, and Gaston Fire District. This six-month contract will provide our neighbors with stability and enhance communications about issues affecting all Washington County fire agencies, including the Washington County EMS Alliance. The partnership offers an opportunity for additional standardization of equipment, protocols, training, and standards among neighboring agencies.

TVF&R deployed several Operations staff in January 2021 to support the State IMT COVID-19 vaccine work. Additionally, the TVF&R COVID-19 Task Force established a Vaccine Branch internally to provide vaccination administration to TVF&R employees and Washington, Clackamas, and Yamhill County first-responders and qualifying citizens. This work is in partnership with county health departments.

- **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.
 - Status: ✓ Complete
 - Status Report: TVF&R personnel participated with the regional team that selected grant-funded, standardized SCBA equipment for all fire agencies in Washington County. The equipment was received, and related training and deployment is projected by the end of the fiscal year.
- **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.
 - Status: → Ongoing
 - Status Report: Because of COVID-19, there have been delays in the development, deployment, and implementation of the DVRS systems. The committee will resume meeting and associated work once COVID-19 priorities are less prevalent and agencies can resume normal business operations.



Additional 2020-21 Accomplishments

- The COVID-19 global pandemic required a need for changes in deployment response, PPE, protocols, and operations overall. Community and responder safety has been the highest operational priority throughout the pandemic. TVF&R improved PPE and station/workplace safety to address COVID-19 exposure risks. Updated protocols and procedures, clear communication and expectations drove work and support from every department to ensure a safe working environment. Due to the unforeseen impacts of COVID-19 and lack of resource availability, specific equipment and PPE needed to be identified and purchased above and beyond the typical inventory-on-hand to ensure seamless response with adequate inventory stockpiles. Extra PPE and associated equipment purchased in response to pandemic needs were not originally accounted in the Operations budget.
- Chehalem Mountain/Bald Peak wildfire started the evening of September 8, 2020. Response, suppression, and mitigation work continued until October 2, 2020. This sentinel event affected all aspects of District Operations, while much of the state simultaneously responded to other large fires. TVF&R personnel's extraordinary efforts aided in emergency operations both on the front line and behind the scenes to ensure no lives or homes were lost during the District's largest wildfire within the service area.
- TVF&R assisted with nine conflagrations within the state during the fiscal year (including the Chehalem Mountain/Bald Peak fire). Additionally, 12 personnel responded to conflagrations in California for two weeks.
- New badges were deployed to all uniformed personnel.
- Operations purchased Halo Devices to standardize the bailout system used by firefighters. Additionally, Operations extended the bailout rope's lifespan from 5 to 10 years, providing cost savings by eliminating the need to replace any part of the system for an additional five years.



2021-22 Current-Year Tactics

- **Establish a contaminant control initiative workgroup to focus on preventative measures identified in research, training and policy.**
 - Goal/Strategy: Goal 1 – Strategy 1.3
 - Timeframe: 12 months
 - Partner(s): District-wide
 - Budget Impact: Select impact
 - Measured By: Deployment change of Rehab unit to Station 39 to support rehab and contaminant control response functions. Updates to response call types for Rehab 39. Evaluation and updates to any equipment and resources for Rehab 39. Assignment on incidents of Engine 333 and Rehab 350.

- **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: Regular meetings with response partners are established and continue to occur. These meetings include partners from Yamhill, Washington, Clackamas, and Multnomah Counties.

- **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.

- **Replace thermal imagers.**

Goal/Strategy: Goal 2 – Strategy 2.2

Timeframe: 12 months

Partner(s): Training, Supply

Budget Impact: Increase required

Measured By: Replacement of current thermal imagers reaching the end-of-life. Related training provided, equipment deployed, and policy, protocol and inventory updated.



- **Retrofit to ensure current hose and nozzle bulk load on all applicable apparatus.**

Goal/Strategy: Goal 2 – Strategy 2.2
Timeframe: 12 months
Partner(s): Fleet, Supply, Training
Budget Impact: Increase required
Measured By: Completion of retrofitting Dash, PUC and Quantum 2nd Generation engines to match new Quantum engines and current successful firefighting strategies from the past wholesale replacement of the hose and nozzles. This change is in better alignment of consistent hose deployment District wide. Protocols and inventory documents updated. Training delivered.

- **Make improvements to wildland response capabilities related equipment.**

Goal/Strategy: Goal 2 – Strategy 2.2
Timeframe: 12 months
Partner(s): Training, Supply
Budget Impact: Increase required
Measured By: Increased wildland hose inventory, ponderosa pack inventory and deployment. Training delivered to support improved wildland response abilities within District.

Station FTE and Unit Deployment 2021-22

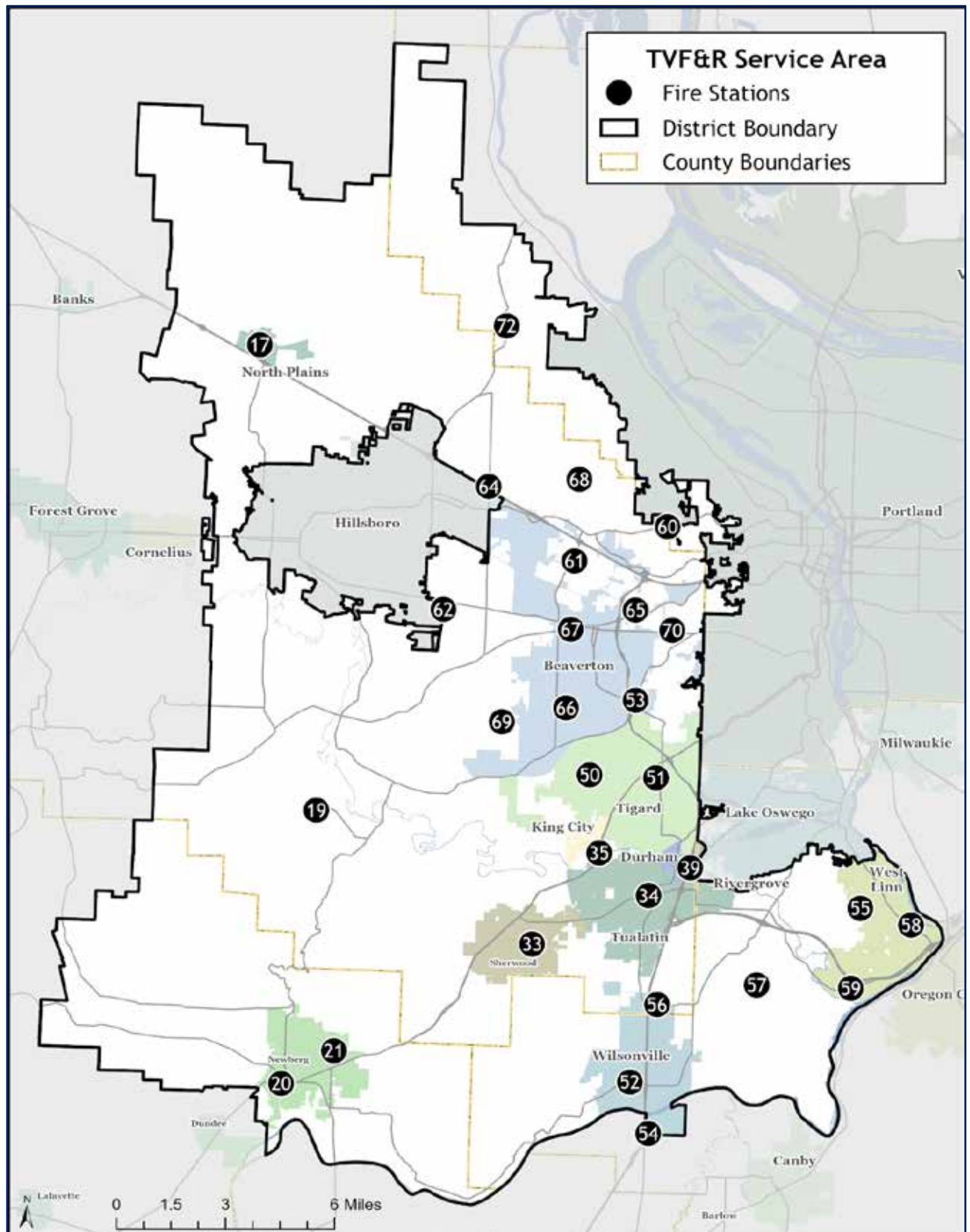
Station	FTE	Unit(s)	Unit Type
Station 17 (North Plains)	12.00		Engine
Station 19 (Midway)	12.00		Engine
Station 20 (Downtown Newberg)	24.00		Engine, Medic, Rescue
Station 21 (Springbrook)	18.00		Truck, Medic
Station 33 (Sherwood)	12.00		Engine
Station 34 (Tualatin)	13.00		Engine, Car
Station 35 (King City)	18.00		Engine, Medic
Station 39 (McEwan Road)	8.00		Squad/Engine
Station 50 (Walnut)	12.00		Engine
Station 51 (Tigard)	25.00		Truck, Heavy Rescue, Car
Station 52 (Wilsonville)	12.00		Engine
Station 53 (Progress)	12.00		Engine
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)	13.00		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)	6.00		Squad

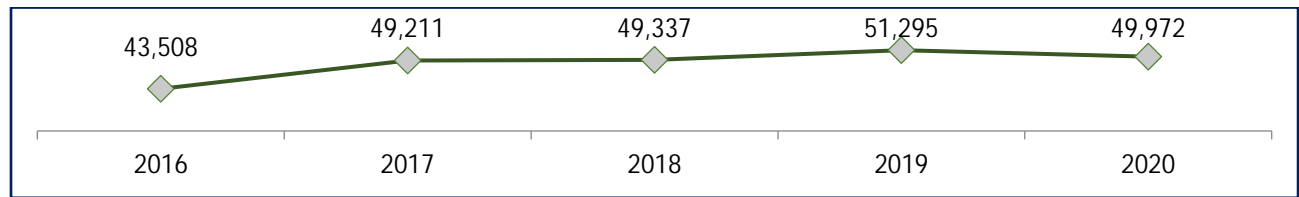
○ FTE per Unit

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

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

District Service Area

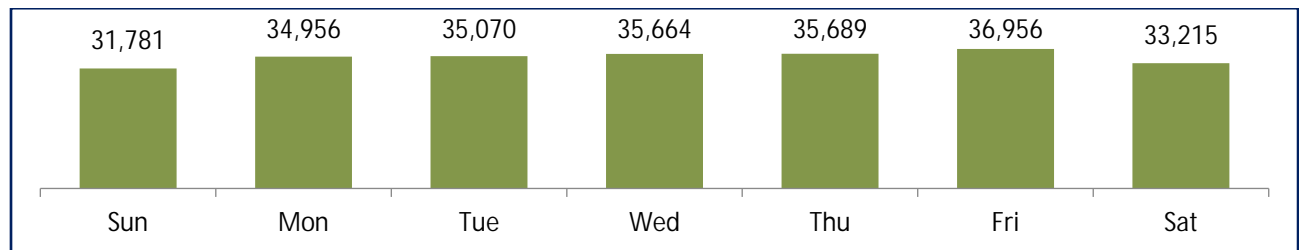


District Incident Count, Calendar Years¹

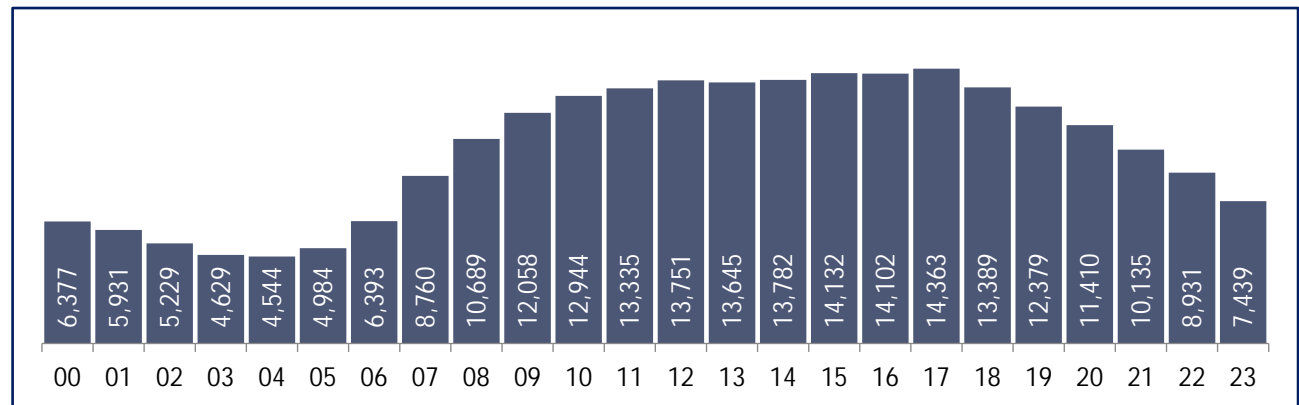
District Incident Summary, Calendar Years (1/1/2016 – 12/31/2020)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	3,977	1,199	4,423	1,362	4,688	1,359	4,630	1,301	4,421	1,185
Overpressure	0	40	0	21	0	40	0	30	0	24
EMS/Rescue Call	36,036	29,693	40,688	33,390	39,542	33,663	41,025	34,556	40,281	33,904
Hazardous Condition	933	1,274	1,227	1,500	343	1,267	278	1,482	205	1,139
Service Call	1,547	3,054	2,048	3,625	4,721	3,447	5,327	3,644	5,065	3,447
Good Intent Call	418	5,866	272	6,676	0	6,897	0	7,438	0	7,621
False Call	0	2,366	0	2,611	0	2,654	0	2,840	0	2,635
Natural Condition	0	7	0	21	0	1	0	3	0	13
Other	597	9	553	5	43	9	35	1	0	4
TOTAL	43,508		49,211		49,337		51,295		49,972	

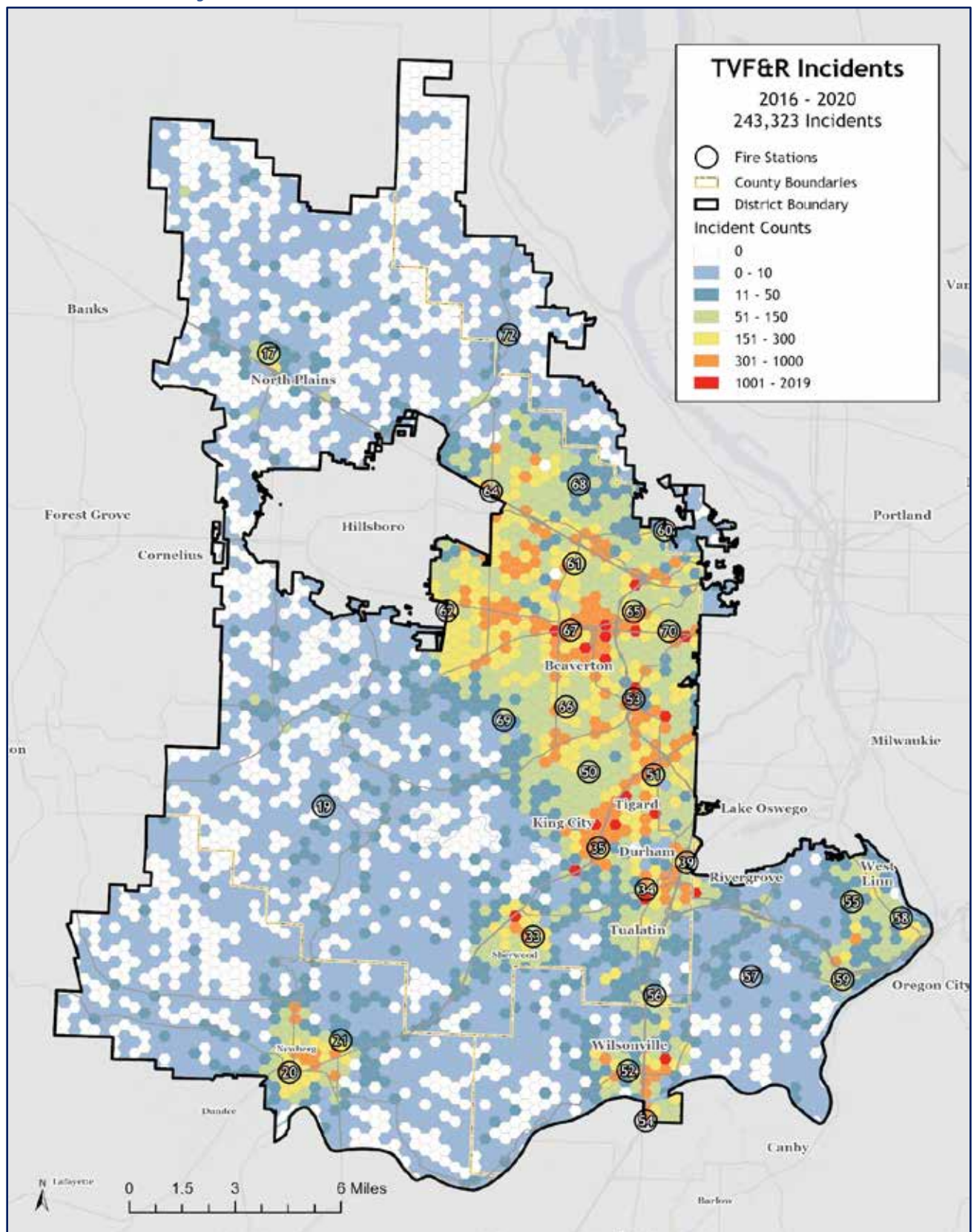
District Incident Count by Day of Week (1/1/2016 – 12/31/2020)



District Incident Count by Hour of Day (1/1/2016 – 12/31/2020)

¹ Note: See Glossary for District-Wide Incident Count Definition

Incident Density between 2015-2019



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10200 Operations Admin						
5001 Salaries & Wages Union	-	1,136,635	1,305,187	1,281,678	1,281,678	1,281,678
5002 Salaries & Wages Non-union	370,792	293,543	452,138	468,817	468,817	468,817
5003 Vacation Taken Union	-	184,966	179,358	181,883	181,883	181,883
5004 Vacation Taken Non-union	39,357	16,106	35,118	36,140	36,140	36,140
5005 Sick Leave Taken Union	-	45,358	32,421	37,469	37,469	37,469
5006 Sick Taken Non-union	11,060	2,378	10,144	10,446	10,446	10,446
5007 Personal Leave Taken Union	-	16,971	17,103	15,928	15,928	15,928
5008 Personal Leave Taken Non-union	643	964	3,958	3,859	3,859	3,859
5010 Comp Taken Non-union	-	561	-	-	-	-
5015 Vacation Sold	19,100	8,157	1,133	1,219	1,219	1,219
5016 Vacation Sold at Retirement	-	9,850	-	-	-	-
5017 PEHP Vac Sold at Retirement	-	520,483	8,143	8,306	8,306	8,306
5020 Deferred Comp Match Union	-	68,790	74,361	72,055	72,055	72,055
5021 Deferred Comp Match Non-union	33,108	22,381	32,895	34,042	34,042	34,042
5090 Temporary Services-Backfill	-	18,521	-	-	-	-
5101 Vacation Relief	-	178,743	206,700	191,100	191,100	191,100
5105 Sick Relief	-	245,713	5,300	4,900	4,900	4,900
5106 On the Job Injury Relief	-	1,893	10,600	9,800	9,800	9,800
5107 Short Term Disability Relief	-	-	1,325	1,225	1,225	1,225
5110 Personal Leave Relief	-	17,722	9,275	8,575	8,575	8,575
5117 Regular Day Off Relief	-	26,330	31,800	29,400	29,400	29,400
5118 Standby Overtime	-	1,520	-	-	-	-
5120 Overtime Union	757,242	717,998	239,445	226,932	226,932	226,932
5121 Overtime Non-union	-	281	-	-	-	-
5201 PERS Taxes	308,011	976,991	949,689	807,704	807,704	807,704
5203 FICA/MEDI	71,304	181,633	203,261	200,756	200,756	200,756
5206 Worker's Comp	30,829	44,104	48,830	48,234	48,234	48,234
5207 TriMet/Wilsonville Tax	8,109	20,329	20,823	20,566	20,566	20,566
5208 OR Worker's Benefit Fund Tax	268	575	611	611	611	611
5210 Medical Ins Union	5,907	232,429	288,834	309,120	309,120	309,120
5211 Medical Ins Non-union	52,943	48,288	65,664	69,612	69,612	69,612
5212 Medical Ins Nonu VEBA	-	402	7,166	8,143	8,143	8,143
5220 Post Retire Ins Union	-	6,127	6,900	6,900	6,900	6,900
5221 Post Retire Ins Non-union	2,700	2,100	2,700	2,700	2,700	2,700
5230 Dental Ins Non-union	4,751	4,396	6,408	6,360	6,360	6,360
5240 Life/Disability Insurance	3,155	2,489	3,090	3,218	3,218	3,218
5270 Uniform Allowance	11,472	10,635	65,770	46,778	46,778	46,778
5290 Employee Tuition Reimburse	33,939	35,856	6,000	6,000	6,000	6,000
5295 Vehicle/Cell Allowance	6,960	600	600	600	600	600
Personnel Services	1,771,649	5,102,816	4,332,750	4,161,076	4,161,076	4,161,076
5300 Office Supplies	29	271	390	396	396	396
5301 Special Department Supplies	1,763	3,902	3,655	4,803	4,803	4,803
5302 Training Supplies	-	270	1,000	1,200	1,200	1,200
5320 EMS Supplies	1,961	286,350	-	-	-	-
5321 Fire Fighting Supplies	36,882	155,584	158,380	62,073	62,073	62,073
5325 Protective Clothing	43,586	103,881	34,200	84,384	84,384	84,384
5330 Noncapital Furniture & Equip	2,770	8,961	3,600	5,600	5,600	5,600
5350 Apparatus Fuel/Lubricants	5,181	14,871	15,500	13,000	13,000	13,000
5363 Vehicle Maintenance	-	191	-	-	-	-
5365 M&R Firefight Equip	3,787	3,242	8,720	25,090	25,090	25,090
5366 M&R EMS Equip	225	-	-	-	-	-
5400 Insurance Premium	488	-	250	255	255	255
5414 Other Professional Services	60,967	-	-	-	-	-
5415 Printing	81	24	500	2,510	2,510	2,510
5461 External Training	17,205	2,957	16,280	17,855	17,855	17,855
5462 Travel and Per Diem	39,168	16,710	37,800	35,400	35,400	35,400
5473 Employ Safety Pro & Incent	12,260	6,600	13,000	13,000	13,000	13,000
5481 Community Education Materials	3,229	153	-	-	-	-

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
5484 Postage UPS & Shipping	-	27	-	-	-	-
5500 Dues & Subscriptions	4,982	5,320	5,745	5,662	5,662	5,662
5570 Misc Business Exp	639	2,386	3,450	3,510	3,510	3,510
5571 Planning Retreat Expense	-	-	1,000	2,000	2,000	2,000
5573 Inventory Over/Short/Obsolete	-	55	-	-	-	-
Materials and Services	235,203	611,755	303,470	276,738	276,738	276,738
Total Operations Admin	2,006,852	5,714,571	4,636,220	4,437,814	4,437,814	4,437,814

Historical Budget Summaries

The former **North Operating Center (NOC)** has been sold and re-located throughout the District.

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	62,458			
Total Expenditures	62,458			

The former **South Operating Center (SOC)** closed July 1, 2019 and staff transferred to other departments.

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	3,520,277	-	-	-
Materials and Services	56,621	-	-	-
Total Expenditures	3,576,989	-	-	-





Relief Personnel

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's budget includes funding for 65 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	10,745,026	10,979,257	13,683,000	13,856,559
Materials and Services	29,066	21,153	32,403	33,052
Total Expenditures	10,774,092	11,000,410	13,715,403	13,889,611



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10280 Relief						
5001 Salaries & Wages Union	4,606,397	4,584,526	5,438,385	5,611,965	5,611,965	5,611,965
5003 Vacation Taken Union	741,640	694,779	775,167	796,396	796,396	796,396
5005 Sick Leave Taken Union	213,892	305,453	140,121	164,061	164,061	164,061
5007 Personal Leave Taken Union	52,399	57,388	73,917	69,743	69,743	69,743
5016 Vacation Sold at Retirement	1,406	-	28,829	36,519	36,519	36,519
5017 PEHP Vac Sold at Retirement	-	-	70,540	81,516	81,516	81,516
5020 Deferred Comp Match Union	264,019	266,598	291,362	309,760	309,760	309,760
5101 Vacation Relief	619,657	586,523	778,396	806,028	806,028	806,028
5105 Sick Relief	97,511	104,537	134,947	153,902	153,902	153,902
5106 On the Job Injury Relief	30,161	35,859	36,804	46,953	46,953	46,953
5107 Short Term Disability Relief	19,524	6,940	12,881	16,955	16,955	16,955
5110 Personal Leave Relief	60,466	54,700	90,169	86,733	86,733	86,733
5115 Vacant Slot Relief	105,426	97,317	-	-	-	-
5117 Regular Day Off Relief	140,479	171,659	166,843	228,244	228,244	228,244
5118 Standby Overtime	5,090	5,277	6,747	6,521	6,521	6,521
5120 Overtime Union	25,404	8,909	280,934	130,425	130,425	130,425
5201 PERS Taxes	1,676,135	1,791,609	2,860,429	2,593,627	2,593,627	2,593,627
5203 FICA/MEDI	492,390	493,504	636,942	653,748	653,748	653,748
5206 Worker's Comp	222,848	149,076	183,173	192,279	192,279	192,279
5207 TriMet/Wilsonville Tax	50,282	50,616	65,251	67,827	67,827	67,827
5208 OR Worker's Benefit Fund Tax	1,773	1,612	1,771	1,857	1,857	1,857
5210 Medical Ins Union	1,274,692	1,465,676	1,557,192	1,747,200	1,747,200	1,747,200
5220 Post Retire Ins Union	33,754	34,873	37,200	39,000	39,000	39,000
5270 Uniform Allowance	8,207	11,824	15,000	15,300	15,300	15,300
Personnel Services	10,745,026	10,979,257	13,683,000	13,856,559	13,856,559	13,856,559
5321 Fire Fighting Supplies	407	140	1,500	1,530	1,530	1,530
5325 Protective Clothing	27,824	20,147	30,000	30,600	30,600	30,600
5415 Printing	19	-	25	26	26	26
5462 Travel and Per Diem	38	-	100	102	102	102
5500 Dues & Subscriptions	678	690	678	692	692	692
5575 Laundry/Repair Expense	100	175	100	102	102	102
Materials and Services	29,066	21,153	32,403	33,052	33,052	33,052
Total Relief	10,774,092	11,000,410	13,715,403	13,889,611	13,889,611	13,889,611

Technical Rescue

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	30,808	12,297	28,183	20,221
Materials and Services	23,707	22,604	26,729	44,847
Total Expenditures	54,515	34,901	54,912	65,068

Budget Highlights

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 Prior-Year 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.

Status: → Ongoing

Status Report: Training was completed at the station level due to COVID-19 exposure concerns.

- **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.

Measured By: Upgraded extrication tools complement purchased and deployed to T56 and T51.

Status: ✓ Complete

Status Report: This tactic was met and is now completed.

- **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: Large Animal Rescue Fire Rescue Protocol complete. Basic equipment acquired and deployed to the TRT to perform a large animal rescue safely and efficiently.

Status: → Ongoing

Status Report: This tactic was delayed due to COVID exposure concerns and higher priority operational needs.

2021-22 Current-Year Tactics

- **Send a minimum of two technical rescue team members to 80-hour USAR course to enhance training and knowledge within team.**

Goal/Strategy: Goal 2 – Strategy 2.2

Timeframe: 12 Months

Partner(s): Training, Operations, Finance

Budget Impact: Currently Budgeted

Measured By: Attendance at a formal USAR course by two team members who then instruct the other members to enhance the team's abilities and effectiveness in a local USAR type emergency.

- **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.

- **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: Large Animal Rescue Fire Rescue Protocol complete. Basic equipment acquired and deployed to the TRT to perform a large animal rescue safely and efficiently.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10622 Technical Rescue Team						
5120 Overtime Union	22,805	8,823	20,160	14,336	14,336	14,336
5201 PERS Taxes	5,589	2,353	5,879	4,351	4,351	4,351
5203 FICA/MEDI	1,722	659	1,542	1,097	1,097	1,097
5206 Worker's Comp	517	391	444	323	323	323
5207 TriMet/Wilsonville Tax	166	67	158	114	114	114
Personnel Services	30,808	12,297	28,183	20,221	20,221	20,221
5301 Special Department Supplies	453	531	500	510	510	510
5302 Training Supplies	5,151	2,561	3,310	233	233	233
5321 Fire Fighting Supplies	6,200	12,048	10,669	24,094	24,094	24,094
5325 Protective Clothing	5,843	4,279	6,000	4,960	4,960	4,960
5350 Apparatus Fuel/Lubricants	60	-	600	250	250	250
5365 M&R Firefight Equip	483	575	2,000	2,040	2,040	2,040
5461 External Training	2,508	2,598	2,600	7,000	7,000	7,000
5462 Travel and Per Diem	3,009	-	1,050	5,760	5,760	5,760
5484 Postage UPS & Shipping	-	12	-	-	-	-
Materials and Services	23,707	22,604	26,729	44,847	44,847	44,847
Total Technical Rescue Team	54,515	34,901	54,912	65,068	65,068	65,068



Hazardous Materials

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.

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	39,767	27,591	99,696	103,781
Materials and Services	5,464	4,945	15,490	15,800
Total Expenditures	45,231	32,536	115,186	119,581

Budget Highlights

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

Additionally, the Team will partner with OSFM to plan for procuring additional/replacement Hazardous Material Response Apparatus (Approximately 2025). Potentially Light Squad/Rescue and Heavy HazMat Squad that will be consistent with the apparatus used by the other OSFM RHMERT. Budget funds will be provided by OSFM. Also, partnering with OSFM for procurement of replacement and additional training props purchased by the State with grant money. Finally, the Team will evaluate the potential for a traditional in person Technician Level Academy and development of an alternate method and curriculum for Hazardous Materials Technician Course that meets the needs of TVF&R, OSFM, and TVF&R Training Division which may require funds above and beyond the customary budgeted funds. Communication with all stakeholders will be paramount as we develop this program.

Status of Prior-Year 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.
 Status: → Ongoing
 Status Report: COVID-19 emergency operations affected accomplishing this goal. Modified mandatory compliance was met. The Monthly Drill Coordinator involvement was discontinued for 2020 other than a couple times with special approval.

- **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.
 Status: → Ongoing
 Status Report: This was extremely affected by COVID-19 emergency operations. Limited outreach was performed via Zoom.

- **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.

Status: ✓ Complete

Status Report: Windows upgrade accomplished on one laptop, which did not improve operability to satisfactory condition. The planned OSFM RHEMT budget to provide upgraded hardware and software was cancelled and delayed due to State budget restrictions due to the COVID-19 pandemic. No timeline has been released on funds reallocation. IT purchased four laptops to replace/upgrade all HazMat response computers for HM34 and HM53 using existing IT budget.

The PEAC computer application was implemented on HM34 and HM53 and related training provided. This allows for pre-planned Tier 2 Hazardous Materials Facilities to have real-time chemical release plume models developed on scene based on actual structures and chemical amounts on site. These can easily be shared and used by both internal and external partners. The TVF&R IMT and other partner agencies such as police departments and LEPCs will use the modeling.

Additional 2020-21 Accomplishments

- Developed communicable disease/COVID-19 pandemic decontamination procedures and equipment operation protocol. This will be ongoing operation for HazMat team 9 for complete isolation decontamination for any type of communicable disease emergency. Allows for full decontamination to citizens, patients, emergency response personnel at multiple site,s and to completely contain the contaminant. A decontamination shower corridor is primarily used to prevent biological and viral disease transmission through completely removing all contaminated clothing and PPE, cleaning the skin, and re-dress the person for transportation elsewhere, (e.g., hospital, fire station).
- In line with Goal 1/Strategy 1.4, the Team has identified potential workplace health risks to include individual stress related to balancing emergency response volume with specialty team training and project work. With the support of the officers and then the crews, four-month shift rotations between Station 34 and 53 were initiated at the beginning of 2021. We expect (and have already seen indicators) that this redistribution of stress associated with workload to have a positive impact on Team health and morale as well as performance. There is no financial impact for this change.
- In line with Goal 2/Strategy 2.4, the Team anticipates and has started planning for high turnover of members in the next few years. HazMat responsibilities were redistributed so that information is not contained in silos and workload is more equal. Officers are expected to act more as project managers, addressing roadblocks to success through resource management and organizational agility while developing their crews in these same areas. This is intended this to help prepare our crews for their new roles both inside and outside the Team.

2021-22 Current-Year 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: Currently budgeted
 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 Strategy 3.2
 Timeframe: 12 months
 Partner(s): Operations, Training, External Fire Agencies, OSFM
 Budget Impact: Currently budgeted
 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, which may be a modified due to COVID-19 restrictions. Increased outreach to internal and external partners and OSFM Team 9 regions with training on the use of PEAC Tier 2 HazMat Facility pre-plan program.

- **Develop an alternate method of attracting, onboarding, and training Hazardous Materials Technicians for TVFR OSFM HazMat Team 9 that considers COVID-19 restrictions. Anticipate and plan for succession and team member turnover.**

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.4, 2.6
 Timeframe: 12 months
 Partner(s): Training, Operations
 Budget Impact: Increase required
 Measured By: Minimum staffing of certified and competent HazMat Technicians maintained. Team Selection and onboarding process approved by Team Captains that promotes inclusion and communication, while allowing for the best selection to meet the needs of the Team. HazMat Training personnel will be assigned to develop a curriculum that may be done remote, online, in-station, etc. Maintenance of HazMat Team members that are promoting to different ranks. Reinstatement of Team members that had left in good standing and addition of on new Team members as needed. The latter requires commitment to a training course that is adequate for the high standards of performance that we have set for the Team.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10625 Hazardous Materials Team						
5120 Overtime Union	28,848	19,571	71,316	73,580	73,580	73,580
5201 PERS Taxes	6,984	5,220	20,796	22,332	22,332	22,332
5203 FICA/MEDI	1,938	1,424	5,456	5,629	5,629	5,629
5206 Worker's Comp	1,734	1,232	1,569	1,656	1,656	1,656
5207 TriMet/Wilsonville Tax	194	140	559	584	584	584
5208 OR Worker's Benefit Fund Tax	10	5	-	-	-	-
5210 Medical Ins Union	61	-	-	-	-	-
Personnel Services	39,767	27,591	99,696	103,781	103,781	103,781
5301 Special Department Supplies	1,419	1,167	1,500	1,530	1,530	1,530
5302 Training Supplies	40	68	750	765	765	765
5311 Haz Mat Response Materials	1,138	487	3,000	3,060	3,060	3,060
5321 Fire Fighting Supplies	154	-	750	765	765	765
5325 Protective Clothing	1,309	163	1,500	1,530	1,530	1,530
5350 Apparatus Fuel/Lubricants	800	918	2,340	2,387	2,387	2,387
5365 M&R Firefight Equip	605	1,997	5,000	5,100	5,100	5,100
5415 Printing	-	-	300	306	306	306
5484 Postage UPS & Shipping	-	40	-	-	-	-
5570 Misc Business Exp	-	106	350	357	357	357
Materials and Services	5,464	4,945	15,490	15,800	15,800	15,800
Total Hazardous Materials Team	45,231	32,536	115,186	119,581	119,581	119,581





Water Rescue

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	4,497	6,118	25,012	14,669
Materials and Services	9,647	10,444	28,170	36,431
Total Expenditures	14,144	16,562	53,182	51,100

Budget Highlights

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

Status of Prior-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.
 Status: → Ongoing
 Status Report: Solid progress made despite COVID-19 pandemic related challenges. Six Team members completed swift-water rescue and maritime boat operations curriculum. Continued mandatory compliance and regional training sessions. Water Rescue 59 and 20 maintained adequate emergency response coverage around the clock.

- **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.
 Status: → Ongoing
 Status Report: Progress made with regards to securing funding for light weight replacement boat for Station 20.

2021-22 Current-Year 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: Light water rescue package in place. Continued fast and effective water rescue responses, maintaining adequate minimum team staffing levels and ongoing mandatory/compliance training.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10626 Water Rescue Team						
5120 Overtime Union	2,635	4,081	17,892	10,400	10,400	10,400
5201 PERS Taxes	688	1,139	5,217	3,156	3,156	3,156
5203 FICA/MEDI	189	301	1,369	796	796	796
5206 Worker's Comp	969	326	394	234	234	234
5207 TriMet/Wilsonville Tax	15	19	140	83	83	83
5208 OR Worker's Benefit Fund Tax	1	1	-	-	-	-
5270 Uniform Allowance	-	250	-	-	-	-
Personnel Services	4,497	6,118	25,012	14,669	14,669	14,669
5302 Training Supplies	-	-	200	1,200	1,200	1,200
5321 Fire Fighting Supplies	3,207	2,097	7,070	1,530	1,530	1,530
5325 Protective Clothing	4,522	2,955	10,700	3,570	3,570	3,570
5330 Noncapital Furniture & Equip	160	-	3,400	23,195	23,195	23,195
5350 Apparatus Fuel/Lubricants	1,699	3,435	5,000	5,100	5,100	5,100
5364 M&R Fire Comm Equip	-	148	-	-	-	-
5365 M&R Firefight Equip	60	1,790	1,500	1,530	1,530	1,530
5484 Postage UPS & Shipping	-	20	-	-	-	-
5570 Misc Business Exp	-	-	300	306	306	306
Materials and Services	9,647	10,444	28,170	36,431	36,431	36,431
Total Water Rescue Team	14,144	16,562	53,182	51,100	51,100	51,100





Station 17 – North Plains

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.

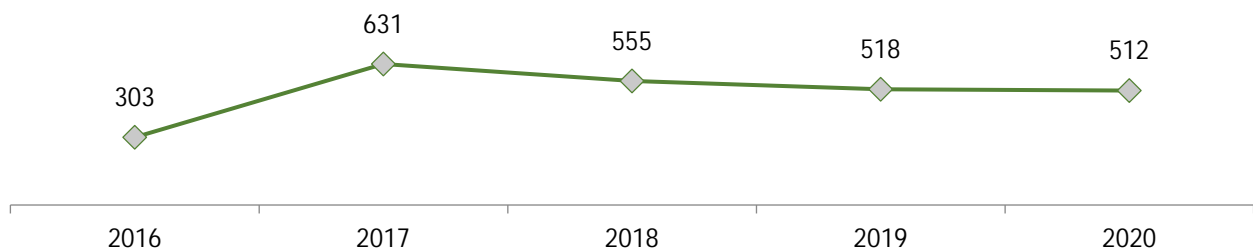


The 60.4 square miles of Station 17's station zone includes North Plains as well as a large portion of unincorporated Washington County north of Hillsboro.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,149,159	2,203,501	2,507,950	2,454,977
Materials and Services	68,970	52,235	67,049	63,659
Total Expenditures	2,218,129	2,255,736	2,574,999	2,518,636

Station 17 Zone Incident Count (Calendar Year)¹

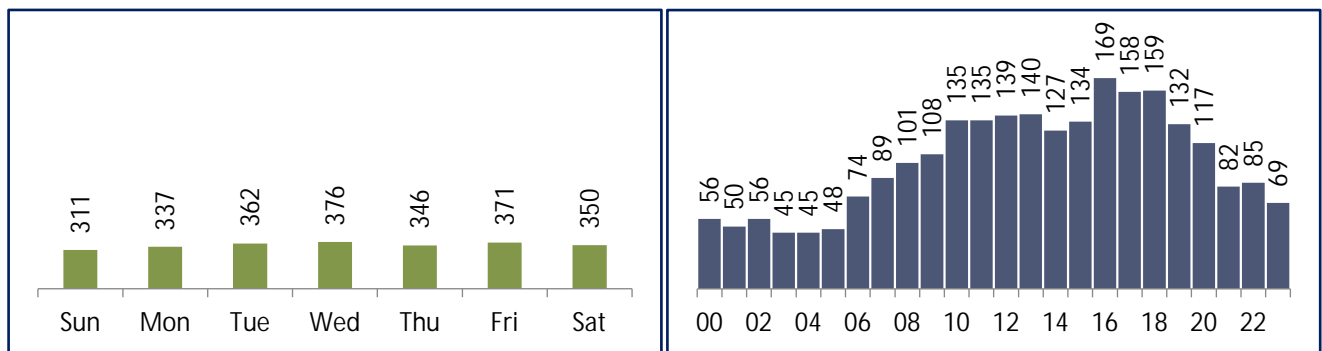


¹ Note: See Glossary for Station Zone Incident Count Definitions

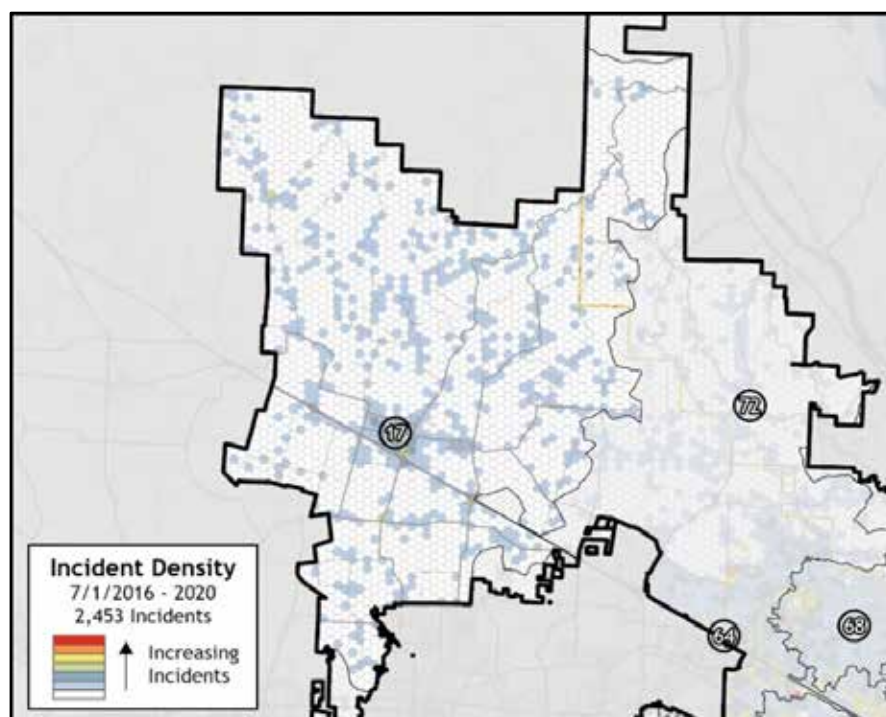
Station 17 Zone Incident Summary, Calendar Years (7/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	43	11	94	34	104	31	76	26	86	23
Overpressure	0	1	0	0		1				
EMS/Rescue Call	228	181	453	366	382	322	397	336	361	313
Hazardous Condition	12	21	30	37	8	22	3	22	1	33
Service Call	12	19	38	52	60	48	42	29	64	28
Good Intent Call	2	45	10	109		101		73		71
False Call	0	24	0	33		30		32		44
Natural Condition	0	1	0	0						
Other	6	0	6	0	1					
TOTAL		303		631		555		518		512

Station 17 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (7/1/16-12/31/20)



Incident Density (7/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10017 Station 17 North Plains						
5001 Salaries & Wages Union	914,595	897,290	988,683	989,169	989,169	989,169
5003 Vacation Taken Union	129,021	124,323	140,923	140,373	140,373	140,373
5005 Sick Leave Taken Union	22,334	29,136	25,474	28,918	28,918	28,918
5007 Personal Leave Taken Union	16,455	7,154	13,438	12,293	12,293	12,293
5016 Vacation Sold at Retirement	-	-	5,372	6,556	6,556	6,556
5017 PEHP Vac Sold at Retirement	-	44,790	13,145	14,634	14,634	14,634
5020 Deferred Comp Match Union	47,650	50,338	54,294	55,611	55,611	55,611
5101 Vacation Relief	149,514	136,353	145,052	144,705	144,705	144,705
5105 Sick Relief	27,143	28,216	25,147	27,630	27,630	27,630
5106 On the Job Injury Relief	10,467	10,213	6,858	8,429	8,429	8,429
5107 Short Term Disability Relief	5,903	4,052	2,400	3,044	3,044	3,044
5110 Personal Leave Relief	10,119	8,687	16,803	15,571	15,571	15,571
5115 Vacant Slot Relief	18,588	36,818	-	-	-	-
5117 Regular Day Off Relief	47,979	56,587	31,091	40,976	40,976	40,976
5118 Standby Overtime	1,998	2,269	1,257	1,171	1,171	1,171
5120 Overtime Union	5,346	1,750	52,351	23,415	23,415	23,415
5201 PERS Taxes	338,104	362,456	523,182	459,042	459,042	459,042
5203 FICA/MEDI	100,820	99,222	116,455	115,706	115,706	115,706
5206 Worker's Comp	36,403	27,053	33,490	34,031	34,031	34,031
5208 OR Worker's Benefit Fund Tax	396	347	343	343	343	343
5210 Medical Ins Union	257,850	266,495	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,950	6,750	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,524	3,203	3,600	3,600	3,600	3,600
Personnel Services	2,149,159	2,203,501	2,507,950	2,454,977	2,454,977	2,454,977
5300 Office Supplies	150	401	480	480	480	480
5301 Special Department Supplies	3,590	4,207	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	-	375	200	200	200	200
5320 EMS Supplies	5,257	5,464	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	5,100	1,501	3,300	3,300	3,300	3,300
5325 Protective Clothing	2,993	3,295	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	1,894	1,536	4,670	800	800	800
5350 Apparatus Fuel/Lubricants	6,980	4,714	8,500	8,500	8,500	8,500
5361 M&R Bldg/Bldg Equip & Improv	20,776	11,299	-	-	-	-
5365 M&R Firefight Equip	538	98	200	200	200	200
5367 M&R Office Equip	542	459	1,650	1,650	1,650	1,650
5414 Other Professional Services	274	224	250	250	250	250
5415 Printing	-	23	25	25	25	25
5416 Building Services	930	1,278	9,064	9,244	9,244	9,244
5432 Natural Gas	2,844	2,840	3,960	3,960	3,960	3,960
5433 Electricity	8,150	8,268	8,500	8,500	8,500	8,500
5434 Water/Sewer	7,887	4,498	8,000	8,000	8,000	8,000
5436 Garbage	850	1,095	1,200	1,200	1,200	1,200
5480 Community/Open House/Outreach	-	91	200	200	200	200
5481 Community Education Materials	70	51	250	250	250	250
5500 Dues & Subscriptions	29	78	100	100	100	100
5570 Misc Business Exp	117	178	600	600	600	600
5575 Laundry/Repair Expense	-	225	400	400	400	400
Materials and Services	68,970	52,235	67,049	63,659	63,659	63,659
Total Station 17 North Plains	2,218,129	2,255,736	2,574,999	2,518,636	2,518,636	2,518,636



Station 19 – Midway

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.

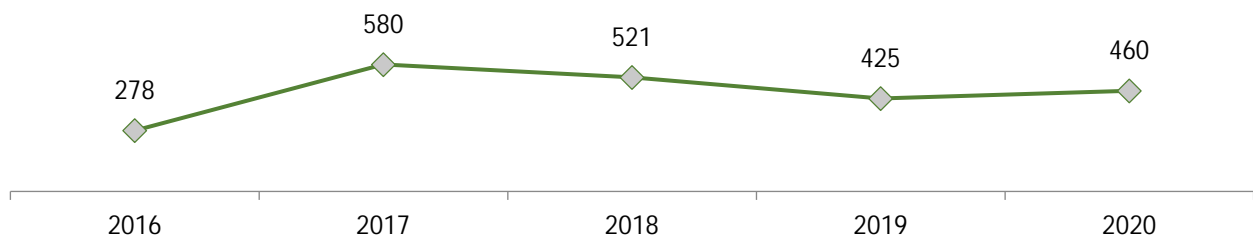


The 51.0 square miles of Station 19's station zone consists of a large portion of unincorporated Washington County south of Hillsboro and down into the Chehalem Mountains near Yamhill County, which includes the unincorporated communities of Midway and Scholls.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,081,125	2,311,398	2,518,399	2,454,977
Materials and Services	77,164	81,733	71,762	71,090
Total Expenditures	2,158,289	2,393,131	2,590,161	2,526,067

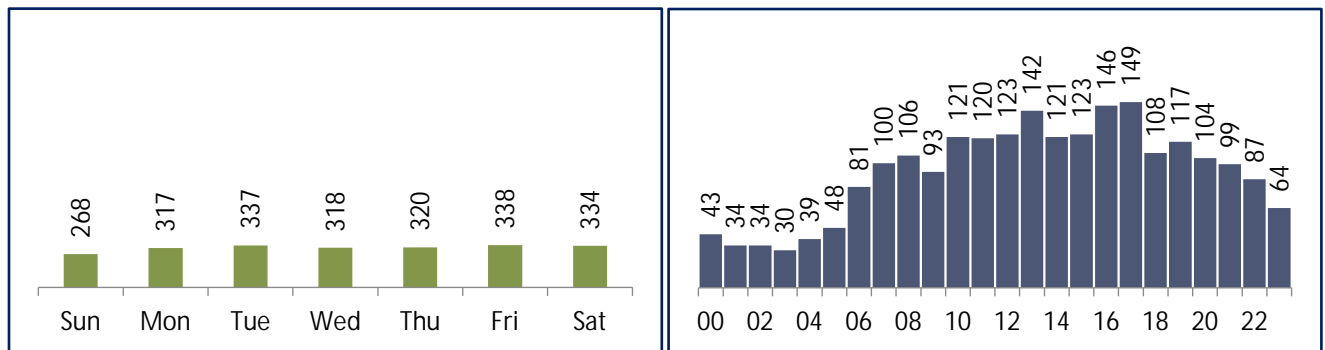
Station 19 Zone Incident Count (Calendar Year)



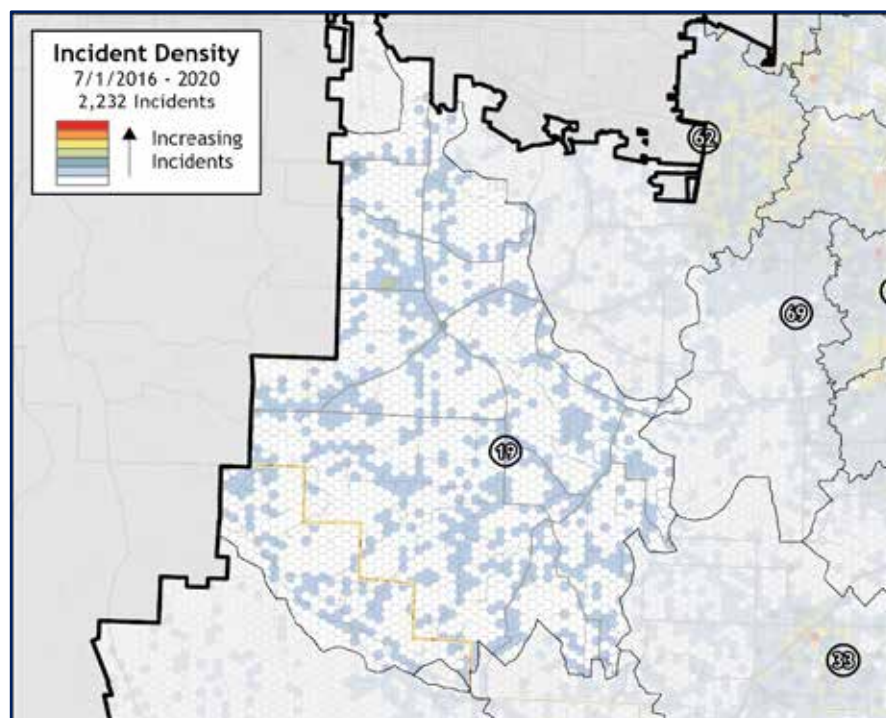
Station 19 Zone Incident Summary, Calendar Years (7/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	23	11	84	36	83	28	50	17	71	29
Overpressure	0	0	0	1						
EMS/Rescue Call	232	205	414	340	363	308	291	242	312	251
Hazardous Condition	10	16	35	44	3	24		39		29
Service Call	8	19	24	43	72	41	84	45	77	41
Good Intent Call	2	22	18	95		85		68		99
False Call	0	5	0	21		32		14		11
Natural Condition	0	0	0	0						
Other	3	0	5	0		3				
TOTAL		278		580		521		425		460

Station 19 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (7/1/16-12/31/20)



Incident Density (7/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10019 Station 19 Midway						
5001 Salaries & Wages Union	904,725	945,520	994,842	989,169	989,169	989,169
5003 Vacation Taken Union	102,103	122,545	141,801	140,373	140,373	140,373
5005 Sick Leave Taken Union	12,841	18,578	25,632	28,918	28,918	28,918
5007 Personal Leave Taken Union	14,794	15,741	13,522	12,293	12,293	12,293
5016 Vacation Sold at Retirement	-	-	5,372	6,556	6,556	6,556
5017 PEHP Vac Sold at Retirement	37,568	63,528	13,145	14,634	14,634	14,634
5020 Deferred Comp Match Union	47,238	47,225	54,294	55,611	55,611	55,611
5101 Vacation Relief	141,942	139,694	145,052	144,705	144,705	144,705
5105 Sick Relief	20,186	35,565	25,147	27,630	27,630	27,630
5106 On the Job Injury Relief	3,393	12,344	6,858	8,429	8,429	8,429
5107 Short Term Disability Relief	2,043	3,034	2,400	3,044	3,044	3,044
5110 Personal Leave Relief	15,992	25,173	16,803	15,571	15,571	15,571
5115 Vacant Slot Relief	26,620	28,422	-	-	-	-
5117 Regular Day Off Relief	27,867	52,323	31,091	40,976	40,976	40,976
5118 Standby Overtime	1,079	1,936	1,257	1,171	1,171	1,171
5120 Overtime Union	3,130	1,177	52,351	23,415	23,415	23,415
5201 PERS Taxes	328,184	386,057	525,635	459,042	459,042	459,042
5203 FICA/MEDI	95,339	102,313	117,012	115,706	115,706	115,706
5206 Worker's Comp	36,403	30,509	33,650	34,031	34,031	34,031
5208 OR Worker's Benefit Fund Tax	395	355	343	343	343	343
5210 Medical Ins Union	249,610	270,182	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,700	6,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,974	2,276	3,600	3,600	3,600	3,600
Personnel Services	2,081,124	2,311,399	2,518,399	2,454,977	2,454,977	2,454,977
5300 Office Supplies	300	541	480	480	480	480
5301 Special Department Supplies	5,611	5,738	3,875	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	285	-	200	200	200	200
5320 EMS Supplies	5,948	6,253	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	5,134	2,845	3,300	3,300	3,300	3,300
5325 Protective Clothing	4,334	2,987	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	3,970	2,688	3,987	3,085	3,085	3,085
5350 Apparatus Fuel/Lubricants	5,869	4,183	8,000	8,000	8,000	8,000
5361 M&R Bldg/Bldg Equip & Improv	21,306	30,549	-	-	-	-
5365 M&R Firefight Equip	-	-	200	200	200	200
5367 M&R Office Equip	1,439	1,507	1,650	1,650	1,650	1,650
5414 Other Professional Services	246	117	250	250	250	250
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,078	1,578	10,285	10,490	10,490	10,490
5432 Natural Gas	9,595	10,197	10,500	10,500	10,500	10,500
5433 Electricity	10,175	10,178	11,600	11,600	11,600	11,600
5436 Garbage	1,572	2,154	2,750	2,750	2,750	2,750
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	-	-	200	200	200	200
5484 Postage UPS & Shipping	-	6	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	253	119	2,160	2,160	2,160	2,160
5575 Laundry/Repair Expense	-	25	100	100	100	100
Materials and Services	77,164	81,733	71,762	71,090	71,090	71,090
Total Station 19 Midway	2,158,289	2,393,131	2,590,161	2,526,067	2,526,067	2,526,067



Station 20 – Downtown Newberg

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



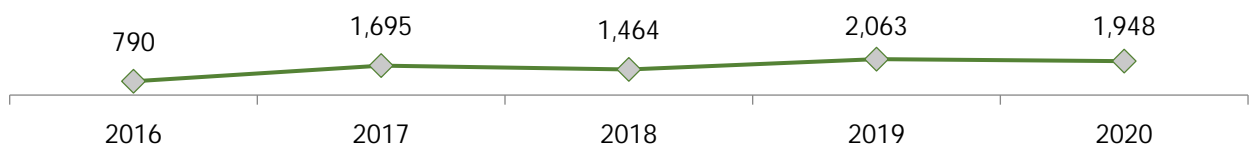
support (ALS) treatment. Two Firefighter/EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Rescue 20** and two EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 20** and also provide transport services in Yamhill County 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	3,181,289	3,888,988	4,998,239	4,870,095
Materials and Services	138,490	144,424	133,693	137,969
Total Expenditures	3,319,779	4,033,412	5,131,932	5,008,064

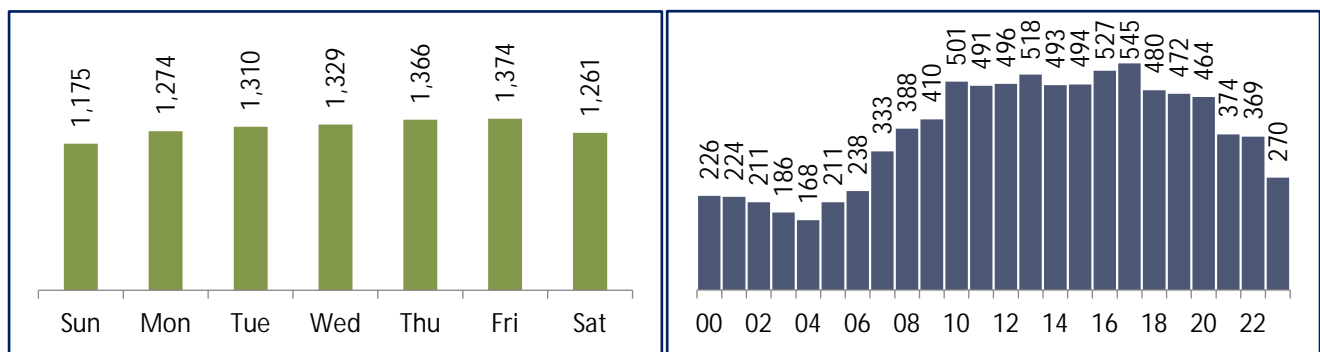
Station 20 Zone Incident Count (Calendar Year)



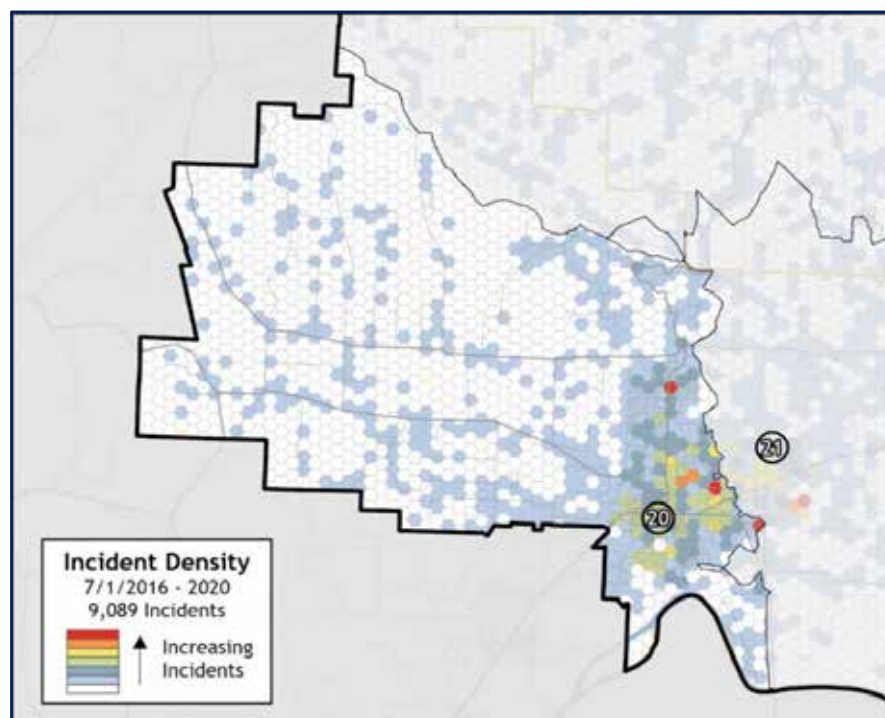
Station 20 Zone Incident Summary, Calendar Years (7/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	72	16	198	46	171	37	189	40	183	56
Overpressure	0	1	0	1		3				2
EMS/Rescue Call	647	578	1,338	1,182	1,123	1,041	1,615	1,504	1,564	1,426
Hazardous Condition	27	27	50	46	14	40	18	67	11	30
Service Call	30	58	77	133	156	108	241	155	190	158
Good Intent Call	3	52	10	131		116		164		154
False Call	0	58	0	152		118		133		121
Natural Condition	0	0	0	3		1				
Other	11	0	22	1						1
TOTAL		790		1,695		1,464		2,063		1,948

Station 20 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (7/1/16-12/31/20)



Incident Density (7/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10020 Station 20 Downtown Newberg						
5001 Salaries & Wages Union	1,333,518	1,627,434	1,968,711	1,966,151	1,966,151	1,966,151
5003 Vacation Taken Union	185,640	201,575	280,613	279,017	279,017	279,017
5005 Sick Leave Taken Union	27,410	56,256	50,724	57,479	57,479	57,479
5007 Personal Leave Taken Union	17,138	18,960	26,758	24,434	24,434	24,434
5016 Vacation Sold at Retirement	-	5,904	10,713	12,844	12,844	12,844
5017 PEHP Vac Sold at Retirement	-	2,337	26,213	28,669	28,669	28,669
5020 Deferred Comp Match Union	72,971	80,798	108,270	108,944	108,944	108,944
5101 Vacation Relief	216,179	186,683	289,253	283,483	283,483	283,483
5105 Sick Relief	45,019	49,026	50,146	54,128	54,128	54,128
5106 On the Job Injury Relief	11,318	12,766	13,676	16,514	16,514	16,514
5107 Short Term Disability Relief	14,196	8,506	4,787	5,963	5,963	5,963
5110 Personal Leave Relief	30,439	28,425	33,507	30,504	30,504	30,504
5115 Vacant Slot Relief	54,936	86,393	-	-	-	-
5117 Regular Day Off Relief	89,579	111,429	61,999	80,274	80,274	80,274
5118 Standby Overtime	2,639	2,111	2,507	2,294	2,294	2,294
5120 Overtime Union	5,428	28,596	104,395	45,871	45,871	45,871
5201 PERS Taxes	463,403	633,503	1,042,218	909,459	909,459	909,459
5203 FICA/MEDI	150,454	181,677	231,969	229,238	229,238	229,238
5206 Worker's Comp	58,897	41,064	66,710	67,423	67,423	67,423
5207 TriMet/Wilsonville Tax	-	24	-	-	-	-
5208 OR Worker's Benefit Fund Tax	616	660	686	686	686	686
5210 Medical Ins Union	387,783	508,942	602,784	645,120	645,120	645,120
5220 Post Retire Ins Union	10,230	12,860	14,400	14,400	14,400	14,400
5270 Uniform Allowance	3,496	3,060	7,200	7,200	7,200	7,200
Personnel Services	3,181,289	3,888,988	4,998,239	4,870,095	4,870,095	4,870,095
5300 Office Supplies	689	445	960	960	960	960
5301 Special Department Supplies	5,244	6,917	7,200	7,200	7,200	7,200
5302 Training Supplies	86	39	100	100	100	100
5303 Physical Fitness	46	-	-	-	-	-
5307 Smoke Detector Program	238	190	200	200	200	200
5320 EMS Supplies	33,584	43,113	35,000	42,000	42,000	42,000
5321 Fire Fighting Supplies	6,544	4,156	6,600	6,600	6,600	6,600
5325 Protective Clothing	12,456	7,938	9,600	10,200	10,200	10,200
5330 Noncapital Furniture & Equip	2,799	5,892	5,165	3,323	3,323	3,323
5350 Apparatus Fuel/Lubricants	14,180	14,382	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	26,430	30,534	-	-	-	-
5365 M&R Firefight Equip	98	307	750	200	200	200
5367 M&R Office Equip	1,714	1,641	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	1,694	1,942	8,293	7,361	7,361	7,361
5432 Natural Gas	5,944	5,081	6,000	6,000	6,000	6,000
5433 Electricity	12,901	13,106	14,600	14,600	14,600	14,600
5434 Water/Sewer	11,920	7,693	14,000	14,000	14,000	14,000
5436 Garbage	127	-	900	900	900	900
5480 Community/Open House/Outreach	30	-	200	200	200	200
5481 Community Education Materials	629	196	750	750	750	750
5484 Postage UPS & Shipping	-	37	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	874	712	1,200	1,200	1,200	1,200
5575 Laundry/Repair Expense	227	75	300	300	300	300
Materials and Services	138,490	144,424	133,693	137,969	137,969	137,969
Total Station 20 Downtown Newberg	3,319,779	4,033,412	5,131,932	5,008,064	5,008,064	5,008,064



Station 21 – Springbrook

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 responses in the station zone, the truck serves as



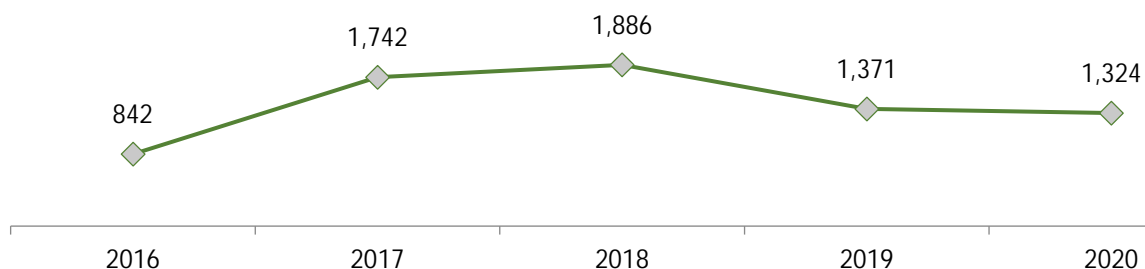
a resource for the entire District. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on each 24-hour, three-shift schedule) respond to incidents utilizing **Medic 21** and also provide transport services in Yamhill County Ambulance Service Area #1. **Battalion Chief (C7)** responds from and maintains quarters at Station 21.

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,728,891	3,109,600	3,826,290	3,763,537
Materials and Services	115,980	128,462	128,664	128,480
Total Expenditures	2,844,871	3,238,062	3,954,954	3,892,017

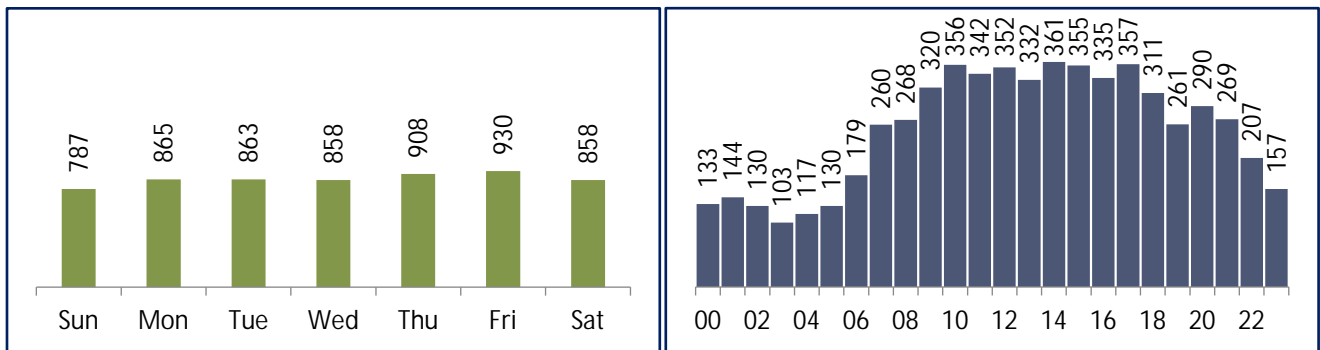
Station 21 Zone Incident Count (Calendar Year)



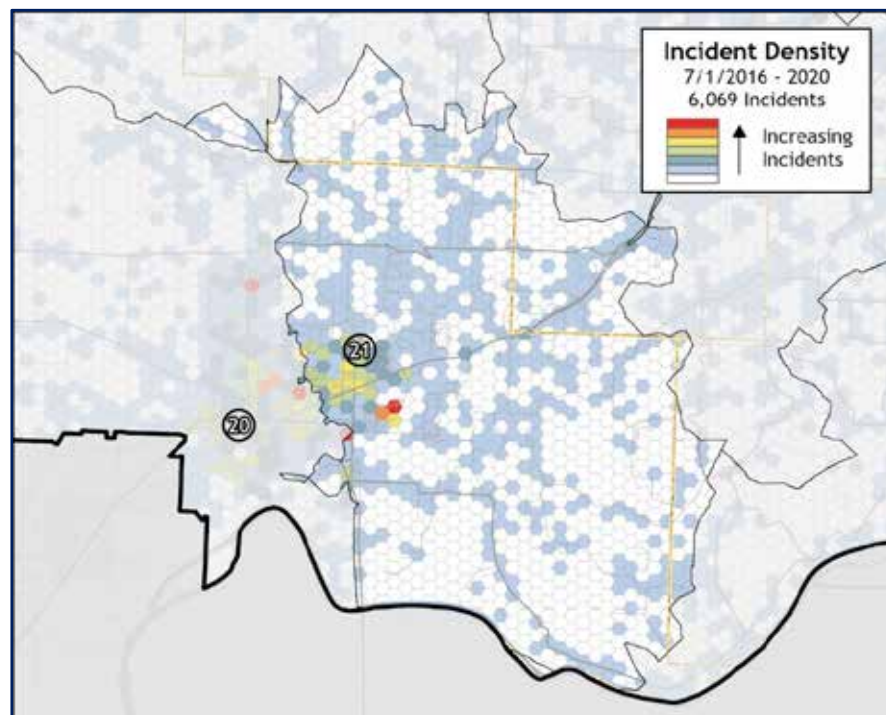
Station 21 Zone Incident Summary, Calendar Years (7/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	68	22	125	36	127	33	106	19	147	44
Overpressure	0	1	0	1		2				
EMS/Rescue Call	716	618	1,516	1,347	1,575	1,438	1,086	1,018	1,047	961
Hazardous Condition	23	28	45	42	7	36	2	33	3	45
Service Call	15	81	34	150	177	164	177	125	127	80
Good Intent Call	6	56	9	102		136		110		128
False Call		36	0	64		77		66		65
Natural Condition		0	0	0						1
Other	14	0	13	0						
TOTAL		842		1,742		1,886		1,371		1,324

Station 21 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (7/1/16-12/31/20)



Incident Density (7/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10021 Station 21 Springbrook						
5001 Salaries & Wages Union	1,126,795	1,276,387	1,515,293	1,527,959	1,527,959	1,527,959
5003 Vacation Taken Union	174,651	153,617	215,984	216,833	216,833	216,833
5005 Sick Leave Taken Union	56,583	30,308	39,042	44,669	44,669	44,669
5007 Personal Leave Taken Union	13,661	14,588	20,596	18,989	18,989	18,989
5016 Vacation Sold at Retirement	-	-	8,160	9,940	9,940	9,940
5017 PEHP Vac Sold at Retirement	-	2,171	19,966	22,186	22,186	22,186
5020 Deferred Comp Match Union	61,032	63,174	82,470	84,309	84,309	84,309
5101 Vacation Relief	133,745	176,579	220,324	219,380	219,380	219,380
5105 Sick Relief	32,864	40,316	38,197	41,888	41,888	41,888
5106 On the Job Injury Relief	5,066	12,435	10,417	12,779	12,779	12,779
5107 Short Term Disability Relief	27,499	-	3,646	4,615	4,615	4,615
5110 Personal Leave Relief	11,476	19,624	25,522	23,606	23,606	23,606
5115 Vacant Slot Relief	67,993	95,225	-	-	-	-
5117 Regular Day Off Relief	60,681	92,064	47,225	62,122	62,122	62,122
5118 Standby Overtime	3,140	2,610	1,910	1,775	1,775	1,775
5120 Overtime Union	3,879	21,802	79,518	35,498	35,498	35,498
5201 PERS Taxes	414,579	512,621	799,883	706,107	706,107	706,107
5203 FICA/MEDI	127,084	143,417	178,113	177,981	177,981	177,981
5206 Worker's Comp	61,277	42,310	51,222	52,347	52,347	52,347
5208 OR Worker's Benefit Fund Tax	485	526	514	514	514	514
5210 Medical Ins Union	333,769	394,914	452,088	483,840	483,840	483,840
5220 Post Retire Ins Union	8,659	10,893	10,800	10,800	10,800	10,800
5270 Uniform Allowance	3,974	4,020	5,400	5,400	5,400	5,400
Personnel Services	2,728,891	3,109,601	3,826,290	3,763,537	3,763,537	3,763,537
5300 Office Supplies	226	556	720	720	720	720
5301 Special Department Supplies	4,088	6,040	5,400	5,400	5,400	5,400
5302 Training Supplies	-	71	100	100	100	100
5307 Smoke Detector Program	48	36	200	200	200	200
5320 EMS Supplies	28,237	19,586	35,000	35,000	35,000	35,000
5321 Fire Fighting Supplies	2,859	3,803	6,614	6,950	6,950	6,950
5325 Protective Clothing	5,292	5,094	7,200	7,650	7,650	7,650
5330 Noncapital Furniture & Equip	3,506	6,137	4,250	1,200	1,200	1,200
5350 Apparatus Fuel/Lubricants	12,917	10,359	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	34,036	47,997	-	-	-	-
5365 M&R Firefight Equip	98	196	200	750	750	750
5367 M&R Office Equip	1,676	1,755	1,650	1,650	1,650	1,650
5414 Other Professional Services	68	79	100	100	100	100
5415 Printing	38	-	25	25	25	25
5416 Building Services	1,114	4,422	26,555	27,085	27,085	27,085
5432 Natural Gas	3,302	3,940	4,500	4,500	4,500	4,500
5433 Electricity	11,538	11,741	12,000	13,000	13,000	13,000
5434 Water/Sewer	5,441	6,040	5,800	5,800	5,800	5,800
5436 Garbage	676	-	1,500	1,500	1,500	1,500
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	210	-	400	400	400	400
5484 Postage UPS & Shipping	-	78	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	580	402	900	900	900	900
5575 Laundry/Repair Expense	-	100	250	250	250	250
Materials and Services	115,980	128,462	128,664	128,480	128,480	128,480
Total Station 21 Springbrook	2,844,871	3,238,062	3,954,954	3,892,017	3,892,017	3,892,017



Station 33 – Sherwood

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.

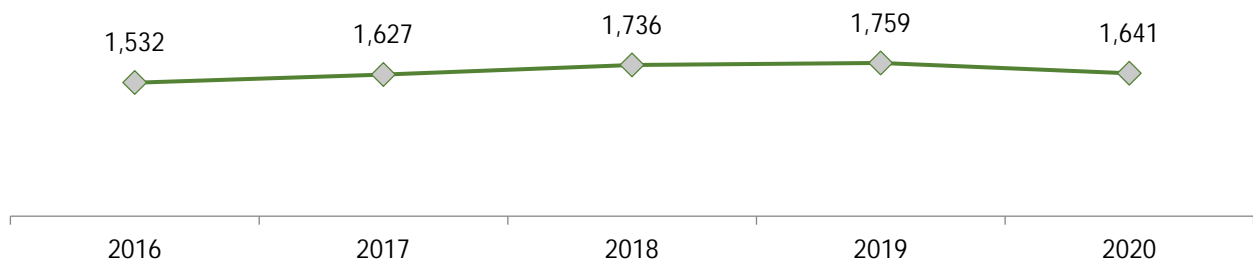


The 23.4 square miles of Station 33's station zone includes Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,185,978	2,374,682	2,580,624	2,466,982
Materials and Services	76,068	83,350	81,773	84,187
Total Expenditures	2,262,046	2,458,032	2,662,397	2,551,169

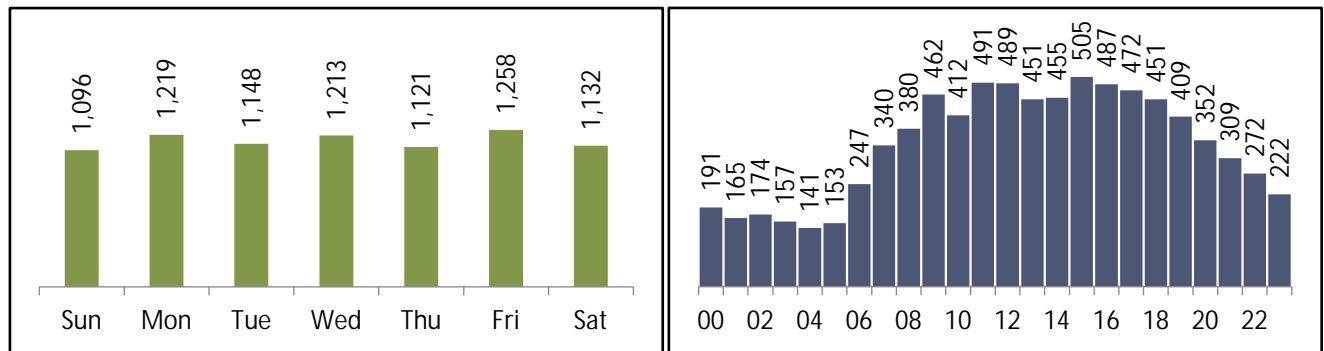
Station 33 Zone Incident Count (Calendar Year)



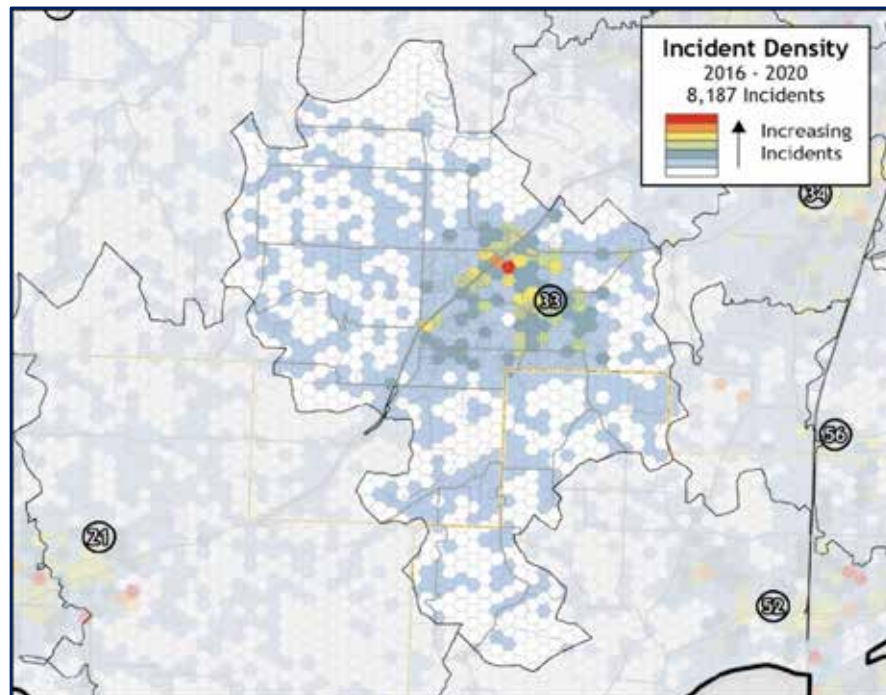
Station 33 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	162	39	163	43	197	53	168	49	174	47
Overpressure	0	2	0	0				1		
EMS/Rescue Call	1,211	1,079	1,295	1,102	1,318	1,158	1,371	1,178	1,245	1,085
Hazardous Condition	44	47	54	71	28	68	13	72	10	52
Service Call	82	108	81	101	193	113	207	122	212	128
Good Intent Call	16	155	15	185		223		205		215
False Call	0	102	0	125		121		132		113
Natural Condition	0	0	0	0						1
Other	17	0	19	0						
TOTAL		1,532		1,627		1,736		1,759		1,641

Station 33 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10033 Station 33 Sherwood						
5001 Salaries & Wages Union	931,737	996,238	1,014,969	989,169	989,169	989,169
5003 Vacation Taken Union	136,632	127,573	144,670	140,373	140,373	140,373
5005 Sick Leave Taken Union	11,696	19,719	26,151	28,918	28,918	28,918
5007 Personal Leave Taken Union	10,983	11,451	13,795	12,293	12,293	12,293
5016 Vacation Sold at Retirement	-	-	5,535	6,556	6,556	6,556
5017 PEHP Vac Sold at Retirement	-	40,881	13,544	14,634	14,634	14,634
5020 Deferred Comp Match Union	45,943	51,078	55,943	55,611	55,611	55,611
5101 Vacation Relief	163,332	151,972	149,456	144,705	144,705	144,705
5105 Sick Relief	19,310	21,130	25,910	27,630	27,630	27,630
5106 On the Job Injury Relief	9,321	4,783	7,066	8,429	8,429	8,429
5107 Short Term Disability Relief	2,436	-	2,473	3,044	3,044	3,044
5110 Personal Leave Relief	12,671	12,783	17,313	15,571	15,571	15,571
5115 Vacant Slot Relief	19,519	30,935	-	-	-	-
5117 Regular Day Off Relief	40,306	49,710	32,035	40,976	40,976	40,976
5118 Standby Overtime	1,122	1,074	1,296	1,171	1,171	1,171
5120 Overtime Union	6,315	3,558	53,941	23,415	23,415	23,415
5201 PERS Taxes	332,108	389,659	537,671	459,042	459,042	459,042
5203 FICA/MEDI	99,258	104,363	119,653	115,706	115,706	115,706
5206 Worker's Comp	50,827	30,629	34,410	34,031	34,031	34,031
5207 TriMet/Wilsonville Tax	10,265	10,920	12,258	12,005	12,005	12,005
5208 OR Worker's Benefit Fund Tax	406	384	343	343	343	343
5210 Medical Ins Union	273,519	304,940	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	7,406	7,500	7,200	7,200	7,200	7,200
5270 Uniform Allowance	864	3,402	3,600	3,600	3,600	3,600
Personnel Services	2,185,978	2,374,682	2,580,624	2,466,982	2,466,982	2,466,982
5300 Office Supplies	76	360	480	480	480	480
5301 Special Department Supplies	3,645	4,070	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	107	59	200	200	200	200
5320 EMS Supplies	15,338	14,158	15,000	15,000	15,000	15,000
5321 Fire Fighting Supplies	4,438	2,633	3,300	3,300	3,300	3,300
5325 Protective Clothing	4,105	10,060	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	1,102	-	815	2,600	2,600	2,600
5350 Apparatus Fuel/Lubricants	15,296	11,057	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	9,292	17,434	-	-	-	-
5365 M&R Firefight Equip	377	49	200	200	200	200
5367 M&R Office Equip	1,165	1,188	1,650	1,650	1,650	1,650
5414 Other Professional Services	430	498	400	550	550	550
5415 Printing	-	-	25	25	25	25
5416 Building Services	720	1,484	9,103	9,282	9,282	9,282
5432 Natural Gas	1,539	1,557	2,600	2,600	2,600	2,600
5433 Electricity	9,127	8,987	10,200	10,200	10,200	10,200
5434 Water/Sewer	7,156	7,127	9,700	9,700	9,700	9,700
5436 Garbage	1,693	1,753	2,000	2,000	2,000	2,000
5480 Community/Open House/Outreach	120	-	200	200	200	200
5481 Community Education Materials	179	188	800	800	800	800
5484 Postage UPS & Shipping	-	7	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	429	388	600	600	600	600
5575 Laundry/Repair Expense	(294)	225	900	900	900	900
Materials and Services	76,068	83,350	81,773	84,187	84,187	84,187
Total Station 33 Sherwood	2,262,046	2,458,032	2,662,397	2,551,169	2,551,169	2,551,169



Station 34 - Tualatin

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**.

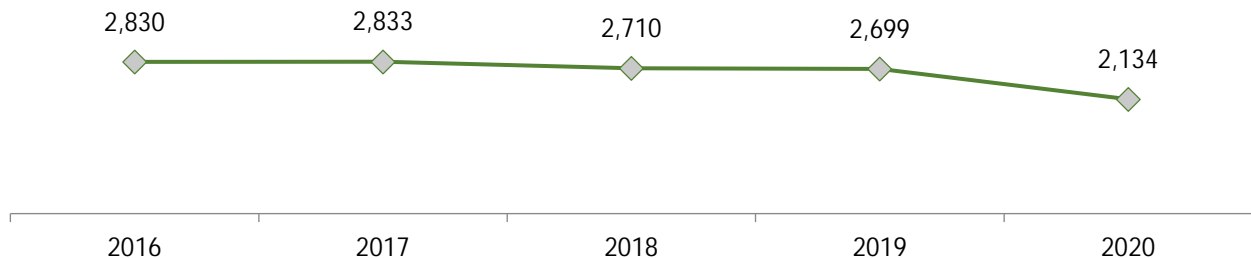


The 7.2 square miles of Station 34's first-due area includes most of Tualatin, small portions of Durham and Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,449,397	2,558,724	2,873,879	2,852,802
Materials and Services	81,966	99,670	85,023	85,445
Total Expenditures	2,531,363	2,658,394	2,958,902	2,938,247

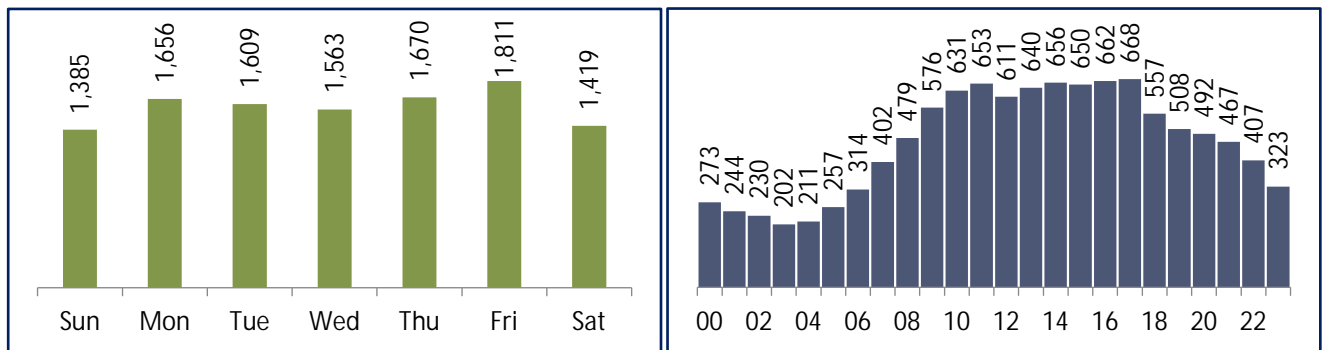
Station 34 Zone Incident Count (Calendar Year)



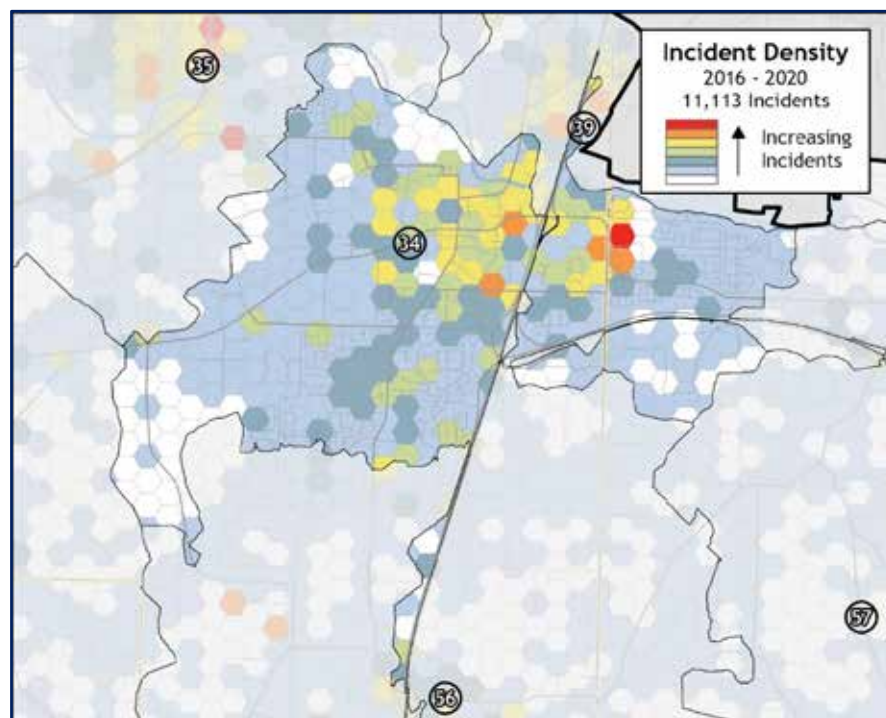
Station 34 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	361	78	309	79	342	72	388	69	220	47
Overpressure	0	4	0	0		2		1		
EMS/Rescue Call	2,308	1,890	2,330	1,939	2,173	1,857	2,080	1,777	1,751	1,523
Hazardous Condition	71	106	63	111	14	80	18	100	14	64
Service Call	63	110	89	126	181	112	213	144	149	107
Good Intent Call	8	441	16	386		383		371		268
False Call	0	200	0	191		204		237		125
Natural Condition	0	1	0	1						
Other	19	0	26	0						
TOTAL		2,830		2,833		2,710		2,699		2,134

Station 34 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10034 Station 34 Tualatin						
5001 Salaries & Wages Union	1,010,236	1,044,205	1,132,004	1,155,174	1,155,174	1,155,174
5003 Vacation Taken Union	133,922	116,341	161,352	163,931	163,931	163,931
5005 Sick Leave Taken Union	33,854	47,932	29,166	33,771	33,771	33,771
5007 Personal Leave Taken Union	13,754	9,284	15,386	14,356	14,356	14,356
5015 Vacation Sold	-	35,046	-	-	-	-
5016 Vacation Sold at Retirement	-	-	6,237	7,656	7,656	7,656
5017 PEHP Vac Sold at Retirement	-	-	15,260	17,090	17,090	17,090
5020 Deferred Comp Match Union	49,022	54,581	63,032	64,943	64,943	64,943
5101 Vacation Relief	192,123	128,178	168,395	168,990	168,990	168,990
5105 Sick Relief	37,414	32,299	29,194	32,267	32,267	32,267
5106 On the Job Injury Relief	6,433	12,532	7,962	9,844	9,844	9,844
5107 Short Term Disability Relief	3,574	2,466	2,787	3,555	3,555	3,555
5110 Personal Leave Relief	20,777	15,759	19,507	18,184	18,184	18,184
5115 Vacant Slot Relief	54,795	66,762	-	-	-	-
5117 Regular Day Off Relief	64,052	74,071	36,094	47,853	47,853	47,853
5118 Standby Overtime	698	1,003	1,460	1,367	1,367	1,367
5120 Overtime Union	6,352	5,943	60,776	27,345	27,345	27,345
5201 PERS Taxes	360,044	443,322	600,746	536,080	536,080	536,080
5203 FICA/MEDI	114,298	115,391	133,769	135,124	135,124	135,124
5206 Worker's Comp	47,346	32,888	38,469	39,742	39,742	39,742
5207 TriMet/Wilsonville Tax	11,828	12,084	13,704	14,019	14,019	14,019
5208 OR Worker's Benefit Fund Tax	442	381	371	371	371	371
5210 Medical Ins Union	277,601	295,717	326,508	349,440	349,440	349,440
5220 Post Retire Ins Union	7,400	7,750	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,432	4,787	3,900	3,900	3,900	3,900
Personnel Services	2,449,397	2,558,724	2,873,879	2,852,802	2,852,802	2,852,802
5300 Office Supplies	457	1,079	520	520	520	520
5301 Special Department Supplies	3,689	5,151	3,900	3,900	3,900	3,900
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	238	297	200	200	200	200
5311 Haz Mat Response Materials	-	191	-	-	-	-
5320 EMS Supplies	16,529	17,296	16,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	2,911	2,575	3,782	3,575	3,575	3,575
5325 Protective Clothing	7,315	5,107	5,200	5,525	5,525	5,525
5330 Noncapital Furniture & Equip	1,026	1,070	1,195	1,300	1,300	1,300
5350 Apparatus Fuel/Lubricants	2,288	5,225	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	18,379	31,248	-	-	-	-
5365 M&R Firefight Equip	-	-	200	200	200	200
5367 M&R Office Equip	1,555	1,522	1,650	1,650	1,650	1,650
5414 Other Professional Services	420	221	500	500	500	500
5415 Printing	-	-	25	25	25	25
5416 Building Services	482	1,184	9,867	10,066	10,066	10,066
5432 Natural Gas	3,544	3,415	5,100	5,100	5,100	5,100
5433 Electricity	12,148	12,357	12,800	12,800	12,800	12,800
5434 Water/Sewer	8,031	8,293	8,530	8,530	8,530	8,530
5436 Garbage	2,188	2,192	2,300	2,300	2,300	2,300
5480 Community/Open House/Outreach	30	-	200	200	200	200
5481 Community Education Materials	88	395	750	750	750	750
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	251	332	650	650	650	650
5575 Laundry/Repair Expense	368	450	454	454	454	454
Materials and Services	81,966	99,671	85,023	85,445	85,445	85,445
Total Station 34 Tualatin	2,531,363	2,658,394	2,958,902	2,938,247	2,938,247	2,938,247



Station 35 – King City

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**.

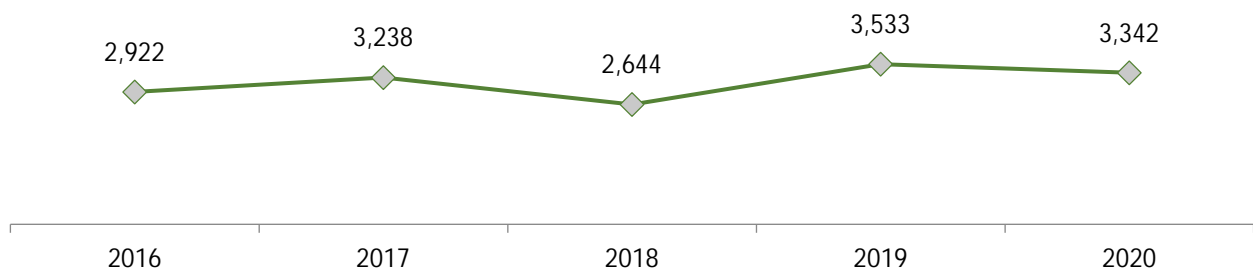


The 8.1 square miles of Station 35's station zone includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a portion of northwest Tualatin.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,871,908	2,678,927	3,795,257	3,646,538
Materials and Services	110,979	108,215	99,240	100,980
Total Expenditures	2,982,887	2,787,142	3,894,497	3,747,518

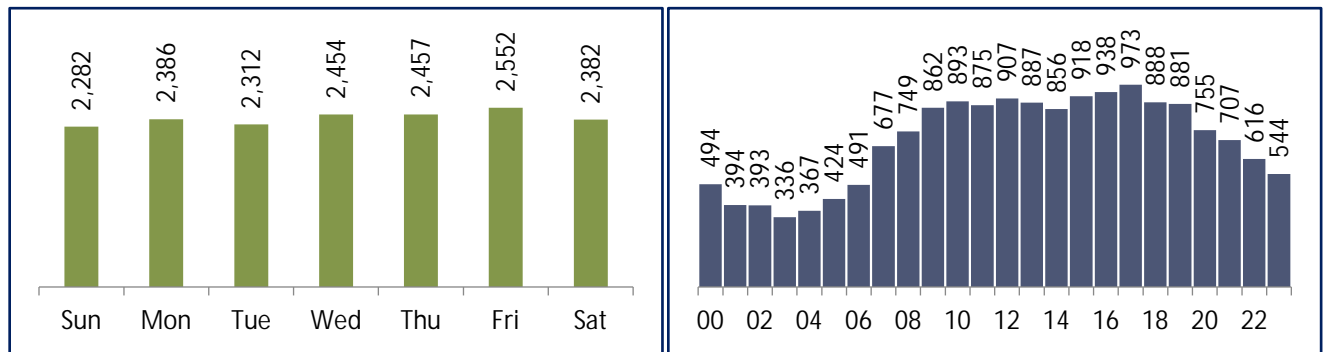
Station 35 Zone Incident Count (Calendar Year)



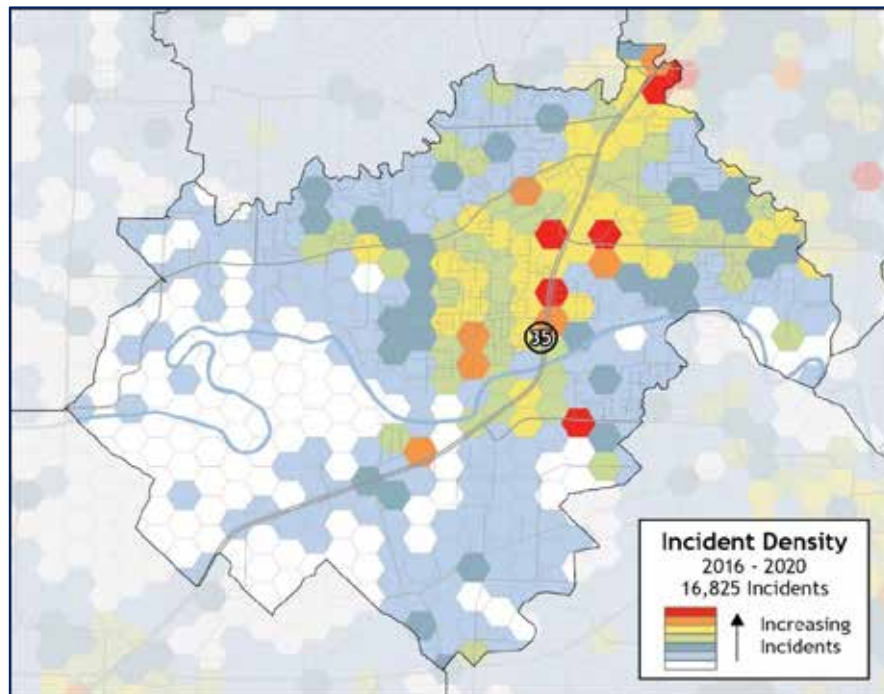
Station 35 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	192	60	195	58	161	52	191	53	178	46
Overpressure	0	1	0	1		1		1		
EMS/Rescue Call	2,587	2,077	2,872	2,304	2,130	1,869	2,899	2,490	2,736	2,337
Hazardous Condition	37	44	51	69	12	25	8	60	8	40
Service Call	68	320	93	342	341	275	435	304	420	338
Good Intent Call	9	292	7	308		280		441		408
False Call	0	126	0	155		142		184		173
Natural Condition	0	0	0	1						
Other	29	2	20	0						
TOTAL		2,922		3,238		2,644		3,533		3,342

Station 35 Zone Incident Count by Day of Week & Hour of Day Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10035 Station 35 King City						
5001 Salaries & Wages Union	1,208,463	1,158,960	1,491,515	1,465,146	1,465,146	1,465,146
5003 Vacation Taken Union	153,520	113,775	212,595	207,919	207,919	207,919
5005 Sick Leave Taken Union	31,892	34,877	38,429	42,832	42,832	42,832
5007 Personal Leave Taken Union	17,128	10,665	20,272	18,208	18,208	18,208
5016 Vacation Sold at Retirement	-	11,005	8,062	9,523	9,523	9,523
5017 PEHP Vac Sold at Retirement	-	-	19,727	21,257	21,257	21,257
5020 Deferred Comp Match Union	57,454	54,292	81,481	80,777	80,777	80,777
5101 Vacation Relief	149,742	107,647	217,682	210,191	210,191	210,191
5105 Sick Relief	23,295	7,981	37,738	40,134	40,134	40,134
5106 On the Job Injury Relief	25,389	3,017	10,292	12,244	12,244	12,244
5107 Short Term Disability Relief	8,262	-	3,602	4,421	4,421	4,421
5110 Personal Leave Relief	8,382	10,979	25,216	22,618	22,618	22,618
5115 Vacant Slot Relief	45,215	70,868	-	-	-	-
5117 Regular Day Off Relief	90,987	66,860	46,658	59,520	59,520	59,520
5118 Standby Overtime	1,249	703	1,887	1,701	1,701	1,701
5120 Overtime Union	39,701	31,021	78,564	34,012	34,012	34,012
5201 PERS Taxes	399,977	421,228	788,827	676,958	676,958	676,958
5203 FICA/MEDI	134,400	121,968	175,470	170,633	170,633	170,633
5206 Worker's Comp	61,221	43,425	50,462	50,186	50,186	50,186
5207 TriMet/Wilsonville Tax	13,548	12,407	17,976	17,704	17,704	17,704
5208 OR Worker's Benefit Fund Tax	606	489	514	514	514	514
5210 Medical Ins Union	387,734	381,509	452,088	483,840	483,840	483,840
5220 Post Retire Ins Union	9,300	10,294	10,800	10,800	10,800	10,800
5270 Uniform Allowance	4,443	4,957	5,400	5,400	5,400	5,400
Personnel Services	2,871,909	2,678,927	3,795,257	3,646,538	3,646,538	3,646,538
5300 Office Supplies	387	259	720	720	720	720
5301 Special Department Supplies	5,512	6,881	5,400	5,400	5,400	5,400
5302 Training Supplies	100	39	100	100	100	100
5307 Smoke Detector Program	838	345	600	600	600	600
5320 EMS Supplies	26,500	33,352	27,000	27,000	27,000	27,000
5321 Fire Fighting Supplies	2,597	3,279	4,950	4,950	4,950	4,950
5325 Protective Clothing	16,011	13,348	7,200	7,650	7,650	7,650
5350 Apparatus Fuel/Lubricants	18,039	15,577	20,000	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	18,230	9,489	-	-	-	-
5365 M&R Firefight Equip	147	341	200	200	200	200
5367 M&R Office Equip	1,236	1,288	1,650	1,650	1,650	1,650
5414 Other Professional Services	580	928	450	600	600	600
5415 Printing	19	-	25	25	25	25
5416 Building Services	568	1,098	7,042	7,182	7,182	7,182
5432 Natural Gas	2,818	3,108	3,713	3,713	3,713	3,713
5433 Electricity	8,151	9,701	8,840	9,840	9,840	9,840
5434 Water/Sewer	6,313	6,493	6,700	6,700	6,700	6,700
5436 Garbage	1,678	1,629	2,500	2,500	2,500	2,500
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	363	205	300	300	300	300
5484 Postage UPS & Shipping	-	7	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	486	619	900	900	900	900
5575 Laundry/Repair Expense	377	201	650	650	650	650
Materials and Services	110,979	108,215	99,240	100,980	100,980	100,980
Total Station 35 King City	2,982,887	2,787,142	3,894,497	3,747,518	3,747,518	3,747,518



Station 39 – McEwan Road

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 **eight full-time personnel**. Two personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Squad 39**. Two additional personnel join the station (on a ten-hour, four day a week schedule) for a total of four crew members to respond out of **Engine 39**. The crew may also respond in **Rehab 39**, which serves as a resource for the entire District. 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	594,186	1,261,116	1,709,974
Materials and Services	-	86,238	53,170	58,093
Total Expenditures	-	680,424	1,314,286	1,768,067

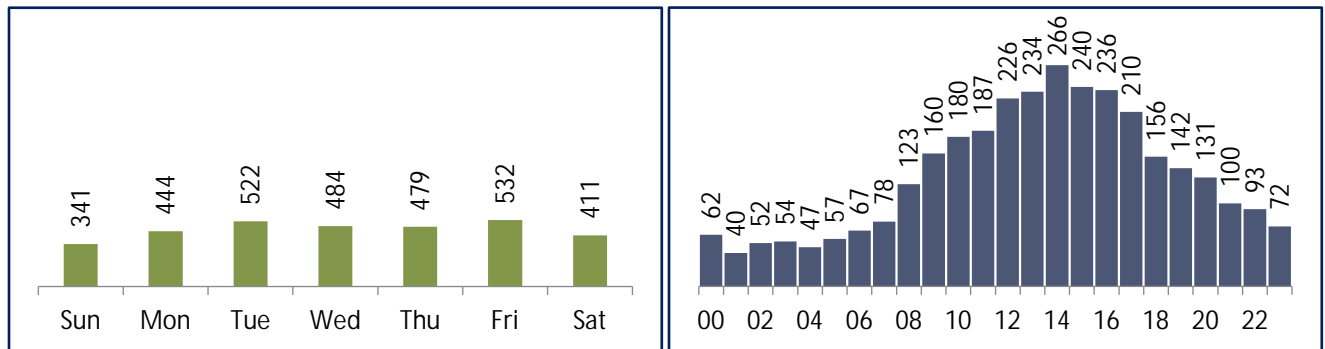
Station 39 Zone Incident Count (Calendar Year)



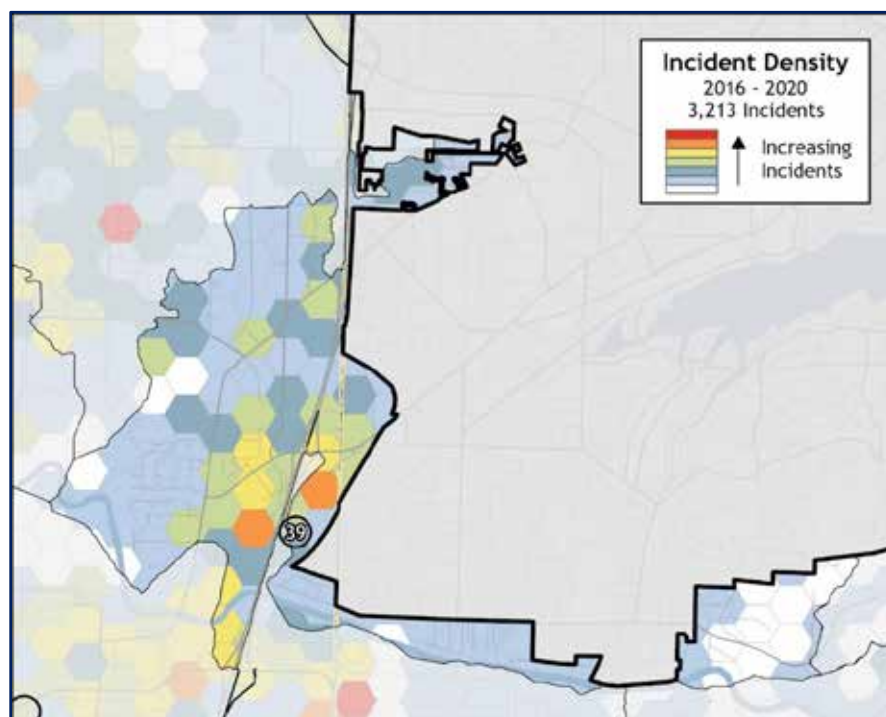
Station 39 Zone Incident Summary, Calendar Years (1/1/20-12/31/20)

	2020	
NFIRS Series	Disp Call Type	Sit Found
Fire,Explosion	97	16
Overpressure		
EMS/Rescue Call	454	368
Hazardous Condition	3	17
Service Call	35	20
Good Intent Call		108
False Call		60
Natural Condition		
Other		
TOTAL		589

Station 39 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/20-12/31/20)



Incident Density (1/1/20-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10039 Station 39 McEwan Road						
5001 Salaries & Wages Union	-	250,736	492,961	690,011	690,011	690,011
5003 Vacation Taken Union	-	31,423	70,265	97,920	97,920	97,920
5005 Sick Leave Taken Union	-	13,687	12,701	20,172	20,172	20,172
5007 Personal Leave Taken Union	-	3,035	6,700	8,575	8,575	8,575
5016 Vacation Sold at Retirement	-	-	2,721	4,573	4,573	4,573
5017 PEHP Vac Sold at Retirement	-	-	6,658	10,208	10,208	10,208
5020 Deferred Comp Match Union	-	14,922	27,502	38,792	38,792	38,792
5101 Vacation Relief	-	31,409	73,474	100,941	100,941	100,941
5105 Sick Relief	-	8,536	12,738	19,274	19,274	19,274
5106 On the Job Injury Relief	-	7,262	3,474	5,880	5,880	5,880
5107 Short Term Disability Relief	-	-	1,216	2,123	2,123	2,123
5110 Personal Leave Relief	-	2,957	8,511	10,862	10,862	10,862
5115 Vacant Slot Relief	-	5,834	-	-	-	-
5117 Regular Day Off Relief	-	12,161	15,748	28,584	28,584	28,584
5118 Standby Overtime	-	365	637	817	817	817
5120 Overtime Union	-	825	26,518	16,334	16,334	16,334
5201 PERS Taxes	-	98,207	262,015	320,213	320,213	320,213
5203 FICA/MEDI	-	27,322	58,280	80,713	80,713	80,713
5206 Worker's Comp	-	9,092	16,760	23,739	23,739	23,739
5207 TriMet/Wilsonville Tax	-	2,356	5,970	8,374	8,374	8,374
5208 OR Worker's Benefit Fund Tax	-	84	171	229	229	229
5210 Medical Ins Union	-	71,727	150,696	215,040	215,040	215,040
5220 Post Retire Ins Union	-	1,800	3,600	4,800	4,800	4,800
5270 Uniform Allowance	-	446	1,800	1,800	1,800	1,800
Personnel Services	-	594,186	1,261,116	1,709,974	1,709,974	1,709,974
5300 Office Supplies	-	1,416	240	240	240	240
5301 Special Department Supplies	-	16,045	1,800	2,100	2,100	2,100
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	-	285	300	300	300	300
5320 EMS Supplies	-	13,037	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	-	1,495	1,650	1,650	1,650	1,650
5325 Protective Clothing	-	878	2,400	2,550	2,550	2,550
5330 Noncapital Furniture & Equip	-	24,283	-	1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants	-	1,896	5,000	7,000	7,000	7,000
5361 M&R Bldg/Bldg Equip & Improv	-	9,026	-	-	-	-
5365 M&R Firefight Equip	-	159	200	200	200	200
5367 M&R Office Equip	-	-	1,650	1,650	1,650	1,650
5414 Other Professional Services	-	-	200	200	200	200
5415 Printing	-	23	25	25	25	25
5416 Building Services	-	1,589	10,865	11,088	11,088	11,088
5432 Natural Gas	-	3,054	3,090	3,090	3,090	3,090
5433 Electricity	-	6,374	7,800	7,800	7,800	7,800
5434 Water/Sewer	-	4,576	3,750	5,000	5,000	5,000
5436 Garbage	-	826	800	800	800	800
5480 Community/Open House/Outreach	-	24	200	200	200	200
5481 Community Education Materials	-	802	500	500	500	500
5484 Postage UPS & Shipping	-	61	-	-	-	-
5500 Dues & Subscriptions	-	29	100	100	100	100
5570 Misc Business Exp	-	320	300	300	300	300
5575 Laundry/Repair Expense	-	-	700	700	700	700
Materials and Services	-	86,238	53,170	58,093	58,093	58,093
Total Station 39 McEwan Road	-	680,424	1,314,286	1,768,067	1,768,067	1,768,067



Station 50 – Walnut

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.

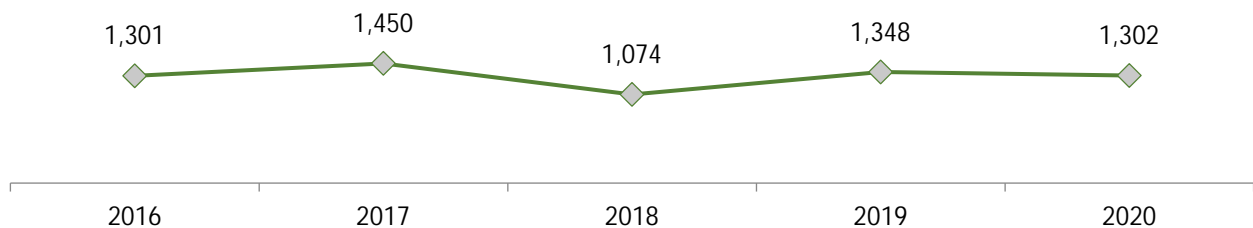


The 4.6 square miles of Station 50's station zone includes the west side of Tigard, a small portion of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,217,945	2,325,937	2,560,063	2,484,802
Materials and Services	76,145	88,400	93,389	92,050
Total Expenditures	2,294,090	2,414,337	2,653,452	2,576,852

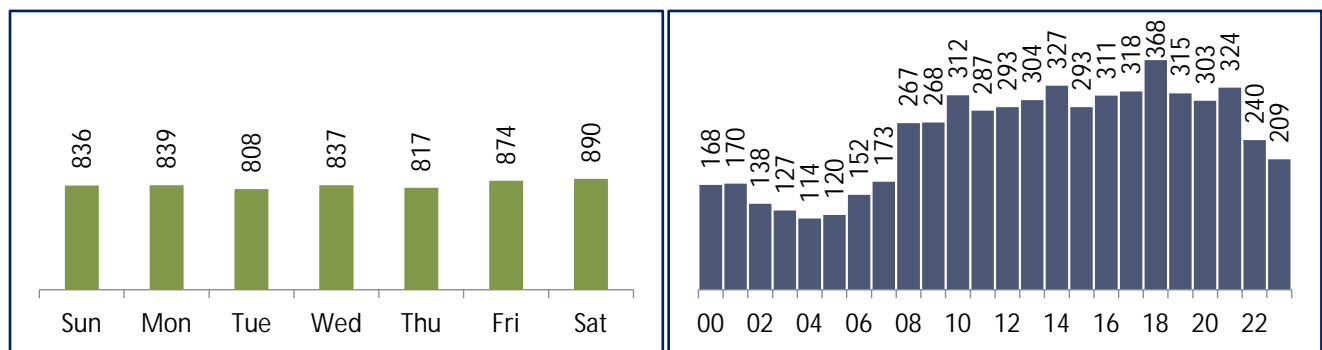
Station 50 Zone Incident Count (Calendar Year)



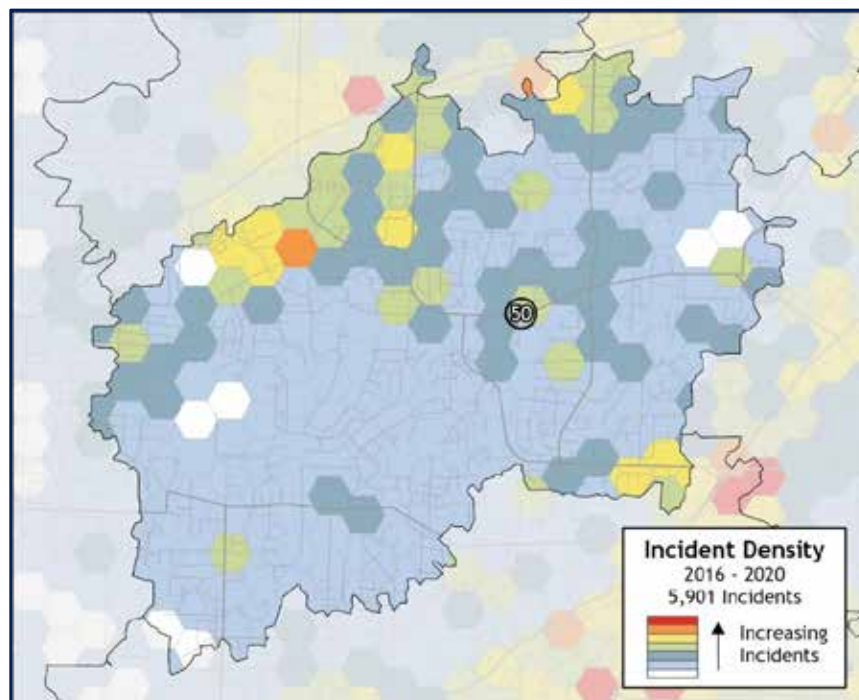
Station 50 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	113	43	118	46	91	35	106	36	111	36
Overpressure	0	2	0	0		1				
EMS/Rescue Call	1,059	854	1,183	952	850	722	1,090	937	1,031	898
Hazardous Condition	28	30	41	39	13	24	8	35	2	14
Service Call	79	111	85	121	120	83	144	78	158	94
Good Intent Call	9	175	5	196		139		173		173
False Call	0	86	0	95		70		89		87
Natural Condition	0	0	0	1						
Other	13	0	18	0						
TOTAL	1,301		1,450		1,074		1,348		1,302	

Station 50 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10050 Station 50 Walnut						
5001 Salaries & Wages Union	879,196	960,610	1,007,461	997,661	997,661	997,661
5003 Vacation Taken Union	139,434	131,724	143,600	141,578	141,578	141,578
5005 Sick Leave Taken Union	51,355	17,392	25,957	29,166	29,166	29,166
5007 Personal Leave Taken Union	9,535	1,685	13,693	12,398	12,398	12,398
5016 Vacation Sold at Retirement	-	-	5,454	6,606	6,606	6,606
5017 PEHP Vac Sold at Retirement	6,296	4,123	13,345	14,745	14,745	14,745
5020 Deferred Comp Match Union	52,526	55,229	55,119	56,031	56,031	56,031
5101 Vacation Relief	186,648	200,278	147,254	145,799	145,799	145,799
5105 Sick Relief	33,698	23,702	25,529	27,839	27,839	27,839
5106 On the Job Injury Relief	6,168	7,712	6,962	8,493	8,493	8,493
5107 Short Term Disability Relief	3,138	1,443	2,437	3,067	3,067	3,067
5110 Personal Leave Relief	18,495	11,068	17,058	15,689	15,689	15,689
5115 Vacant Slot Relief	24,266	38,792	-	-	-	-
5117 Regular Day Off Relief	33,471	42,020	31,563	41,286	41,286	41,286
5118 Standby Overtime	1,502	1,421	1,276	1,180	1,180	1,180
5120 Overtime Union	725	5,226	53,146	23,592	23,592	23,592
5201 PERS Taxes	351,067	384,865	532,867	462,877	462,877	462,877
5203 FICA/MEDI	100,023	107,589	118,564	116,672	116,672	116,672
5206 Worker's Comp	42,046	26,931	34,097	34,315	34,315	34,315
5207 TriMet/Wilsonville Tax	10,401	11,004	12,146	12,105	12,105	12,105
5208 OR Worker's Benefit Fund Tax	390	373	343	343	343	343
5210 Medical Ins Union	259,647	282,217	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,850	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,069	3,382	3,600	3,600	3,600	3,600
Personnel Services	2,217,945	2,325,937	2,560,063	2,484,802	2,484,802	2,484,802
5300 Office Supplies	200	122	480	480	480	480
5301 Special Department Supplies	3,755	4,085	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	379	190	200	200	200	200
5320 EMS Supplies	6,090	7,927	10,000	10,000	10,000	10,000
5321 Fire Fighting Supplies	1,944	1,088	3,300	3,300	3,300	3,300
5325 Protective Clothing	815	12,007	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	-	91	3,260	1,336	1,336	1,336
5350 Apparatus Fuel/Lubricants	11,408	9,315	14,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	15,175	17,914	-	-	-	-
5365 M&R Firefight Equip	98	891	200	200	200	200
5367 M&R Office Equip	1,298	1,304	1,650	1,650	1,650	1,650
5414 Other Professional Services	282	231	400	400	400	400
5415 Printing	-	-	25	25	25	25
5416 Building Services	1,204	1,698	13,924	14,209	14,209	14,209
5432 Natural Gas	2,558	3,022	3,200	3,200	3,200	3,200
5433 Electricity	13,021	12,587	14,000	14,000	14,000	14,000
5434 Water/Sewer	14,446	12,780	16,000	16,000	16,000	16,000
5436 Garbage	1,903	1,975	2,000	2,000	2,000	2,000
5450 Rental of Equip	170	-	-	-	-	-
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	872	582	800	800	800	800
5484 Postage UPS & Shipping	-	19	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	35	-	600	600	600	600
5575 Laundry/Repair Expense	463	504	550	550	550	550
Materials and Services	76,145	88,400	93,389	92,050	92,050	92,050
Total Station 50 Walnut	2,294,090	2,414,337	2,653,452	2,576,852	2,576,852	2,576,852



Station 51 – Tigard

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 responses in 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**.

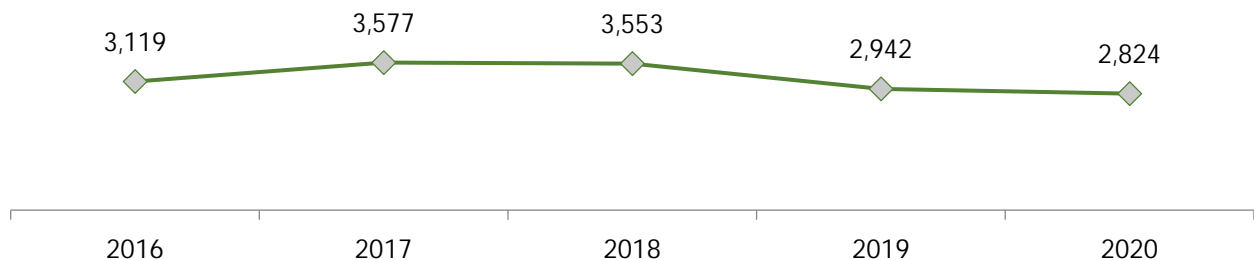


The 5.0 square miles of Station 51's station zone includes a large portion of Tigard. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Technical Rescue Team** is also housed at Station 51.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	4,877,379	5,107,643	5,621,883	5,455,506
Materials and Services	124,178	125,097	121,431	121,634
Total Expenditures	5,001,557	5,232,740	5,743,314	5,577,140

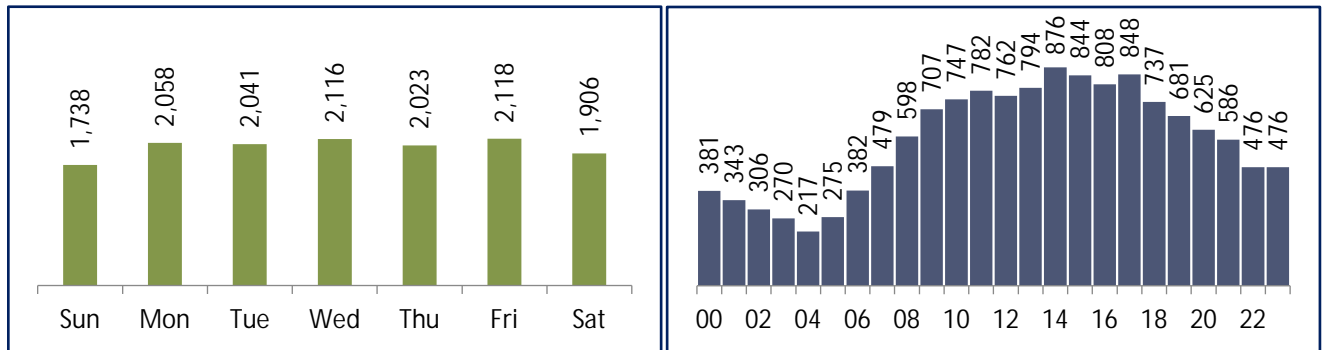
Station 51 Zone Incident Count (Calendar Year)



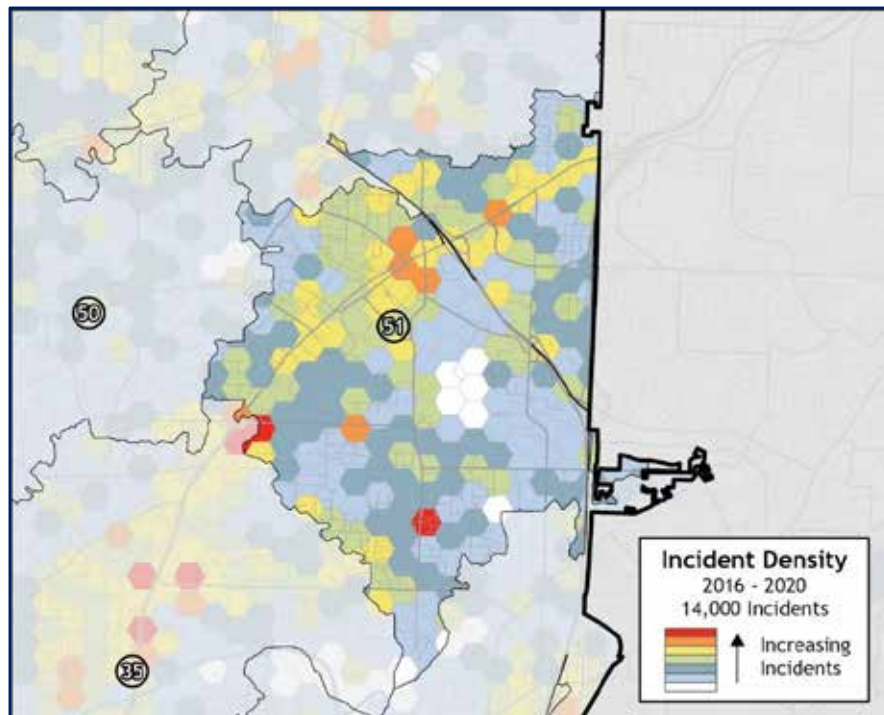
Station 51 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	308	68	306	77	315	76	311	92	222	50
Overpressure	0	6	0	3		1		2		1
EMS/Rescue Call	2,619	2,107	3,044	2,396	2,958	2,372	2,352	1,925	2,392	1,947
Hazardous Condition	59	84	101	129	19	97	11	98	11	47
Service Call	84	151	91	159	261	165	268	178	199	147
Good Intent Call	13	519	11	647		664		476		502
False Call	0	181	0	164		178		170		130
Natural Condition	0	1	0	2				1		
Other	36	2	24	0						
TOTAL	3,119		3,577		3,553		2,942		2,824	

Station 51 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10051 Station 51 Tigard						
5001 Salaries & Wages Union	2,037,525	2,058,008	2,227,713	2,207,275	2,207,275	2,207,275
5003 Vacation Taken Union	305,390	296,772	317,530	313,235	313,235	313,235
5005 Sick Leave Taken Union	33,406	59,377	57,398	64,528	64,528	64,528
5007 Personal Leave Taken Union	19,600	17,021	30,279	27,431	27,431	27,431
5016 Vacation Sold at Retirement	-	6,542	12,084	14,630	14,630	14,630
5017 PEHP Vac Sold at Retirement	4,661	55,778	29,567	32,656	32,656	32,656
5020 Deferred Comp Match Union	116,977	120,669	122,125	124,092	124,092	124,092
5101 Vacation Relief	368,884	365,401	326,266	322,901	322,901	322,901
5105 Sick Relief	78,397	77,944	56,563	61,654	61,654	61,654
5106 On the Job Injury Relief	6,415	13,399	15,426	18,810	18,810	18,810
5107 Short Term Disability Relief	14,041	14,153	5,399	6,792	6,792	6,792
5110 Personal Leave Relief	50,219	51,628	37,794	34,746	34,746	34,746
5115 Vacant Slot Relief	59,218	56,967	-	-	-	-
5117 Regular Day Off Relief	102,310	128,805	69,932	91,436	91,436	91,436
5118 Standby Overtime	1,454	962	2,828	2,612	2,612	2,612
5120 Overtime Union	11,468	6,211	117,754	52,249	52,249	52,249
5201 PERS Taxes	764,278	849,515	1,177,519	1,024,327	1,024,327	1,024,327
5203 FICA/MEDI	223,252	230,837	262,292	258,191	258,191	258,191
5206 Worker's Comp	92,316	63,704	75,430	75,939	75,939	75,939
5207 TriMet/Wilsonville Tax	23,162	24,033	26,870	26,788	26,788	26,788
5208 OR Worker's Benefit Fund Tax	849	754	714	714	714	714
5210 Medical Ins Union	543,496	587,589	627,900	672,000	672,000	672,000
5220 Post Retire Ins Union	14,650	14,750	15,000	15,000	15,000	15,000
5270 Uniform Allowance	5,411	6,825	7,500	7,500	7,500	7,500
Personnel Services	4,877,379	5,107,643	5,621,883	5,455,506	5,455,506	5,455,506
5300 Office Supplies	401	438	1,000	1,000	1,000	1,000
5301 Special Department Supplies	7,025	7,536	7,500	7,500	7,500	7,500
5302 Training Supplies	-	62	100	100	100	100
5307 Smoke Detector Program	514	214	400	400	400	400
5320 EMS Supplies	16,637	17,048	18,000	18,000	18,000	18,000
5321 Fire Fighting Supplies	13,063	6,090	7,875	8,875	8,875	8,875
5325 Protective Clothing	7,421	15,266	10,000	10,625	10,625	10,625
5330 Noncapital Furniture & Equip	-	4,788	3,945	2,468	2,468	2,468
5350 Apparatus Fuel/Lubricants	20,460	17,472	22,000	22,000	22,000	22,000
5361 M&R Bldg/Bldg Equip & Improv	19,339	17,541	-	-	-	-
5365 M&R Firefight Equip	230	451	750	750	750	750
5367 M&R Office Equip	1,338	1,495	1,650	1,650	1,650	1,650
5414 Other Professional Services	475	294	700	600	600	600
5415 Printing	-	-	25	25	25	25
5416 Building Services	1,085	1,195	7,636	7,791	7,791	7,791
5432 Natural Gas	4,986	3,766	5,500	5,500	5,500	5,500
5433 Electricity	12,980	13,677	13,900	13,900	13,900	13,900
5434 Water/Sewer	13,507	13,194	15,000	15,000	15,000	15,000
5436 Garbage	2,175	2,217	2,400	2,400	2,400	2,400
5480 Community/Open House/Outreach	98	60	200	200	200	200
5481 Community Education Materials	593	317	500	500	500	500
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	999	1,016	1,250	1,250	1,250	1,250
5575 Laundry/Repair Expense	824	934	1,000	1,000	1,000	1,000
Materials and Services	124,179	125,098	121,431	121,634	121,634	121,634
Total Station 51 Tigard	5,001,557	5,232,740	5,743,314	5,577,140	5,577,140	5,577,140



Station 52 – Wilsonville

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.

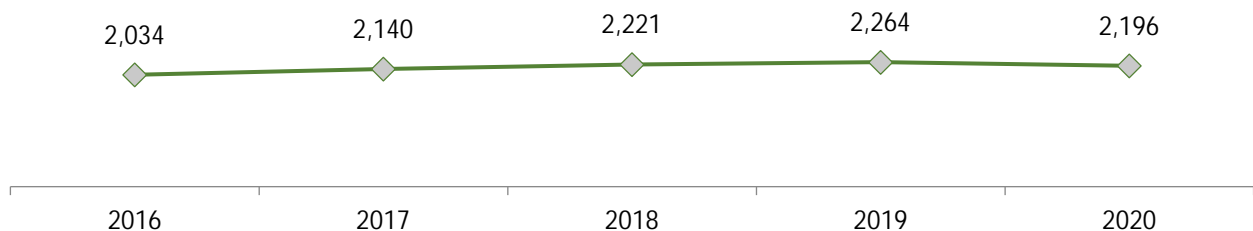


The 13.9 square miles of Station 52's station zone includes central and south Wilsonville plus unincorporated Clackamas County to the west near the Yamhill County border. Station 52 also houses **Heavy Squad 52**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,971,360	3,001,299	2,650,849	2,579,869
Materials and Services	108,824	107,431	98,731	98,829
Total Expenditures	3,080,184	3,108,730	2,749,580	2,678,698

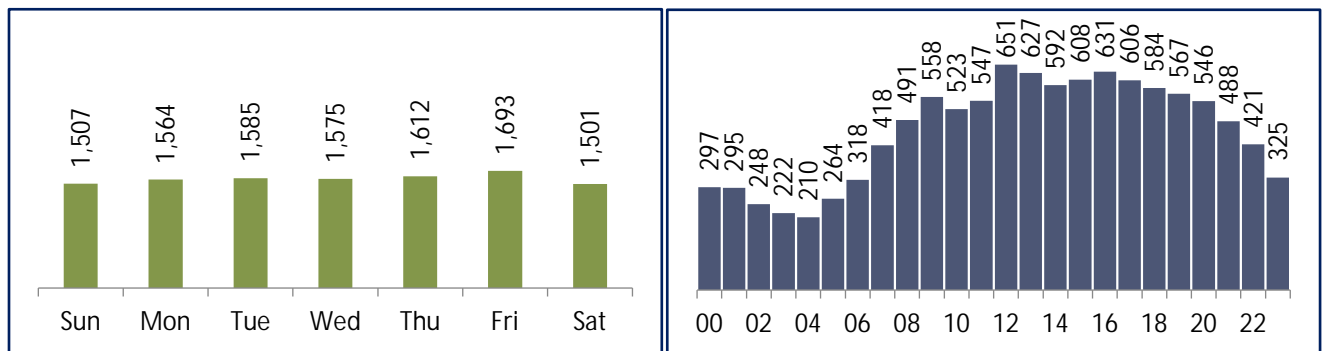
Station 52 Zone Incident Count (Calendar Year)



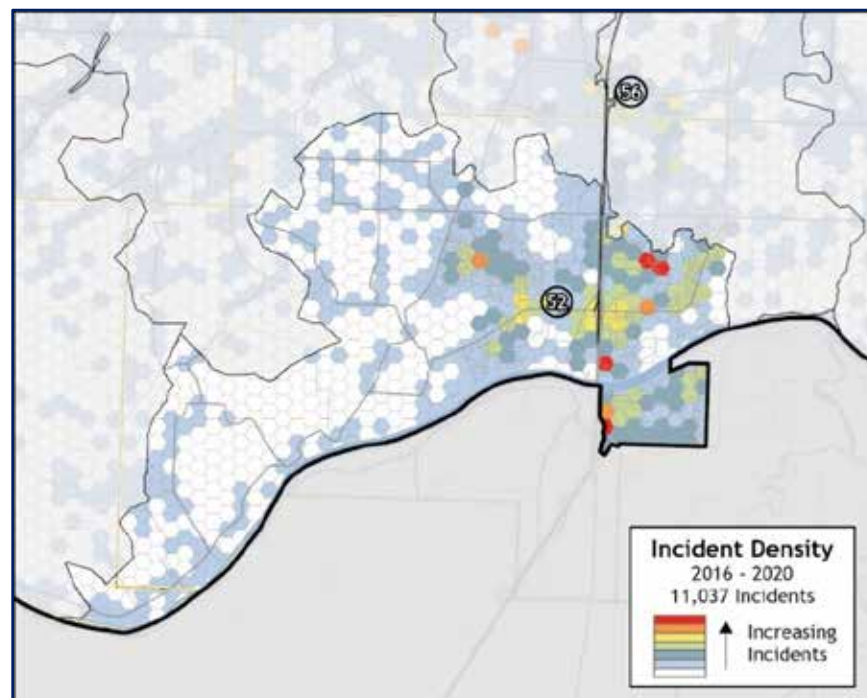
Station 52 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	193	58	209	46	187	51	190	44	169	33
Overpressure	0	1	0	2		2		1		2
EMS/Rescue Call	1,741	1,524	1,804	1,588	1,832	1,673	1,841	1,638	1,790	1,591
Hazardous Condition	21	27	24	27	10	35	19	45	8	35
Service Call	53	159	71	152	189	183	213	176	229	181
Good Intent Call	8	148	18	161		130		190		209
False Call	0	117	0	164		147		170		143
Natural Condition	0	0	0	0						2
Other	18	0	14	0	3		1			
TOTAL	2,034		2,140		2,221		2,264		2,196	

Station 52 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10052 Station 52 Wilsonville						
5001 Salaries & Wages Union	1,281,617	1,253,818	1,049,311	1,041,513	1,041,513	1,041,513
5003 Vacation Taken Union	206,666	190,149	149,565	147,801	147,801	147,801
5005 Sick Leave Taken Union	43,384	75,349	27,036	30,448	30,448	30,448
5007 Personal Leave Taken Union	20,824	19,015	14,262	12,943	12,943	12,943
5016 Vacation Sold at Retirement	-	657	5,658	6,903	6,903	6,903
5017 PEHP Vac Sold at Retirement	-	48,807	13,843	15,409	15,409	15,409
5020 Deferred Comp Match Union	64,491	66,915	57,179	58,554	58,554	58,554
5101 Vacation Relief	133,370	114,963	152,760	152,362	152,362	152,362
5105 Sick Relief	26,158	20,120	26,483	29,092	29,092	29,092
5106 On the Job Injury Relief	14,490	12,564	7,223	8,875	8,875	8,875
5107 Short Term Disability Relief	3,443	5,964	2,528	3,205	3,205	3,205
5110 Personal Leave Relief	17,706	7,332	17,696	16,395	16,395	16,395
5115 Vacant Slot Relief	37,215	64,750	-	-	-	-
5117 Regular Day Off Relief	49,302	41,705	32,743	43,145	43,145	43,145
5118 Standby Overtime	1,322	2,109	1,324	1,233	1,233	1,233
5120 Overtime Union	9,935	7,082	55,133	24,654	24,654	24,654
5201 PERS Taxes	456,278	491,495	554,076	483,333	483,333	483,333
5203 FICA/MEDI	137,742	135,427	123,375	121,829	121,829	121,829
5206 Worker's Comp	64,456	31,211	35,480	35,832	35,832	35,832
5207 TriMet/Wilsonville Tax	9,110	8,897	12,639	12,640	12,640	12,640
5208 OR Worker's Benefit Fund Tax	540	461	343	343	343	343
5210 Medical Ins Union	380,548	389,454	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	10,651	9,762	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,112	3,295	3,600	3,600	3,600	3,600
Personnel Services	2,971,360	3,001,299	2,650,849	2,579,869	2,579,869	2,579,869
5300 Office Supplies	360	154	480	480	480	480
5301 Special Department Supplies	4,500	5,034	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	143	71	200	200	200	200
5320 EMS Supplies	30,608	29,794	33,000	33,000	33,000	33,000
5321 Fire Fighting Supplies	2,539	2,951	3,507	3,300	3,300	3,300
5325 Protective Clothing	9,054	9,313	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	249	1,078	760	788	788	788
5350 Apparatus Fuel/Lubricants	14,148	11,511	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	14,854	16,877	-	-	-	-
5365 M&R Firefight Equip	196	49	200	200	200	200
5367 M&R Office Equip	1,445	1,300	1,650	1,650	1,650	1,650
5414 Other Professional Services	244	50	400	250	250	250
5415 Printing	19	-	25	25	25	25
5416 Building Services	732	955	6,159	6,286	6,286	6,286
5432 Natural Gas	4,503	4,578	5,000	5,000	5,000	5,000
5433 Electricity	10,574	10,890	11,000	11,000	11,000	11,000
5434 Water/Sewer	10,897	9,155	12,000	12,000	12,000	12,000
5436 Garbage	2,490	2,421	2,600	2,600	2,600	2,600
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	310	248	500	500	500	500
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	217	341	600	600	600	600
5575 Laundry/Repair Expense	714	596	850	850	850	850
Materials and Services	108,824	107,431	98,731	98,829	98,829	98,829
Total Station 52 Wilsonville	3,080,184	3,108,730	2,749,580	2,678,698	2,678,698	2,678,698



Station 53 – Progress

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 **12 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.

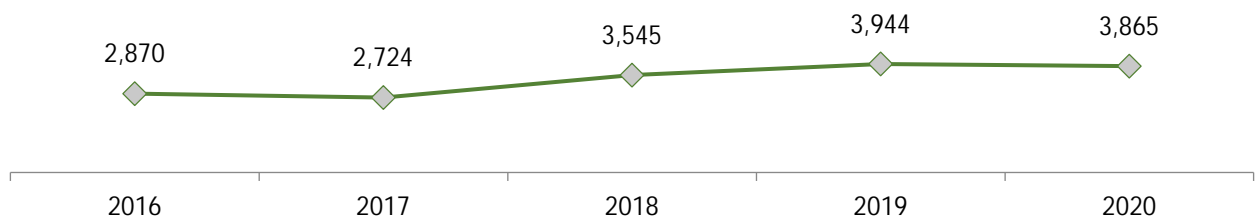


The 6.6 square miles of Station 53's station zone includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is located at Station 53 (in conjunction with Station 34).

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,462,663	2,809,536	3,473,547	2,632,675
Materials and Services	104,973	127,494	115,850	122,369
Total Expenditures	2,567,636	2,937,030	3,589,397	2,755,044

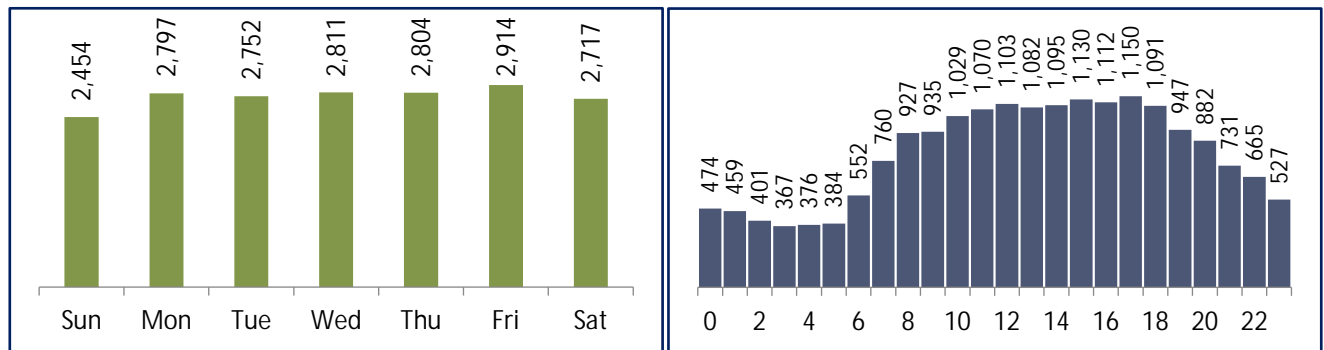
Station 53 Zone Incident Count (Calendar Year)



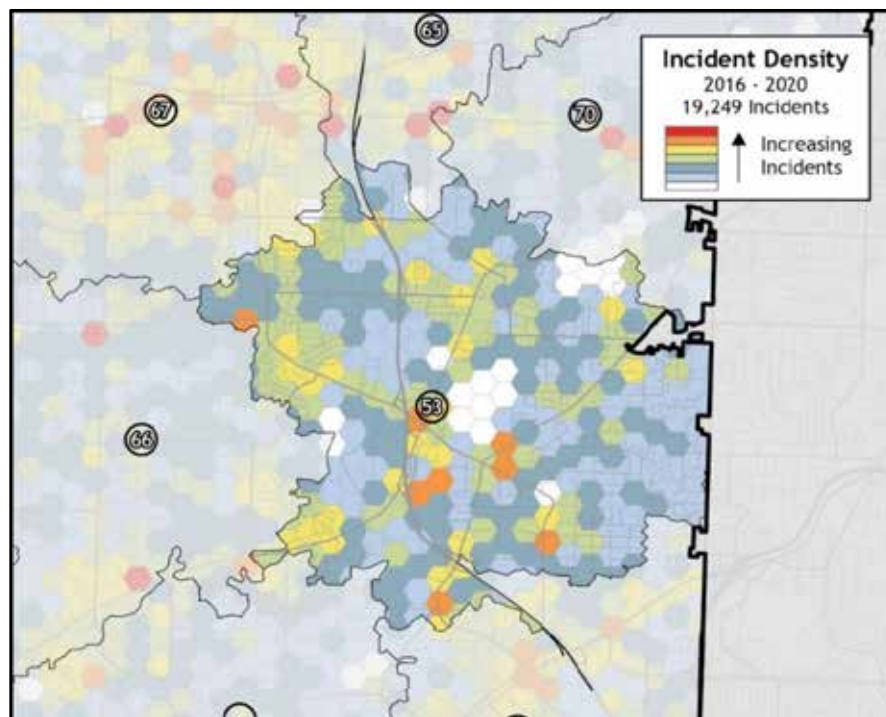
Station 53 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	242	59	244	72	278	79	288	92	295	68
Overpressure	0	1	0	1		3		4		1
EMS/Rescue Call	2,458	2,083	2,287	1,882	2,957	2,561	3,299	2,818	3,253	2,749
Hazardous Condition	60	88	75	92	23	96	13	102	20	80
Service Call	65	176	86	200	287	224	344	242	297	215
Good Intent Call	4	300	10	325		437		531		570
False Call	0	163	0	151		145		155		181
Natural Condition	0	0	0	1						1
Other	41	0	22	0						
TOTAL		2,870		2,724		3,545		3,944		3,865

Station 53 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10053 Station 53 Progress						
5001 Salaries & Wages Union	1,022,643	1,166,211	1,365,749	1,065,441	1,065,441	1,065,441
5003 Vacation Taken Union	149,662	154,076	194,669	151,197	151,197	151,197
5005 Sick Leave Taken Union	19,307	34,405	35,189	31,147	31,147	31,147
5007 Personal Leave Taken Union	11,977	11,645	18,563	13,241	13,241	13,241
5016 Vacation Sold at Retirement	-	-	7,501	7,062	7,062	7,062
5017 PEHP Vac Sold at Retirement	-	-	18,354	15,763	15,763	15,763
5020 Deferred Comp Match Union	56,476	67,103	75,809	59,899	59,899	59,899
5101 Vacation Relief	161,720	203,069	202,529	155,863	155,863	155,863
5105 Sick Relief	27,934	30,596	35,111	29,760	29,760	29,760
5106 On the Job Injury Relief	6,477	8,367	9,576	9,079	9,079	9,079
5107 Short Term Disability Relief	5,047	-	3,352	3,279	3,279	3,279
5110 Personal Leave Relief	19,613	16,840	23,461	16,772	16,772	16,772
5115 Vacant Slot Relief	32,281	38,759	-	-	-	-
5117 Regular Day Off Relief	82,262	77,178	43,410	44,136	44,136	44,136
5118 Standby Overtime	1,407	989	1,756	1,261	1,261	1,261
5120 Overtime Union	9,917	3,184	73,096	25,221	25,221	25,221
5201 PERS Taxes	373,143	465,469	724,537	494,438	494,438	494,438
5203 FICA/MEDI	113,216	128,901	161,272	124,628	124,628	124,628
5206 Worker's Comp	50,344	34,354	46,379	36,655	36,655	36,655
5207 TriMet/Wilsonville Tax	11,680	13,248	16,521	12,930	12,930	12,930
5208 OR Worker's Benefit Fund Tax	452	430	457	343	343	343
5210 Medical Ins Union	297,333	341,115	401,856	322,560	322,560	322,560
5220 Post Retire Ins Union	8,078	8,600	9,600	7,200	7,200	7,200
5270 Uniform Allowance	1,693	4,996	4,800	4,800	4,800	4,800
Personnel Services	2,462,663	2,809,536	3,473,547	2,632,675	2,632,675	2,632,675
5300 Office Supplies	182	443	640	640	640	640
5301 Special Department Supplies	3,417	4,217	4,800	4,800	4,800	4,800
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	260	24	400	400	400	400
5311 Haz Mat Response Materials	-	95	-	-	-	-
5320 EMS Supplies	21,301	22,995	20,000	23,000	23,000	23,000
5321 Fire Fighting Supplies	3,585	2,288	4,400	4,400	4,400	4,400
5325 Protective Clothing	11,146	5,592	6,400	6,800	6,800	6,800
5330 Noncapital Furniture & Equip	-	-	1,415	3,500	3,500	3,500
5350 Apparatus Fuel/Lubricants	13,960	13,784	16,000	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	18,706	42,678	-	-	-	-
5365 M&R Firefight Equip	98	343	200	200	200	200
5367 M&R Office Equip	1,294	1,325	1,650	1,650	1,650	1,650
5414 Other Professional Services	518	262	500	500	500	500
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,220	2,232	21,940	22,374	22,374	22,374
5432 Natural Gas	1,789	1,683	2,400	2,400	2,400	2,400
5433 Electricity	15,649	17,002	21,000	21,000	21,000	21,000
5434 Water/Sewer	8,876	9,521	9,900	10,500	10,500	10,500
5436 Garbage	1,614	1,629	1,730	1,730	1,730	1,730
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	170	280	500	500	500	500
5484 Postage UPS & Shipping	-	14	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	485	407	800	800	800	800
5575 Laundry/Repair Expense	655	610	750	750	750	750
Materials and Services	104,973	127,494	115,850	122,369	122,369	122,369
Total Station 53 Progress	2,567,636	2,937,030	3,589,397	2,755,044	2,755,044	2,755,044



Station 54 – Charbonneau

Description

Station 54, a new station, is undergoing interior tenant improvements with an expected opening in the summer of 2021.

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.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	-	1,239,462	1,219,536
Materials and Services	-	26,993	179,096	57,263
Total Expenditures	-	26,993	1,418,558	1,276,799

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10054 Station 54 Charbonneau						
5001 Salaries & Wages Union	-	-	482,540	488,114	488,114	488,114
5003 Vacation Taken Union	-	-	68,780	69,268	69,268	69,268
5005 Sick Leave Taken Union	-	-	12,433	14,270	14,270	14,270
5007 Personal Leave Taken Union	-	-	6,559	6,066	6,066	6,066
5016 Vacation Sold at Retirement	-	-	2,680	3,235	3,235	3,235
5017 PEHP Vac Sold at Retirement	-	-	6,559	7,221	7,221	7,221
5020 Deferred Comp Match Union	-	-	27,090	27,442	27,442	27,442
5101 Vacation Relief	-	-	72,372	71,406	71,406	71,406
5105 Sick Relief	-	-	12,547	13,634	13,634	13,634
5106 On the Job Injury Relief	-	-	3,422	4,160	4,160	4,160
5107 Short Term Disability Relief	-	-	1,198	1,502	1,502	1,502
5110 Personal Leave Relief	-	-	8,384	7,684	7,684	7,684
5117 Regular Day Off Relief	-	-	15,512	20,220	20,220	20,220
5118 Standby Overtime	-	-	627	578	578	578
5120 Overtime Union	-	-	26,120	11,554	11,554	11,554
5201 PERS Taxes	-	-	256,957	226,518	226,518	226,518
5203 FICA/MEDI	-	-	57,132	57,096	57,096	57,096
5206 Worker's Comp	-	-	16,430	16,793	16,793	16,793
5207 TriMet/Wilsonville Tax	-	-	5,853	5,924	5,924	5,924
5208 OR Worker's Benefit Fund Tax	-	-	171	171	171	171
5210 Medical Ins Union	-	-	150,696	161,280	161,280	161,280
5220 Post Retire Ins Union	-	-	3,600	3,600	3,600	3,600
5270 Uniform Allowance	-	-	1,800	1,800	1,800	1,800
Personnel Services	-	-	1,239,462	1,219,536	1,219,536	1,219,536
5300 Office Supplies	-	-	1,240	240	240	240
5301 Special Department Supplies	-	-	11,800	1,800	1,800	1,800
5302 Training Supplies	-	-	100	100	100	100
5307 Smoke Detector Program	-	-	200	200	200	200
5320 EMS Supplies	-	-	29,500	16,000	16,000	16,000
5321 Fire Fighting Supplies	-	-	1,650	1,650	1,650	1,650
5325 Protective Clothing	-	-	2,400	2,550	2,550	2,550
5350 Apparatus Fuel/Lubricants	-	-	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	-	-	200	200	200	200
5415 Printing	-	-	25	25	25	25
5416 Building Services	-	-	11,081	11,298	11,298	11,298
5432 Natural Gas	-	-	3,500	3,500	3,500	3,500
5433 Electricity	-	-	4,000	4,000	4,000	4,000
5434 Water/Sewer	-	-	3,750	3,750	3,750	3,750
5436 Garbage	-	-	800	800	800	800
5445 Rent/Lease of Building	-	26,993	93,000	-	-	-
5480 Community/Open House/Outreach	-	-	4,200	200	200	200
5481 Community Education Materials	-	-	1,000	500	500	500
5500 Dues & Subscriptions	-	-	300	100	100	100
5570 Misc Business Exp	-	-	300	300	300	300
5575 Laundry/Repair Expense	-	-	200	200	200	200
Materials and Services	-	26,993	179,096	57,263	57,263	57,263
Total Station 54 Charbonneau	-	26,993	1,418,558	1,276,799	1,276,799	1,276,799

Station 55 – Rosemont

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.

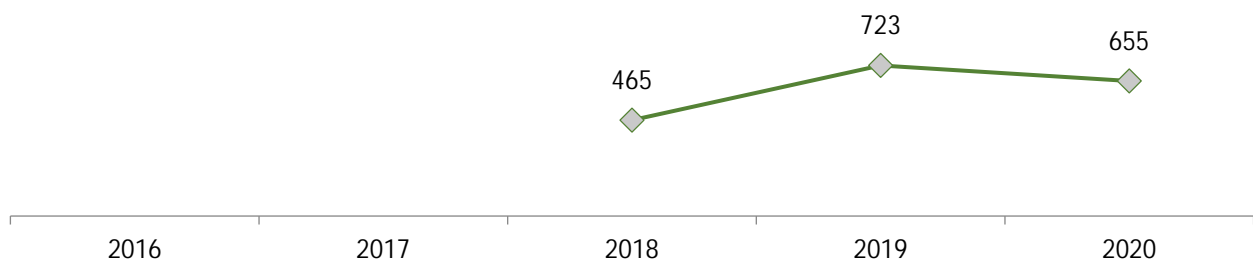


The 6.7 square miles of Station 55's station zone includes western portions of West Linn as well as unincorporated areas of Clackamas County towards the Stafford area. Station 55 also has a Community Room which is available for use by a wide variety of neighborhood and community groups, as well as District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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,261,016	2,323,635	2,569,590	2,547,722
Materials and Services	94,223	67,414	70,106	69,659
Total Expenditures	2,355,239	2,391,049	2,639,696	2,617,381

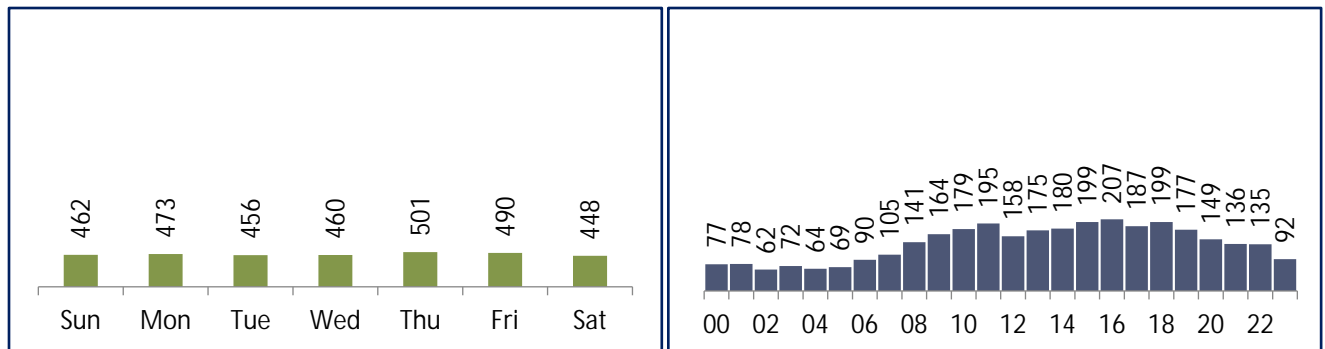
Station 55 Zone Incident Count (Calendar Year)



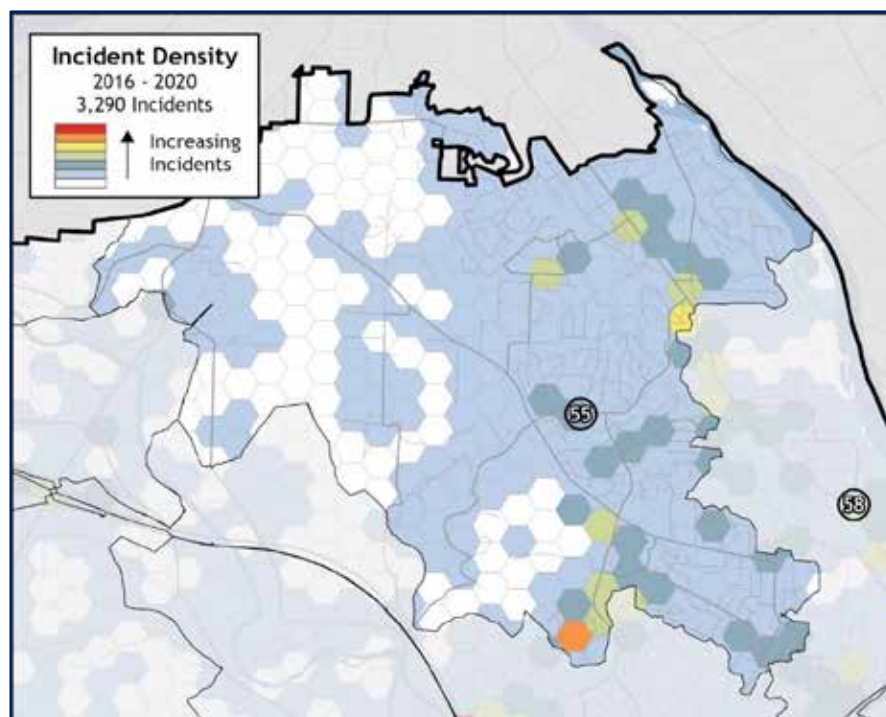
Station 55 Zone Incident Summary, Calendar Years (7/1/18-12/31/20)

	2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	55	13	84	16	70	7
Overpressure		1				
EMS/Rescue Call	350	321	530	484	488	446
Hazardous Condition	8	14	12	28	5	20
Service Call	52	20	97	51	92	30
Good Intent Call		49		59		81
False Call		47		85		70
Natural Condition						1
Other						
TOTAL		465		723		655

Station 55 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (7/1/18-12/31/20)



Incident Density (7/1/18-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10055 Station 55 Rosemont						
5001 Salaries & Wages Union	962,804	973,307	1,010,757	1,026,608	1,026,608	1,026,608
5003 Vacation Taken Union	126,556	125,688	144,070	145,686	145,686	145,686
5005 Sick Leave Taken Union	25,360	27,046	26,042	30,012	30,012	30,012
5007 Personal Leave Taken Union	11,870	3,654	13,738	12,758	12,758	12,758
5016 Vacation Sold at Retirement	-	-	5,495	6,804	6,804	6,804
5017 PEHP Vac Sold at Retirement	-	2,145	13,445	15,188	15,188	15,188
5020 Deferred Comp Match Union	55,421	55,861	55,534	57,716	57,716	57,716
5101 Vacation Relief	172,568	185,186	148,363	150,182	150,182	150,182
5105 Sick Relief	23,942	24,889	25,721	28,676	28,676	28,676
5106 On the Job Injury Relief	6,124	6,064	7,015	8,748	8,748	8,748
5107 Short Term Disability Relief	1,538	3,143	2,455	3,159	3,159	3,159
5110 Personal Leave Relief	21,623	13,124	17,186	16,160	16,160	16,160
5115 Vacant Slot Relief	28,224	34,537	-	-	-	-
5117 Regular Day Off Relief	37,671	42,281	31,800	42,527	42,527	42,527
5118 Standby Overtime	1,552	1,076	1,286	1,215	1,215	1,215
5120 Overtime Union	4,833	2,150	53,546	24,301	24,301	24,301
5201 PERS Taxes	345,294	384,620	535,093	476,416	476,416	476,416
5203 FICA/MEDI	103,267	106,180	119,069	120,085	120,085	120,085
5206 Worker's Comp	42,934	27,817	34,242	35,319	35,319	35,319
5207 TriMet/Wilsonville Tax	10,639	10,871	12,198	12,459	12,459	12,459
5208 OR Worker's Benefit Fund Tax	417	369	343	343	343	343
5210 Medical Ins Union	267,902	282,797	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	7,200	7,189	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,277	3,641	3,600	3,600	3,600	3,600
Personnel Services	2,261,016	2,323,635	2,569,590	2,547,722	2,547,722	2,547,722
5300 Office Supplies	506	463	480	480	480	480
5301 Special Department Supplies	11,873	4,958	3,600	3,600	3,600	3,600
5302 Training Supplies	152	39	100	100	100	100
5305 Fire Extinguisher	-	14	-	-	-	-
5307 Smoke Detector Program	230	71	200	200	200	200
5320 EMS Supplies	6,768	6,760	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	15,720	4,038	4,300	5,300	5,300	5,300
5325 Protective Clothing	3,514	4,458	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	10,120	-	-	-	-	-
5350 Apparatus Fuel/Lubricants	7,248	6,841	10,000	8,000	8,000	8,000
5361 M&R Bldg/Bldg Equip & Improv	14,821	15,340	-	-	-	-
5365 M&R Firefight Equip	318	1,020	750	750	750	750
5367 M&R Office Equip	1,156	2,156	1,650	1,650	1,650	1,650
5414 Other Professional Services	28	145	200	200	200	200
5415 Printing	19	8	25	25	25	25
5416 Building Services	1,107	2,477	12,901	13,154	13,154	13,154
5432 Natural Gas	780	557	2,000	2,000	2,000	2,000
5433 Electricity	10,957	11,639	13,700	13,700	13,700	13,700
5434 Water/Sewer	6,928	5,187	7,500	7,500	7,500	7,500
5436 Garbage	241	-	800	800	800	800
5480 Community/Open House/Outreach	-	34	200	200	200	200
5481 Community Education Materials	188	70	500	500	500	500
5484 Postage UPS & Shipping	-	6	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	1,060	321	600	600	600	600
5575 Laundry/Repair Expense	459	783	700	700	700	700
Materials and Services	94,223	67,414	70,106	69,659	69,659	69,659
Total Station 55 Rosemont	2,355,239	2,391,049	2,639,696	2,617,381	2,617,381	2,617,381



Station 56 – Elligsen Road

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 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.

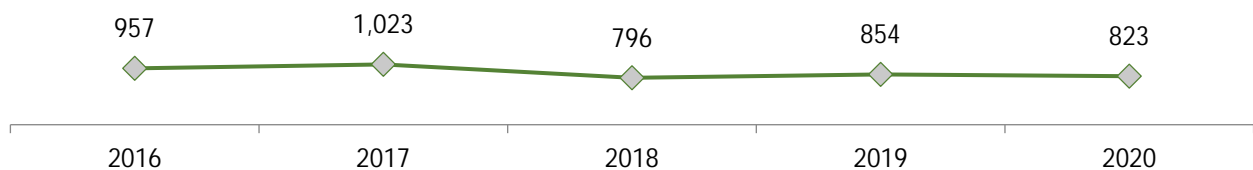


The 12.0 square miles of Station 56's station zone includes the south end of Tualatin, north side of Wilsonville, and unincorporated Washington and Clackamas counties. The South Operating Center (SOC) facility is also located with Station 56.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,409,392	2,480,442	2,606,897	2,515,363
Materials and Services	162,874	147,860	164,689	169,321
Total Expenditures	2,572,266	2,628,302	2,771,586	2,684,684

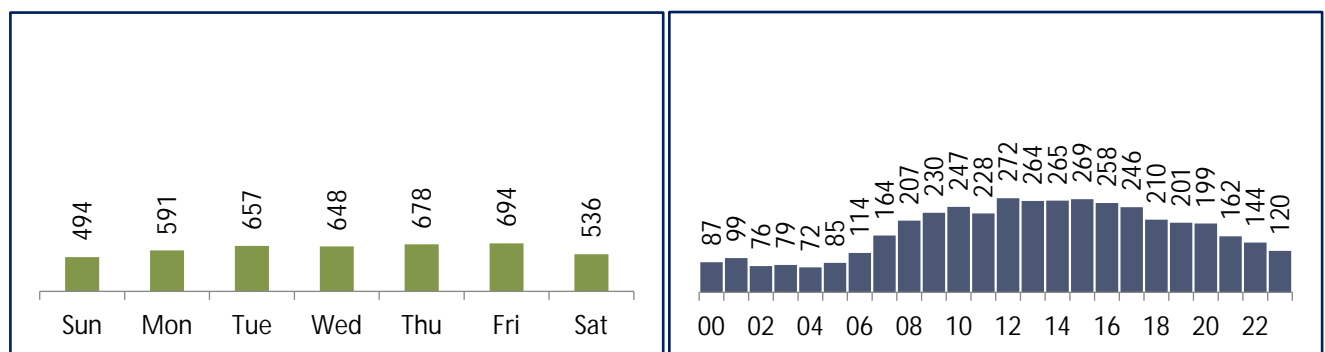
Station 56 Zone Incident Count (Calendar Year)



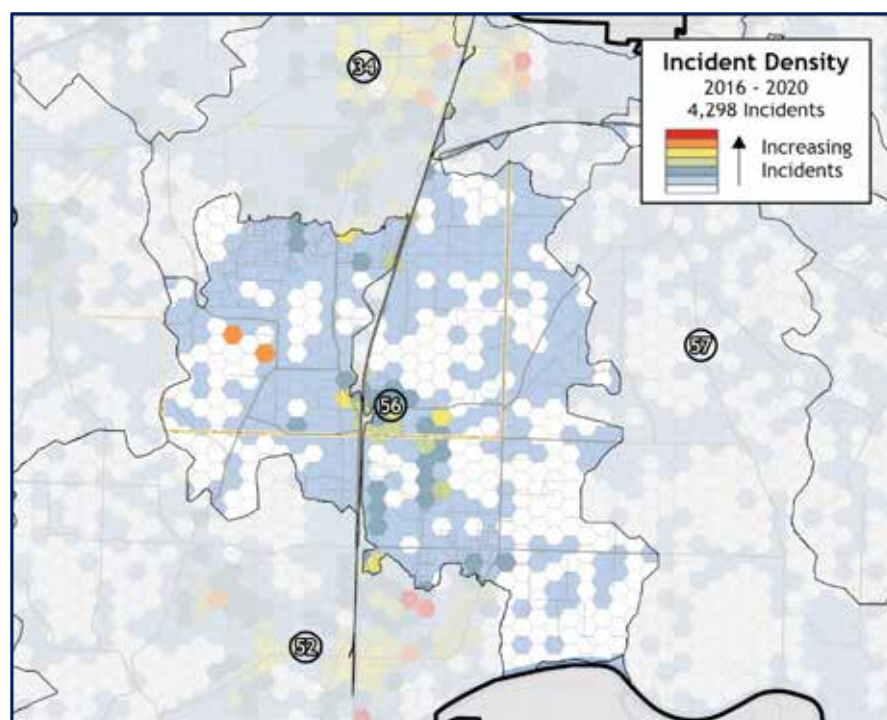
Station 56 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	117	32	171	37	136	32	126	30	148	25
Overpressure	0	0	0	1		3				
EMS/Rescue Call	748	628	770	660	580	506	621	510	594	521
Hazardous Condition	24	31	21	37	6	37	9	56	6	33
Service Call	35	66	32	45	74	48	98	46	75	44
Good Intent Call	9	141	9	141		95		131		120
False Call	0	59	0	100		73		81		79
Natural Condition	0	0	0	0						1
Other	24	0	20	2		2				
TOTAL	957		1023		796		854		823	

Station 56 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10056 Station 56 Elligsen Road						
5001 Salaries & Wages Union	982,349	950,864	1,030,366	1,011,602	1,011,602	1,011,602
5003 Vacation Taken Union	135,109	140,621	146,865	143,557	143,557	143,557
5005 Sick Leave Taken Union	6,042	30,336	26,548	29,573	29,573	29,573
5007 Personal Leave Taken Union	9,112	6,617	14,005	12,572	12,572	12,572
5016 Vacation Sold at Retirement	-	-	5,535	6,705	6,705	6,705
5017 PEHP Vac Sold at Retirement	2,186	79,964	13,544	14,966	14,966	14,966
5020 Deferred Comp Match Union	54,982	56,119	55,943	56,872	56,872	56,872
5101 Vacation Relief	209,895	163,489	149,456	147,987	147,987	147,987
5105 Sick Relief	69,745	42,912	25,910	28,256	28,256	28,256
5106 On the Job Injury Relief	15,060	15,815	7,066	8,621	8,621	8,621
5107 Short Term Disability Relief	3,479	5,276	2,473	3,113	3,113	3,113
5110 Personal Leave Relief	25,318	12,156	17,313	15,924	15,924	15,924
5115 Vacant Slot Relief	25,055	46,340	-	-	-	-
5117 Regular Day Off Relief	40,075	71,612	32,035	41,906	41,906	41,906
5118 Standby Overtime	1,184	714	1,296	1,197	1,197	1,197
5120 Overtime Union	4,393	2,371	53,941	23,946	23,946	23,946
5201 PERS Taxes	382,107	418,583	543,809	469,453	469,453	469,453
5203 FICA/MEDI	109,955	107,830	121,046	118,330	118,330	118,330
5206 Worker's Comp	42,533	29,226	34,811	34,803	34,803	34,803
5207 TriMet/Wilsonville Tax	11,505	11,360	12,400	12,277	12,277	12,277
5208 OR Worker's Benefit Fund Tax	444	369	343	343	343	343
5210 Medical Ins Union	268,444	277,571	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	7,200	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,221	3,146	3,600	3,600	3,600	3,600
Personnel Services	2,409,392	2,480,442	2,606,897	2,515,363	2,515,363	2,515,363
5300 Office Supplies	317	153	480	480	480	480
5301 Special Department Supplies	3,817	3,995	3,600	3,600	3,600	3,600
5302 Training Supplies	14	39	100	100	100	100
5307 Smoke Detector Program	-	12	200	200	200	200
5320 EMS Supplies	11,034	10,833	11,000	11,000	11,000	11,000
5321 Fire Fighting Supplies	4,715	3,535	4,300	5,300	5,300	5,300
5325 Protective Clothing	10,303	8,861	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	-	130	2,390	2,600	2,600	2,600
5350 Apparatus Fuel/Lubricants	14,709	13,368	16,000	16,000	16,000	16,000
5361 M&R Bldg/Bldg Equip & Improv	38,535	27,075	-	-	-	-
5365 M&R Firefight Equip	149	927	750	750	750	750
5367 M&R Office Equip	1,280	1,326	1,650	1,650	1,650	1,650
5414 Other Professional Services	99	86	200	150	150	150
5415 Printing	-	-	25	25	25	25
5416 Building Services	27,477	31,887	70,844	72,266	72,266	72,266
5432 Natural Gas	1,039	1,224	1,700	1,700	1,700	1,700
5433 Electricity	31,362	25,585	27,100	27,100	27,100	27,100
5434 Water/Sewer	14,237	15,204	14,750	16,500	16,500	16,500
5436 Garbage	3,185	3,102	3,500	3,500	3,500	3,500
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	50	145	250	250	250	250
5484 Postage UPS & Shipping	-	27	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	394	276	600	600	600	600
5575 Laundry/Repair Expense	129	42	150	150	150	150
Materials and Services	162,874	147,860	164,689	169,321	169,321	169,321
Total Station 56 Elligsen Road	2,572,266	2,628,302	2,771,586	2,684,684	2,684,684	2,684,684



Station 57 – Mountain Road

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.

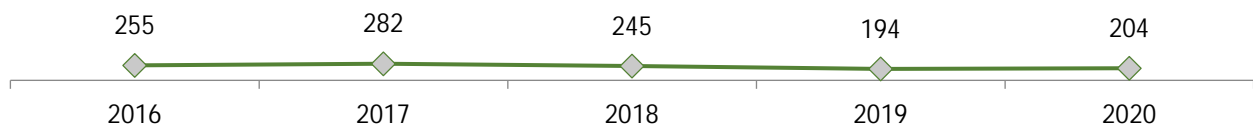


The 11.8 square miles of Station 57's station zone includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,227,991	2,242,687	2,546,539	2,466,982
Materials and Services	44,655	50,624	56,350	55,396
Total Expenditures	2,272,646	2,293,311	2,602,889	2,522,378

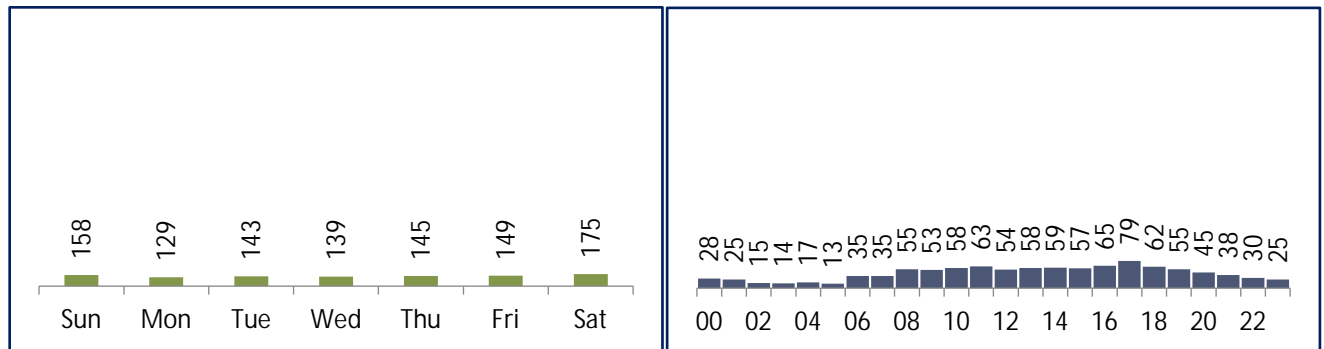
Station 57 Zone Incident Count (Calendar Year)



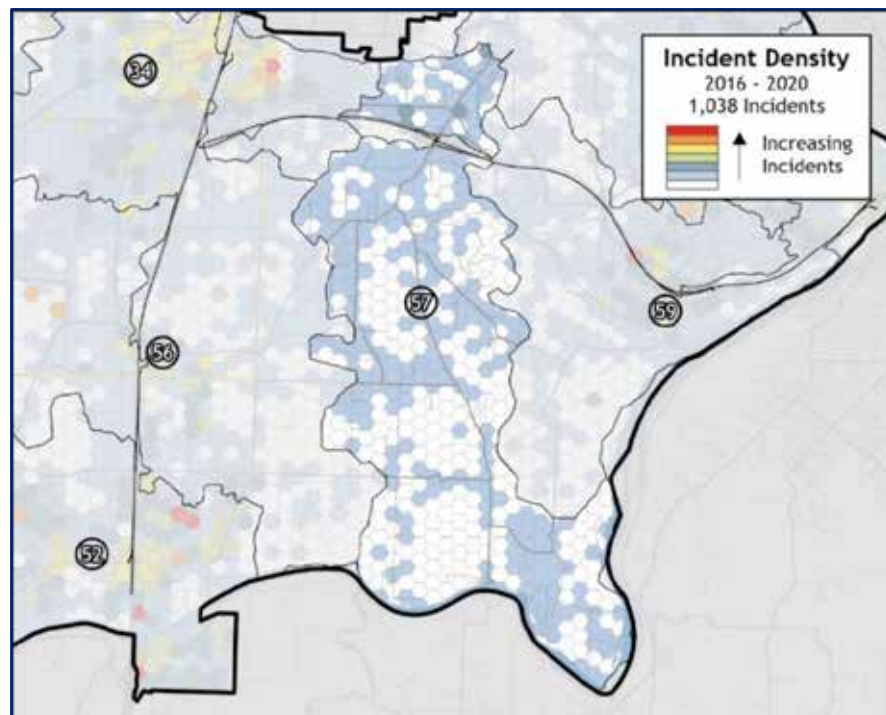
Station 57 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	52	7	61	15	60	6	62	9	53	12
Overpressure	0	1	0	0						
EMS/Rescue Call	172	139	176	120	149	123	106	83	121	93
Hazardous Condition	13	15	9	19	3	8	1	12	2	15
Service Call	9	13	22	24	33	22	25	11	28	13
Good Intent Call	4	58	9	73		59		50		48
False Call	0	21	0	31		27		29		22
Natural Condition	0	1	0	0						1
Other	5	0	5	0						
TOTAL		255		282		245		194		204

Station 57 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10057 Station 57 Mountain Road						
5001 Salaries & Wages Union	953,768	930,761	1,004,080	989,169	989,169	989,169
5003 Vacation Taken Union	143,418	146,389	143,118	140,373	140,373	140,373
5005 Sick Leave Taken Union	15,972	23,300	25,870	28,918	28,918	28,918
5007 Personal Leave Taken Union	10,308	6,793	13,647	12,293	12,293	12,293
5016 Vacation Sold at Retirement	-	36,931	5,372	6,556	6,556	6,556
5017 PEHP Vac Sold at Retirement	34,948	46,074	13,145	14,634	14,634	14,634
5020 Deferred Comp Match Union	52,840	55,218	54,294	55,611	55,611	55,611
5101 Vacation Relief	114,201	114,531	145,052	144,705	144,705	144,705
5105 Sick Relief	28,239	13,970	25,147	27,630	27,630	27,630
5106 On the Job Injury Relief	5,145	6,863	6,858	8,429	8,429	8,429
5107 Short Term Disability Relief	2,607	1,358	2,400	3,044	3,044	3,044
5110 Personal Leave Relief	14,950	8,438	16,803	15,571	15,571	15,571
5115 Vacant Slot Relief	29,183	19,275	-	-	-	-
5117 Regular Day Off Relief	37,521	35,422	31,091	40,976	40,976	40,976
5118 Standby Overtime	1,572	978	1,257	1,171	1,171	1,171
5120 Overtime Union	2,097	497	52,351	23,415	23,415	23,415
5201 PERS Taxes	355,449	369,846	529,708	459,042	459,042	459,042
5203 FICA/MEDI	100,604	98,581	117,847	115,706	115,706	115,706
5206 Worker's Comp	44,599	26,914	33,891	34,031	34,031	34,031
5207 TriMet/Wilsonville Tax	10,201	10,240	12,073	12,005	12,005	12,005
5208 OR Worker's Benefit Fund Tax	392	337	343	343	343	343
5210 Medical Ins Union	262,347	280,525	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,900	7,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	729	2,346	3,600	3,600	3,600	3,600
Personnel Services	2,227,991	2,242,687	2,546,539	2,466,982	2,466,982	2,466,982
5300 Office Supplies	528	491	480	480	480	480
5301 Special Department Supplies	3,748	3,725	3,600	3,600	3,600	3,600
5302 Training Supplies	-	136	100	100	100	100
5307 Smoke Detector Program	-	71	100	100	100	100
5320 EMS Supplies	3,151	3,962	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	1,749	3,184	3,300	3,300	3,300	3,300
5325 Protective Clothing	591	1,175	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	2,178	2,892	1,930	400	400	400
5350 Apparatus Fuel/Lubricants	3,355	3,244	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	13,292	14,328	-	-	-	-
5365 M&R Firefight Equip	147	114	200	200	200	200
5367 M&R Office Equip	1,206	1,222	1,650	1,650	1,650	1,650
5414 Other Professional Services	15	36	100	100	100	100
5415 Printing	-	-	25	25	25	25
5416 Building Services	392	1,166	12,465	12,741	12,741	12,741
5432 Natural Gas	5,542	5,849	6,500	6,500	6,500	6,500
5433 Electricity	5,629	5,822	6,500	6,500	6,500	6,500
5436 Garbage	2,446	2,498	3,000	3,000	3,000	3,000
5450 Rental of Equip	204	219	-	-	-	-
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	-	-	150	150	150	150
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	42	63	600	600	600	600
5575 Laundry/Repair Expense	411	398	550	550	550	550
Materials and Services	44,655	50,624	56,350	55,396	55,396	55,396
Total Station 57 Mountain Road	2,272,646	2,293,311	2,602,889	2,522,378	2,522,378	2,522,378



Station 58 – Bolton

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.

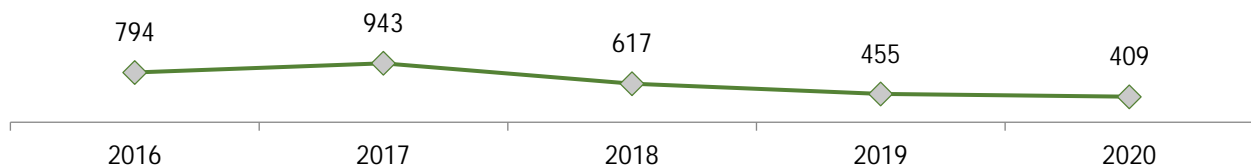


The 2.9 square miles of Station 58's station zone includes the eastern portion of West Linn. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's Mobile Command Center is located at Station 58 for use on incidents of extended duration.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,378,508	2,525,188	2,613,880	2,517,055
Materials and Services	73,370	83,338	73,607	74,784
Total Expenditures	2,451,878	2,608,526	2,687,487	2,591,839

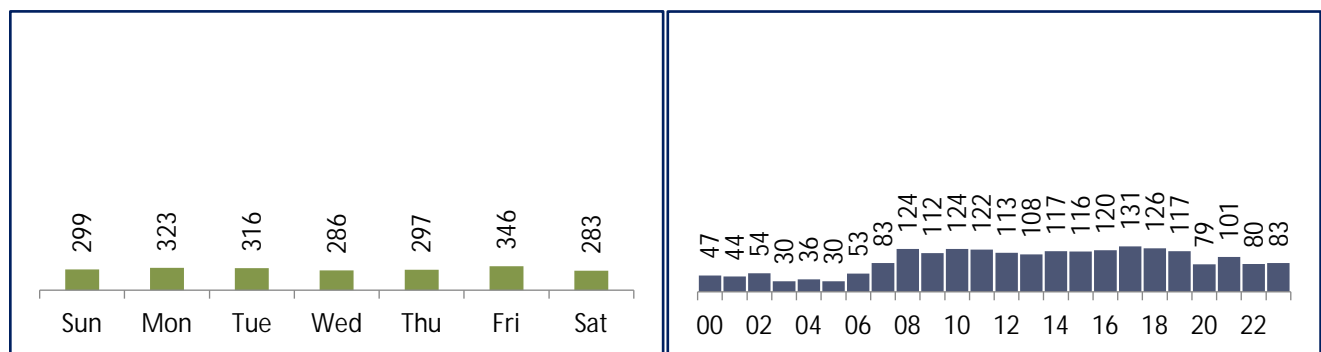
Station 58 Zone Incident Count (Calendar Year)



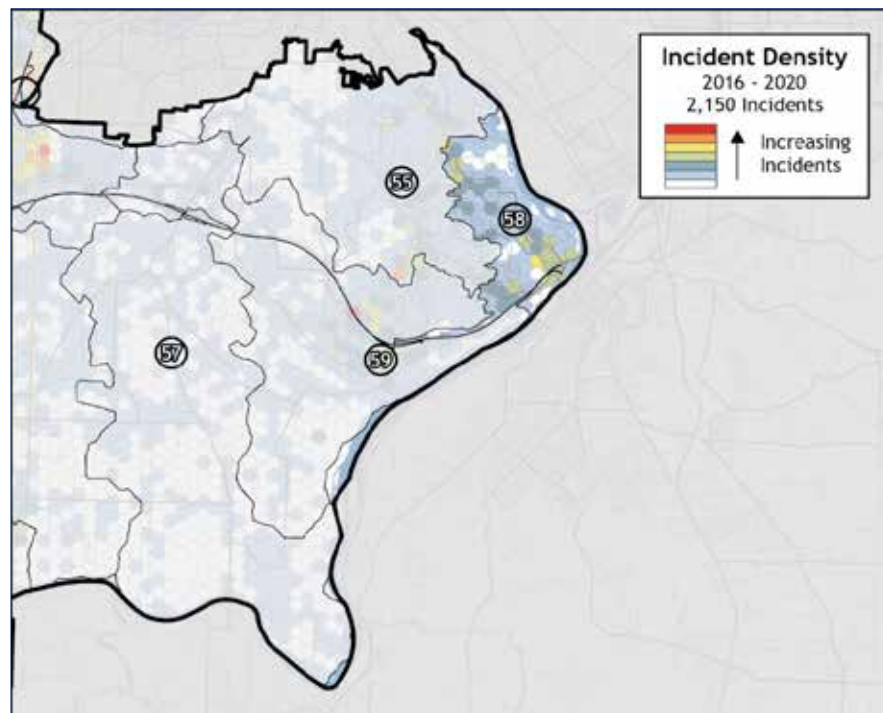
Station 58 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	75	17	85	33	58	14	56	15	46	9
Overpressure	0	2	0	0		1		2		1
EMS/Rescue Call	635	530	731	606	469	398	338	283	309	256
Hazardous Condition	24	37	53	45	6	30	2	22	5	16
Service Call	44	54	52	84	84	64	59	35	49	32
Good Intent Call	5	97	13	126		71		62		71
False Call	0	55	0	48		39		36		23
Natural Condition	0	0	0	1						1
Other	11	2	9	0						
TOTAL		794		943		617		455		409

Station 58 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10058 Station 58 Bolton						
5001 Salaries & Wages Union	950,977	956,124	1,034,461	1,012,616	1,012,616	1,012,616
5003 Vacation Taken Union	170,130	163,553	147,448	143,701	143,701	143,701
5005 Sick Leave Taken Union	11,725	15,346	26,653	29,603	29,603	29,603
5007 Personal Leave Taken Union	6,287	4,726	14,060	12,584	12,584	12,584
5016 Vacation Sold at Retirement	-	40,881	5,535	6,705	6,705	6,705
5017 PEHP Vac Sold at Retirement	2,139	60,424	13,544	14,966	14,966	14,966
5020 Deferred Comp Match Union	54,670	56,928	55,943	56,872	56,872	56,872
5101 Vacation Relief	226,763	233,318	149,456	147,987	147,987	147,987
5105 Sick Relief	34,578	35,054	25,910	28,256	28,256	28,256
5106 On the Job Injury Relief	5,970	5,049	7,066	8,621	8,621	8,621
5107 Short Term Disability Relief	4,909	6,549	2,473	3,113	3,113	3,113
5110 Personal Leave Relief	26,064	17,466	17,313	15,924	15,924	15,924
5115 Vacant Slot Relief	18,764	15,097	-	-	-	-
5117 Regular Day Off Relief	31,981	40,504	32,035	41,906	41,906	41,906
5118 Standby Overtime	2,088	1,708	1,296	1,197	1,197	1,197
5120 Overtime Union	1,103	5,019	53,941	23,946	23,946	23,946
5201 PERS Taxes	398,187	423,927	545,440	469,817	469,817	469,817
5203 FICA/MEDI	108,498	112,185	121,416	118,422	118,422	118,422
5206 Worker's Comp	42,046	29,733	34,917	34,830	34,830	34,830
5207 TriMet/Wilsonville Tax	11,199	11,685	12,438	12,286	12,286	12,286
5208 OR Worker's Benefit Fund Tax	410	368	343	343	343	343
5210 Medical Ins Union	259,129	279,115	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,950	7,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,941	3,330	3,600	3,600	3,600	3,600
Personnel Services	2,378,508	2,525,188	2,613,880	2,517,055	2,517,055	2,517,055
5300 Office Supplies	232	75	480	480	480	480
5301 Special Department Supplies	3,488	3,392	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	119	-	200	200	200	200
5320 EMS Supplies	4,880	4,427	5,000	5,000	5,000	5,000
5321 Fire Fighting Supplies	1,549	1,287	3,300	3,300	3,300	3,300
5325 Protective Clothing	5,785	4,359	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	2,816	1,410	900	1,450	1,450	1,450
5350 Apparatus Fuel/Lubricants	10,508	6,379	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	18,931	36,977	-	-	-	-
5365 M&R Firefight Equip	49	98	200	200	200	200
5367 M&R Office Equip	1,182	1,162	1,650	1,650	1,650	1,650
5414 Other Professional Services	52	8	100	100	100	100
5415 Printing	-	19	25	25	25	25
5416 Building Services	1,339	1,923	16,372	16,699	16,699	16,699
5432 Natural Gas	2,970	2,977	3,300	3,300	3,300	3,300
5433 Electricity	16,025	15,596	17,500	17,500	17,500	17,500
5434 Water/Sewer	2,820	2,418	4,500	4,500	4,500	4,500
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	243	501	480	480	480	480
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	175	175	600	600	600	600
5575 Laundry/Repair Expense	180	88	200	200	200	200
Materials and Services	73,370	83,338	73,607	74,784	74,784	74,784
Total Station 58 Bolton	2,451,878	2,608,526	2,687,487	2,591,839	2,591,839	2,591,839



Station 59 – Willamette

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.

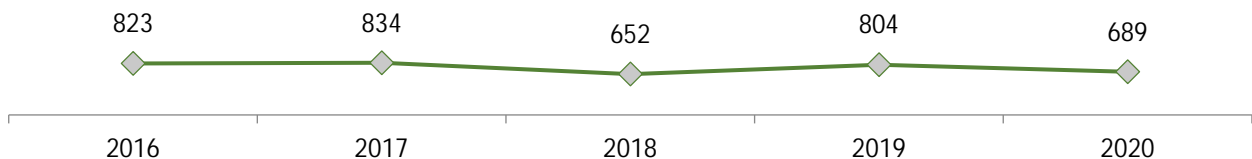


The 7.6 square miles of Station 59's station zone includes the southern portion of West Linn and an area of unincorporated Clackamas County. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. One of the District's **Water Rescue Teams** is housed at Station 59 (in conjunction with Station 20).

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	3,469,194	2,848,136	2,744,007	2,676,629
Materials and Services	109,293	77,611	84,073	76,694
Total Expenditures	3,578,487	2,925,747	2,828,080	2,753,323

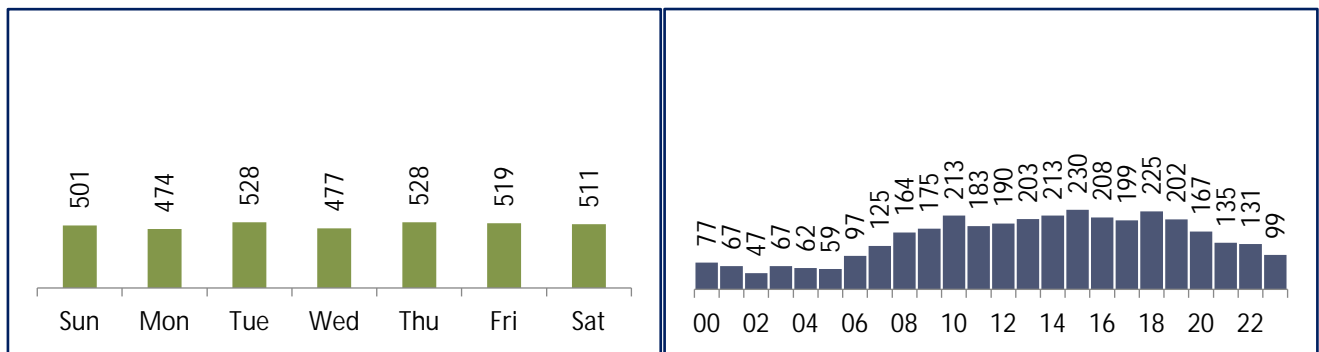
Station 59 Zone Incident Count (Calendar Year)



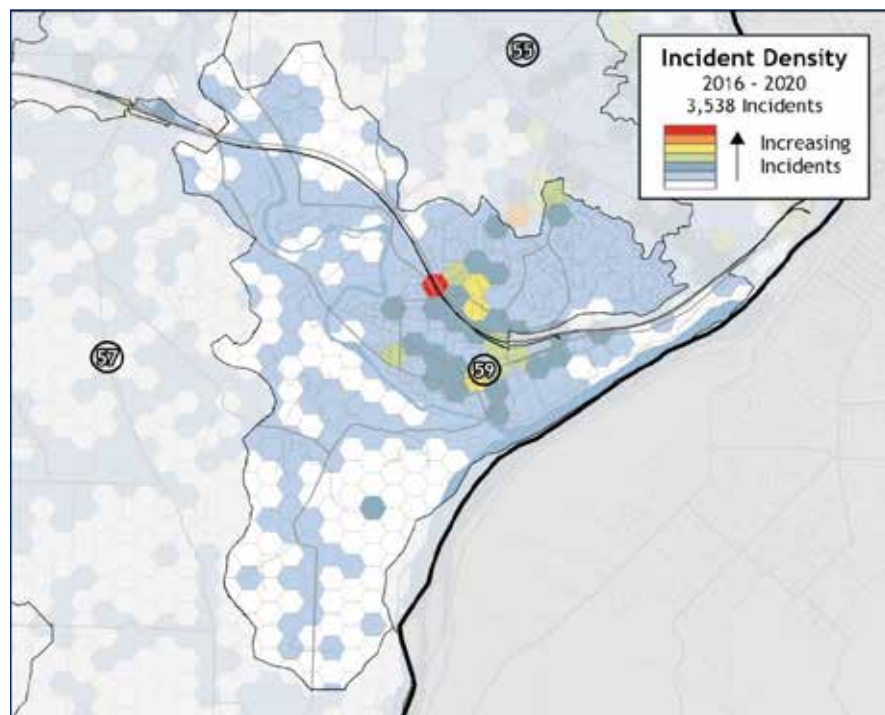
Station 59 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	109	23	98	21	101	31	92	24	98	20
Overpressure	0	0	0	1		1		1		1
EMS/Rescue Call	643	566	662	576	470	424	601	540	517	467
Hazardous Condition	13	15	27	28	3	20	10	24	3	23
Service Call	43	48	29	38	78	44	100	48	71	32
Good Intent Call	4	93	11	116		76		98		99
False Call	0	78	0	53		55		69		46
Natural Condition	0	0	0	1						1
Other	11	0	7	0		1	1			
TOTAL		823		834		652		804		689

Station 59 Zone Incident Count by Day of Week & Hour of Day Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10059 Station 59 Willamette						
5001 Salaries & Wages Union	1,307,609	1,137,621	1,090,281	1,086,379	1,086,379	1,086,379
5003 Vacation Taken Union	165,533	132,807	155,405	154,168	154,168	154,168
5005 Sick Leave Taken Union	31,360	16,283	28,091	31,759	31,759	31,759
5007 Personal Leave Taken Union	6,497	5,705	14,819	13,501	13,501	13,501
5016 Vacation Sold at Retirement	29,461	-	5,902	7,201	7,201	7,201
5017 PEHP Vac Sold at Retirement	110,149	70,083	14,442	16,073	16,073	16,073
5020 Deferred Comp Match Union	63,014	61,537	59,652	61,076	61,076	61,076
5101 Vacation Relief	238,088	234,350	159,366	158,926	158,926	158,926
5105 Sick Relief	62,716	45,623	27,628	30,345	30,345	30,345
5106 On the Job Injury Relief	6,721	1,872	7,535	9,258	9,258	9,258
5107 Short Term Disability Relief	10,930	-	2,637	3,343	3,343	3,343
5110 Personal Leave Relief	41,337	23,778	18,461	17,101	17,101	17,101
5115 Vacant Slot Relief	86,129	35,253	-	-	-	-
5117 Regular Day Off Relief	93,345	95,413	34,159	45,003	45,003	45,003
5118 Standby Overtime	1,817	1,161	1,381	1,286	1,286	1,286
5120 Overtime Union	28,549	12,041	57,517	25,716	25,716	25,716
5201 PERS Taxes	566,488	469,564	575,839	504,154	504,154	504,154
5203 FICA/MEDI	146,257	119,761	128,312	127,077	127,077	127,077
5206 Worker's Comp	70,126	43,542	36,900	37,376	37,376	37,376
5207 TriMet/Wilsonville Tax	15,827	13,231	13,145	13,184	13,184	13,184
5208 OR Worker's Benefit Fund Tax	622	444	343	343	343	343
5210 Medical Ins Union	375,400	315,568	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	9,952	7,750	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,269	4,751	3,600	3,600	3,600	3,600
Personnel Services	3,469,194	2,848,136	2,744,007	2,676,629	2,676,629	2,676,629
5300 Office Supplies	352	306	480	480	480	480
5301 Special Department Supplies	3,210	3,836	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	119	-	200	200	200	200
5320 EMS Supplies	16,498	8,530	20,000	12,000	12,000	12,000
5321 Fire Fighting Supplies	2,840	1,244	3,300	3,300	3,300	3,300
5325 Protective Clothing	16,489	620	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	3,390	-	-	-	-	-
5350 Apparatus Fuel/Lubricants	12,370	9,697	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	32,108	31,641	-	-	-	-
5365 M&R Firefight Equip	98	13	200	200	200	200
5367 M&R Office Equip	1,422	1,207	1,650	1,650	1,650	1,650
5414 Other Professional Services	-	148	100	100	100	100
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,229	1,953	15,993	16,314	16,314	16,314
5432 Natural Gas	1,665	1,662	2,000	2,000	2,000	2,000
5433 Electricity	14,563	13,810	15,800	15,800	15,800	15,800
5434 Water/Sewer	2,045	2,069	3,000	3,000	3,000	3,000
5480 Community/Open House/Outreach	141	55	200	200	200	200
5481 Community Education Materials	154	133	500	500	500	500
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	203	168	600	600	600	600
5575 Laundry/Repair Expense	350	451	425	425	425	425
Materials and Services	109,293	77,610	84,073	76,694	76,694	76,694
Total Station 59 Willamette	3,578,488	2,925,747	2,828,080	2,753,323	2,753,323	2,753,323



Station 60 – Cornell Road

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.

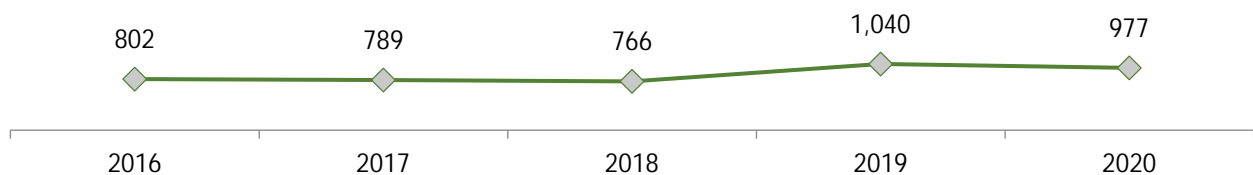


The 6.9 square miles of Station 60's station zone includes mostly unincorporated portions of Washington and Multnomah counties. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,285,082	2,251,060	2,579,349	2,483,110
Materials and Services	74,305	74,420	69,944	68,346
Total Expenditures	2,359,387	2,325,480	2,649,293	2,551,456

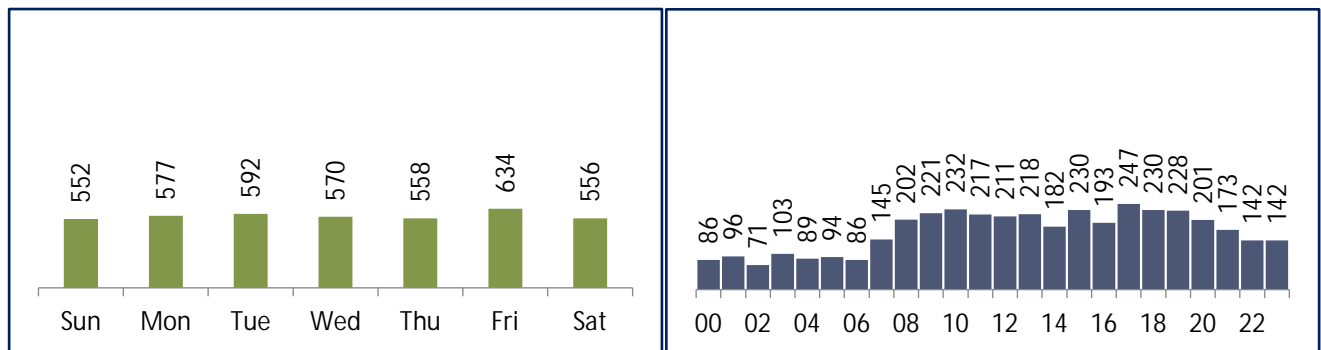
Station 60 Zone Incident Count (Calendar Year)



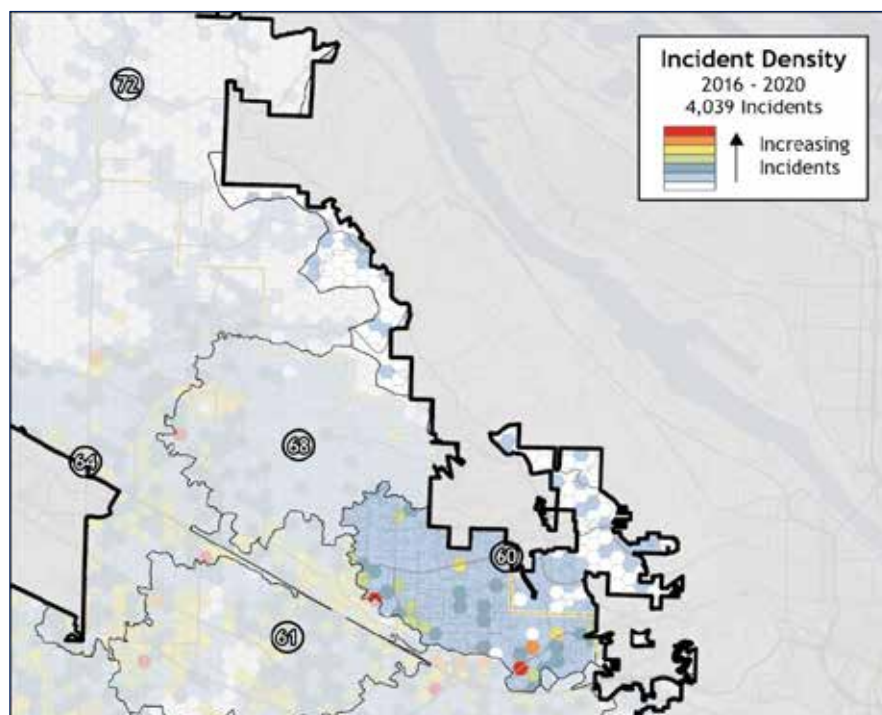
Station 60 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	72	11	93	21	90	25	104	13	83	13
Overpressure	0	0	0	1						
EMS/Rescue Call	668	578	618	515	600	544	840	777	799	697
Hazardous Condition	17	29	24	26	9	14	6	16	5	19
Service Call	34	35	42	52	67	41	90	41	90	51
Good Intent Call	5	97	5	108		82		100		132
False Call	0	51	0	65		60		92		65
Natural Condition	0	1	0	0				1		
Other	6	0	7	1						
TOTAL		802		789		766		1,040		977

Station 60 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10060 Station 60 Cornell Road						
5001 Salaries & Wages Union	946,098	926,289	1,018,763	996,647	996,647	996,647
5003 Vacation Taken Union	139,873	162,874	145,211	141,434	141,434	141,434
5005 Sick Leave Taken Union	14,037	14,141	26,249	29,136	29,136	29,136
5007 Personal Leave Taken Union	8,945	10,887	13,847	12,386	12,386	12,386
5016 Vacation Sold at Retirement	-	-	5,454	6,606	6,606	6,606
5017 PEHP Vac Sold at Retirement	37,378	40,914	13,345	14,745	14,745	14,745
5020 Deferred Comp Match Union	52,461	55,389	55,119	56,031	56,031	56,031
5101 Vacation Relief	153,201	151,386	147,254	145,799	145,799	145,799
5105 Sick Relief	29,445	25,986	25,529	27,839	27,839	27,839
5106 On the Job Injury Relief	1,920	6,715	6,962	8,493	8,493	8,493
5107 Short Term Disability Relief	6,981	1,750	2,437	3,067	3,067	3,067
5110 Personal Leave Relief	23,374	6,920	17,058	15,689	15,689	15,689
5115 Vacant Slot Relief	44,247	20,428	-	-	-	-
5117 Regular Day Off Relief	17,226	22,226	31,563	41,286	41,286	41,286
5118 Standby Overtime	1,235	1,099	1,276	1,180	1,180	1,180
5120 Overtime Union	4,973	4,381	53,146	23,592	23,592	23,592
5201 PERS Taxes	386,414	372,339	537,373	462,513	462,513	462,513
5203 FICA/MEDI	101,162	99,307	119,586	116,581	116,581	116,581
5206 Worker's Comp	42,010	31,014	34,391	34,288	34,288	34,288
5207 TriMet/Wilsonville Tax	10,444	10,295	12,251	12,095	12,095	12,095
5208 OR Worker's Benefit Fund Tax	397	344	343	343	343	343
5210 Medical Ins Union	254,456	277,679	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,800	7,050	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,005	1,647	3,600	3,600	3,600	3,600
Personnel Services	2,285,082	2,251,060	2,579,349	2,483,110	2,483,110	2,483,110
5300 Office Supplies	253	610	480	480	480	480
5301 Special Department Supplies	4,170	5,420	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	-	143	200	200	200	200
5320 EMS Supplies	5,780	8,349	7,000	7,000	7,000	7,000
5321 Fire Fighting Supplies	1,930	1,421	3,507	3,300	3,300	3,300
5325 Protective Clothing	14,229	6,497	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	627	3,030	2,692	800	800	800
5350 Apparatus Fuel/Lubricants	10,161	10,040	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	13,507	13,691	-	-	-	-
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,206	1,225	1,650	1,650	1,650	1,650
5414 Other Professional Services	19	45	100	100	100	100
5415 Printing	-	-	25	25	25	25
5416 Building Services	728	1,510	9,740	9,941	9,941	9,941
5432 Natural Gas	3,123	2,812	3,500	3,500	3,500	3,500
5433 Electricity	7,074	7,308	8,500	8,500	8,500	8,500
5434 Water/Sewer	8,943	9,405	10,000	10,000	10,000	10,000
5436 Garbage	1,688	1,703	2,200	2,200	2,200	2,200
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	292	153	300	300	300	300
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	147	366	600	600	600	600
5575 Laundry/Repair Expense	348	577	450	450	450	450
Materials and Services	74,305	74,420	69,944	68,346	68,346	68,346
Total Station 60 Cornell Road	2,359,387	2,325,480	2,649,293	2,551,456	2,551,456	2,551,456



Station 61 – Butner Road

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**.

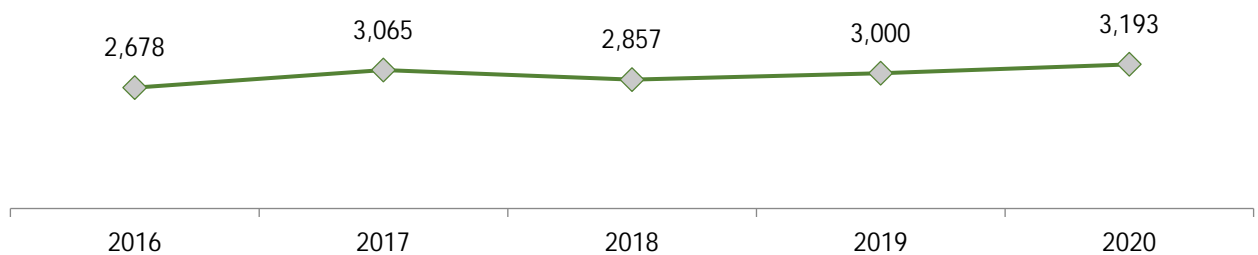


The 6.1 square miles of Station 61's station zone includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,218,596	2,372,225	2,900,443	2,879,737
Materials and Services	98,742	89,085	97,854	95,009
Total Expenditures	2,317,338	2,461,310	2,998,297	2,974,746

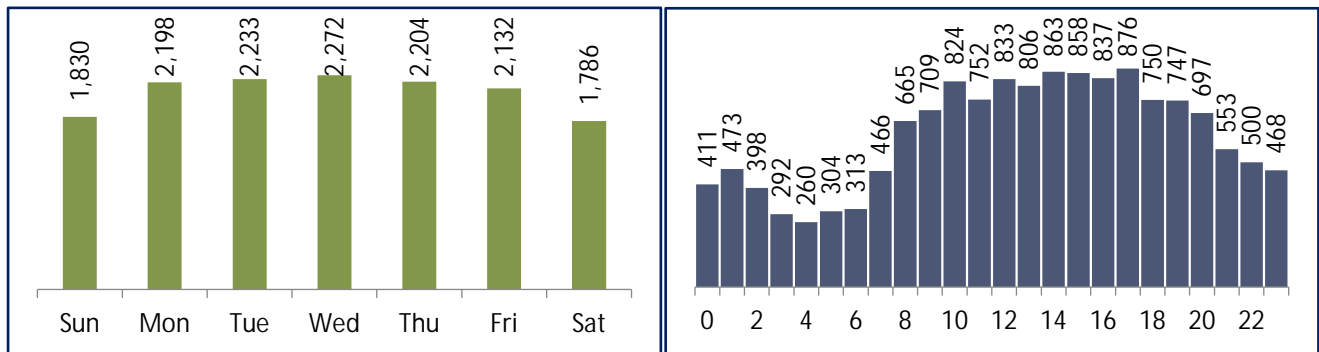
Station 61 Zone Incident Count (Calendar Year)



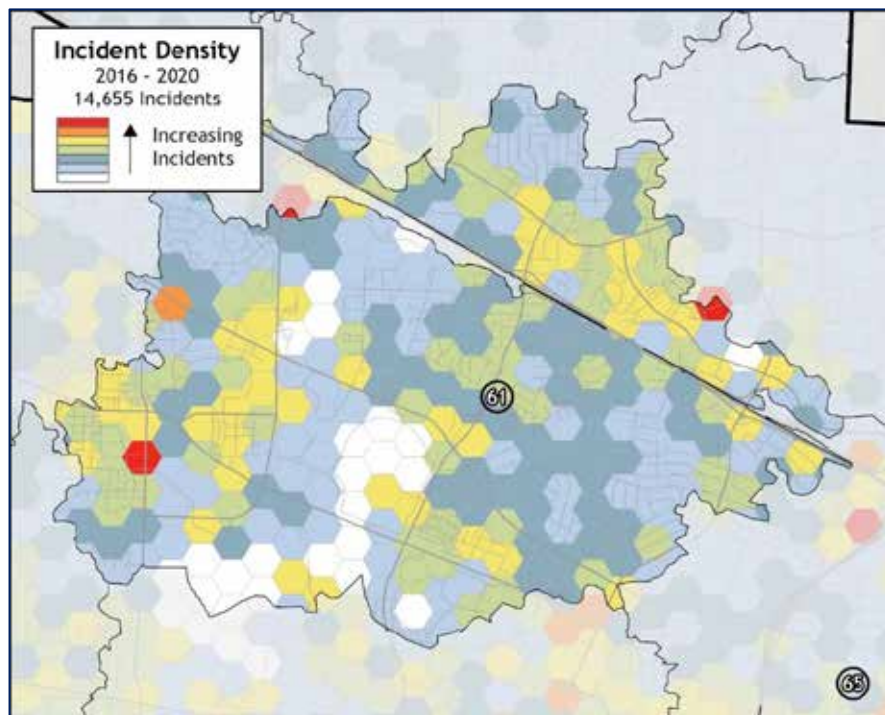
Station 61 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire, Explosion	254	72	284	92	297	101	302	101	275	75
Overpressure	0	0	0	1		4		5		1
EMS/Rescue Call	2,223	1,793	2,584	2,087	2,326	1,960	2,411	1,987	2,608	2,135
Hazardous Condition	85	116	74	112	18	77	12	113	16	76
Service Call	73	177	85	206	216	128	275	141	294	182
Good Intent Call	13	388	11	411		439		480		571
False Call	0	132	0	154		148		173		151
Natural Condition	0	0	0	1						1
Other	30	0	27	1						1
TOTAL		2,678		3,065		2,857		3,000		3,193

Station 61 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10061 Station 61 Butner Road						
5001 Salaries & Wages Union	931,165	976,501	1,133,051	1,156,641	1,156,641	1,156,641
5003 Vacation Taken Union	115,773	104,880	161,501	164,139	164,139	164,139
5005 Sick Leave Taken Union	29,802	27,332	29,193	33,813	33,813	33,813
5007 Personal Leave Taken Union	14,799	15,993	15,400	14,374	14,374	14,374
5016 Vacation Sold at Retirement	-	-	6,215	7,611	7,611	7,611
5017 PEHP Vac Sold at Retirement	-	2,035	15,206	16,990	16,990	16,990
5020 Deferred Comp Match Union	43,407	54,609	62,807	64,560	64,560	64,560
5101 Vacation Relief	164,446	163,332	167,794	167,992	167,992	167,992
5105 Sick Relief	31,951	28,897	29,090	32,076	32,076	32,076
5106 On the Job Injury Relief	10,221	7,682	7,934	9,786	9,786	9,786
5107 Short Term Disability Relief	4,843	4,510	2,777	3,534	3,534	3,534
5110 Personal Leave Relief	19,986	13,685	19,437	18,077	18,077	18,077
5115 Vacant Slot Relief	26,559	62,596	-	-	-	-
5117 Regular Day Off Relief	41,282	45,696	35,965	47,571	47,571	47,571
5118 Standby Overtime	1,348	1,391	1,454	1,359	1,359	1,359
5120 Overtime Union	5,198	5,019	60,559	27,183	27,183	27,183
5201 PERS Taxes	328,446	391,240	601,519	535,892	535,892	535,892
5203 FICA/MEDI	101,832	109,156	133,751	135,077	135,077	135,077
5206 Worker's Comp	45,949	31,321	38,464	39,728	39,728	39,728
5207 TriMet/Wilsonville Tax	10,434	11,109	13,702	14,014	14,014	14,014
5208 OR Worker's Benefit Fund Tax	427	392	400	400	400	400
5210 Medical Ins Union	279,653	304,506	351,624	376,320	376,320	376,320
5220 Post Retire Ins Union	7,650	7,622	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,424	2,724	4,200	4,200	4,200	4,200
Personnel Services	2,218,596	2,372,225	2,900,443	2,879,737	2,879,737	2,879,737
5300 Office Supplies	218	549	560	560	560	560
5301 Special Department Supplies	4,068	4,143	4,200	4,200	4,200	4,200
5302 Training Supplies	-	68	100	100	100	100
5307 Smoke Detector Program	131	190	300	300	300	300
5320 EMS Supplies	16,968	16,000	16,000	16,000	16,000	16,000
5321 Fire Fighting Supplies	2,813	1,351	3,850	3,850	3,850	3,850
5325 Protective Clothing	6,456	4,858	5,600	5,950	5,950	5,950
5330 Noncapital Furniture & Equip	2,244	3,773	4,024	2,600	2,600	2,600
5350 Apparatus Fuel/Lubricants	20,046	16,744	20,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	16,907	10,145	-	-	-	-
5365 M&R Firefight Equip	98	196	200	200	200	200
5367 M&R Office Equip	1,239	1,231	1,650	1,650	1,650	1,650
5414 Other Professional Services	543	207	500	500	500	500
5415 Printing	-	-	25	25	25	25
5416 Building Services	1,086	1,906	11,145	11,374	11,374	11,374
5432 Natural Gas	3,129	4,156	4,000	4,000	4,000	4,000
5433 Electricity	9,422	9,154	10,000	10,000	10,000	10,000
5434 Water/Sewer	9,388	10,758	11,000	11,000	11,000	11,000
5436 Garbage	2,026	2,098	2,100	2,100	2,100	2,100
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	1,012	563	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	473	520	700	700	700	700
5575 Laundry/Repair Expense	447	445	600	600	600	600
Materials and Services	98,742	89,085	97,854	95,009	95,009	95,009
Total Station 61 Butner Road	2,317,338	2,461,310	2,998,297	2,974,746	2,974,746	2,974,746



Station 62 – Aloha

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 **13 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. One Firefighter/EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 62**.

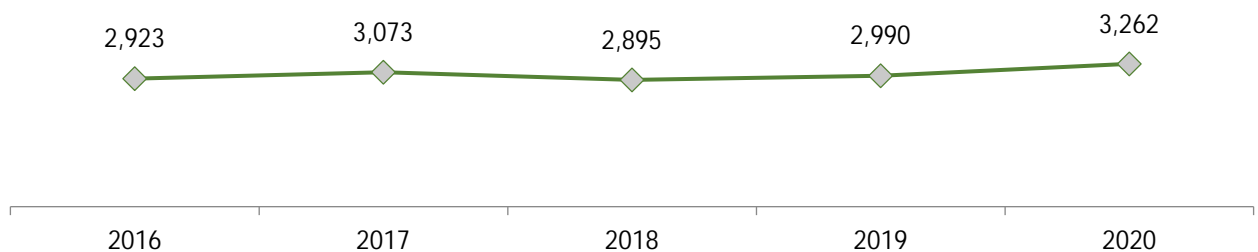


The 21.2 square miles of Station 62's station zone includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro, and south of Hillsboro. Personnel at this station also assist with the management of the District's wildland program by 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,208,000	2,286,698	2,935,550	2,672,480
Materials and Services	119,616	98,837	111,278	111,884
Total Expenditures	2,327,616	2,385,535	3,046,828	2,784,364

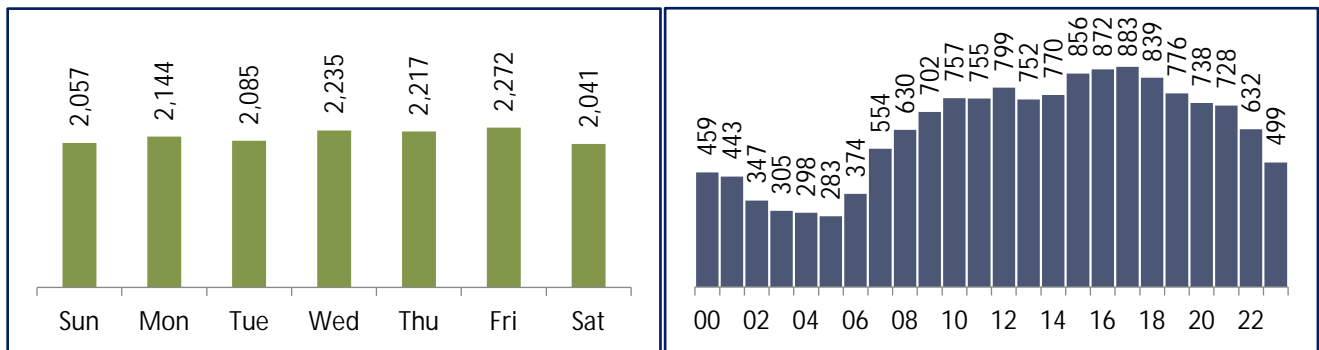
Station 62 Zone Incident Count (Calendar Year)



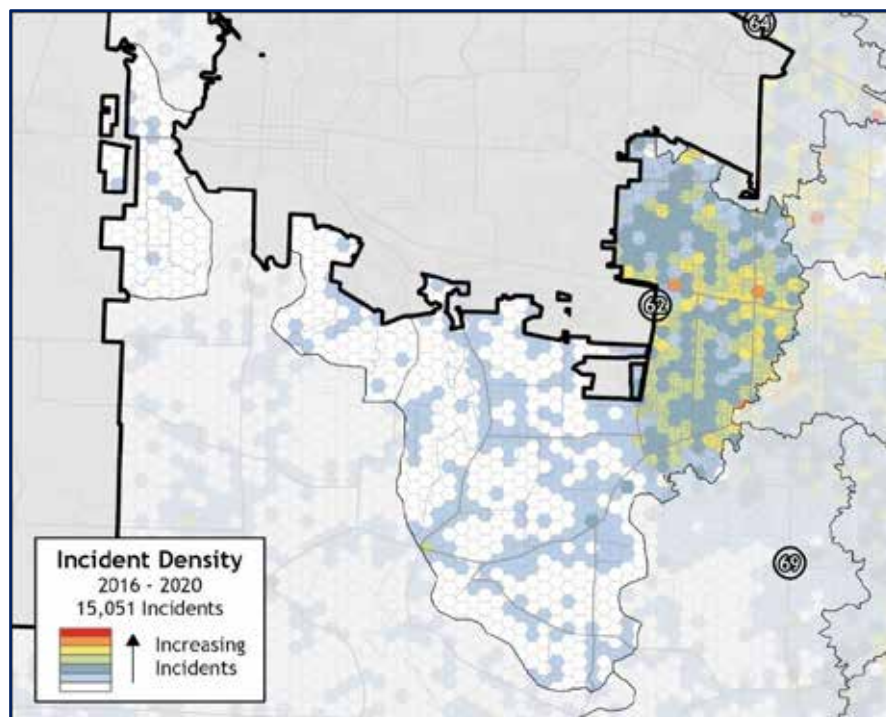
Station 62 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	217	84	199	80	216	59	226	72	255	71
Overpressure	0	3	0	1		3		2		5
EMS/Rescue Call	2,480	1,943	2,611	2,097	2,374	1,939	2,445	1,934	2,603	2,086
Hazardous Condition	60	66	64	64	18	60	21	72	13	49
Service Call	125	213	156	232	287	194	298	218	391	236
Good Intent Call	16	486	21	470		498		571		660
False Call	0	128	0	125		142		121		155
Natural Condition	0	0	0	4						
Other	25	0	22	0						
TOTAL		2,923		3,073		2,895		2,990		3,262

Station 62 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10062 Station 62 Aloha						
5001 Salaries & Wages Union	978,883	1,010,397	1,148,299	1,071,423	1,071,423	1,071,423
5003 Vacation Taken Union	133,926	127,258	163,674	152,046	152,046	152,046
5005 Sick Leave Taken Union	25,535	28,431	29,586	31,322	31,322	31,322
5007 Personal Leave Taken Union	20,453	15,817	15,607	13,315	13,315	13,315
5016 Vacation Sold at Retirement	2,602	-	6,310	7,101	7,101	7,101
5017 PEHP Vac Sold at Retirement	2,186	2,327	15,440	15,851	15,851	15,851
5020 Deferred Comp Match Union	44,317	46,725	63,774	60,235	60,235	60,235
5101 Vacation Relief	105,847	98,595	170,377	156,738	156,738	156,738
5105 Sick Relief	19,629	16,705	29,537	29,927	29,927	29,927
5106 On the Job Injury Relief	6,202	2,105	8,056	9,130	9,130	9,130
5107 Short Term Disability Relief	7,704	8,790	2,819	3,297	3,297	3,297
5110 Personal Leave Relief	11,071	5,060	19,736	16,866	16,866	16,866
5115 Vacant Slot Relief	21,490	38,730	-	-	-	-
5117 Regular Day Off Relief	37,865	31,068	36,519	44,384	44,384	44,384
5118 Standby Overtime	1,423	1,398	1,477	1,268	1,268	1,268
5120 Overtime Union	5,105	2,958	61,491	25,362	25,362	25,362
5201 PERS Taxes	305,915	364,614	609,720	497,213	497,213	497,213
5203 FICA/MEDI	103,071	104,715	135,612	125,327	125,327	125,327
5206 Worker's Comp	47,827	36,734	38,999	36,861	36,861	36,861
5207 TriMet/Wilsonville Tax	10,353	10,606	13,893	13,003	13,003	13,003
5208 OR Worker's Benefit Fund Tax	438	383	400	371	371	371
5210 Medical Ins Union	305,236	320,994	351,624	349,440	349,440	349,440
5220 Post Retire Ins Union	8,750	8,369	8,400	7,800	7,800	7,800
5270 Uniform Allowance	2,172	3,919	4,200	4,200	4,200	4,200
Personnel Services	2,208,000	2,286,698	2,935,550	2,672,480	2,672,480	2,672,480
5300 Office Supplies	591	338	560	560	560	560
5301 Special Department Supplies	3,792	4,279	4,200	4,200	4,200	4,200
5302 Training Supplies	-	39	100	100	100	100
5303 Physical Fitness	-	34	-	-	-	-
5307 Smoke Detector Program	289	178	500	500	500	500
5320 EMS Supplies	16,239	15,059	22,000	22,000	22,000	22,000
5321 Fire Fighting Supplies	3,059	1,107	3,850	3,850	3,850	3,850
5325 Protective Clothing	9,990	1,972	5,600	5,950	5,950	5,950
5330 Noncapital Furniture & Equip	4,982	1,225	600	668	668	668
5350 Apparatus Fuel/Lubricants	18,290	8,911	15,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	16,999	23,173	-	-	-	-
5365 M&R Firefight Equip	98	147	200	200	200	200
5367 M&R Office Equip	1,232	1,228	1,650	1,650	1,650	1,650
5414 Other Professional Services	678	559	800	800	800	800
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,639	2,059	9,065	9,253	9,253	9,253
5432 Natural Gas	6,032	5,372	9,000	9,000	9,000	9,000
5433 Electricity	15,304	14,806	16,000	16,000	16,000	16,000
5434 Water/Sewer	16,935	15,131	17,500	17,500	17,500	17,500
5436 Garbage	1,809	1,806	2,228	2,228	2,228	2,228
5480 Community/Open House/Outreach	39	-	200	200	200	200
5481 Community Education Materials	436	145	400	400	400	400
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	402	675	700	700	700	700
5575 Laundry/Repair Expense	735	565	1,000	1,000	1,000	1,000
Materials and Services	119,616	98,837	111,278	111,884	111,884	111,884
Total Station 62 Aloha	2,327,616	2,385,535	3,046,828	2,784,364	2,784,364	2,784,364



Station 64 – Somerset

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**.

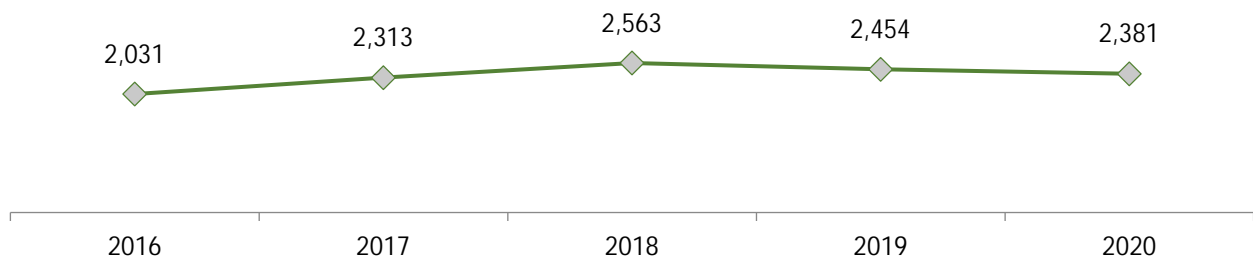


The 34.9 square miles of Station 64's station zone includes portions of northern Aloha and Beaverton, as well as unincorporated Washington and Multnomah counties to the Columbia County border.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,225,533	2,322,040	2,778,530	2,641,622
Materials and Services	86,451	89,613	88,421	89,578
Total Expenditures	2,311,984	2,411,654	2,866,951	2,731,200

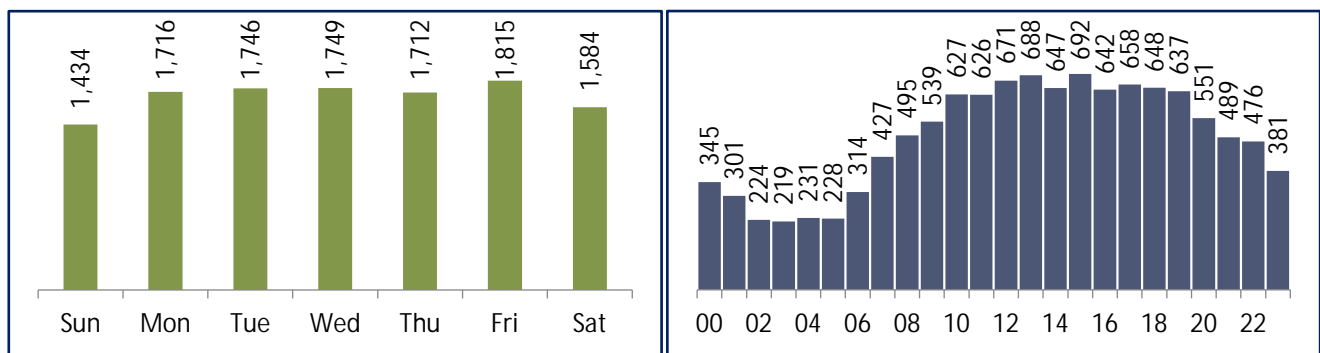
Station 64 Zone Incident Count (Calendar Year)



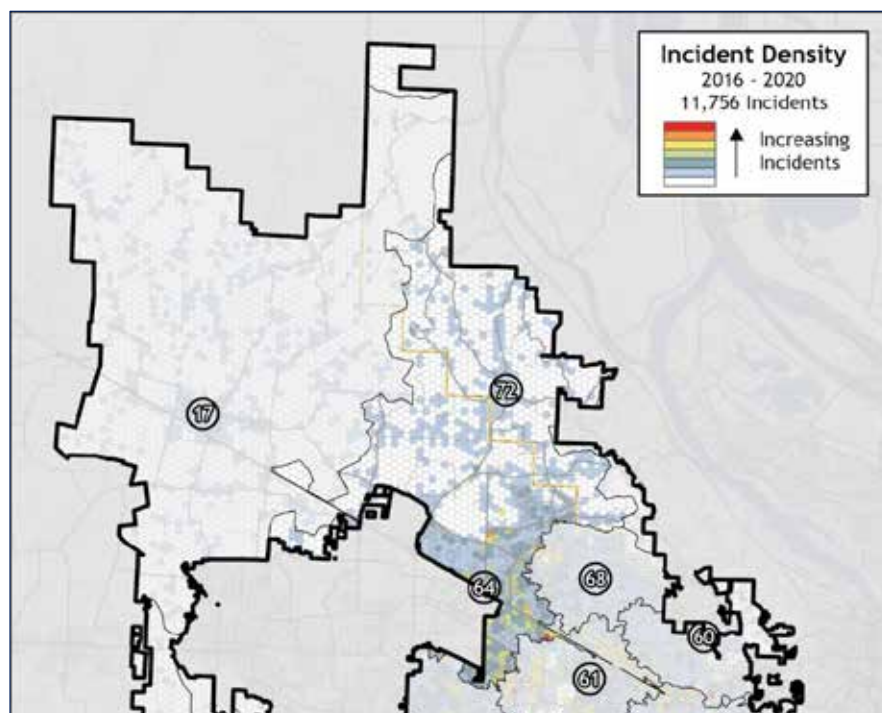
Station 64 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	176	69	208	83	259	85	232	64	229	74
Overpressure	0	1	0	0		2		1		
EMS/Rescue Call	1,708	1,404	1,896	1,523	1,977	1,673	1,918	1,609	1,866	1,599
Hazardous Condition	48	80	76	104	25	92	14	74	5	61
Service Call	75	110	95	146	301	182	290	200	281	175
Good Intent Call	4	264	12	337		381		377		327
False Call	0	100	0	117		148		128		145
Natural Condition	0	0	0	3				1		
Other	20	3	26	0	1					
TOTAL		2,031		2,313		2,563		2,454		2,381

Station 64 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10064 Station 64 Somerset						
5001 Salaries & Wages Union	974,154	964,718	1,092,479	1,057,482	1,057,482	1,057,482
5003 Vacation Taken Union	112,546	120,624	155,718	150,068	150,068	150,068
5005 Sick Leave Taken Union	16,492	35,493	28,148	30,915	30,915	30,915
5007 Personal Leave Taken Union	17,616	15,403	14,849	13,142	13,142	13,142
5016 Vacation Sold at Retirement	-	23,568	5,943	7,002	7,002	7,002
5017 PEHP Vac Sold at Retirement	6,602	10,213	14,542	15,630	15,630	15,630
5020 Deferred Comp Match Union	48,523	50,714	60,065	59,394	59,394	59,394
5101 Vacation Relief	153,476	132,377	160,467	154,550	154,550	154,550
5105 Sick Relief	15,952	11,930	27,819	29,510	29,510	29,510
5106 On the Job Injury Relief	7,254	5,220	7,587	9,003	9,003	9,003
5107 Short Term Disability Relief	3,076	4,398	2,655	3,251	3,251	3,251
5110 Personal Leave Relief	4,739	8,453	18,588	16,630	16,630	16,630
5115 Vacant Slot Relief	34,582	59,675	-	-	-	-
5117 Regular Day Off Relief	41,996	42,214	34,395	43,764	43,764	43,764
5118 Standby Overtime	1,882	1,632	1,391	1,250	1,250	1,250
5120 Overtime Union	6,526	4,383	57,915	25,008	25,008	25,008
5201 PERS Taxes	331,158	374,525	578,472	490,638	490,638	490,638
5203 FICA/MEDI	101,680	105,670	128,716	123,670	123,670	123,670
5206 Worker's Comp	44,862	29,134	37,016	36,373	36,373	36,373
5207 TriMet/Wilsonville Tax	10,465	10,947	13,186	12,831	12,831	12,831
5208 OR Worker's Benefit Fund Tax	432	371	371	371	371	371
5210 Medical Ins Union	281,562	299,541	326,508	349,440	349,440	349,440
5220 Post Retire Ins Union	8,350	7,196	7,800	7,800	7,800	7,800
5270 Uniform Allowance	1,609	3,643	3,900	3,900	3,900	3,900
Personnel Services	2,225,533	2,322,040	2,778,530	2,641,622	2,641,622	2,641,622
5300 Office Supplies	73	216	520	520	520	520
5301 Special Department Supplies	3,465	5,181	3,900	3,900	3,900	3,900
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	161	345	200	200	200	200
5320 EMS Supplies	22,645	22,899	23,000	23,000	23,000	23,000
5321 Fire Fighting Supplies	3,056	3,468	3,575	3,575	3,575	3,575
5325 Protective Clothing	5,079	4,844	5,200	5,525	5,525	5,525
5330 Noncapital Furniture & Equip	599	-	-	668	668	668
5350 Apparatus Fuel/Lubricants	15,637	14,110	17,000	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	11,680	12,766	-	-	-	-
5365 M&R Firefight Equip	49	196	200	200	200	200
5367 M&R Office Equip	1,206	1,281	1,650	1,650	1,650	1,650
5414 Other Professional Services	501	571	800	800	800	800
5415 Printing	38	-	25	25	25	25
5416 Building Services	896	1,244	8,376	8,540	8,540	8,540
5432 Natural Gas	2,915	3,271	3,500	3,500	3,500	3,500
5433 Electricity	6,749	7,057	7,300	7,300	7,300	7,300
5434 Water/Sewer	8,720	9,208	9,200	9,200	9,200	9,200
5436 Garbage	1,286	1,298	1,600	1,600	1,600	1,600
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	449	266	600	600	600	600
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	563	640	650	650	650	650
5575 Laundry/Repair Expense	656	685	725	725	725	725
Materials and Services	86,451	89,613	88,421	89,578	89,578	89,578
Total Station 64 Somerset	2,311,984	2,411,654	2,866,951	2,731,200	2,731,200	2,731,200



Station 65 – West Slope

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.

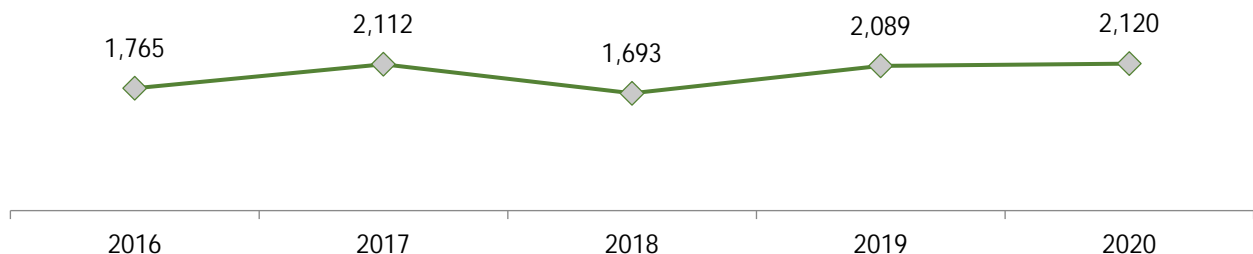


The 3.7 square miles of Station 65's station zone primarily contains unincorporated territory in Washington county (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,170,299	2,271,777	2,547,823	2,466,982
Materials and Services	85,695	90,057	89,227	90,412
Total Expenditures	2,255,994	2,361,834	2,637,050	2,557,394

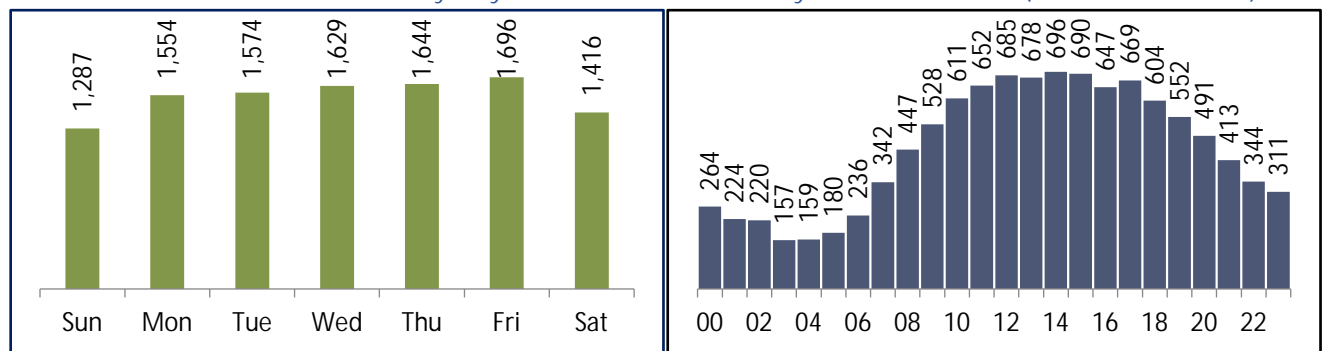
Station 65 Zone Incident Count (Calendar Year)



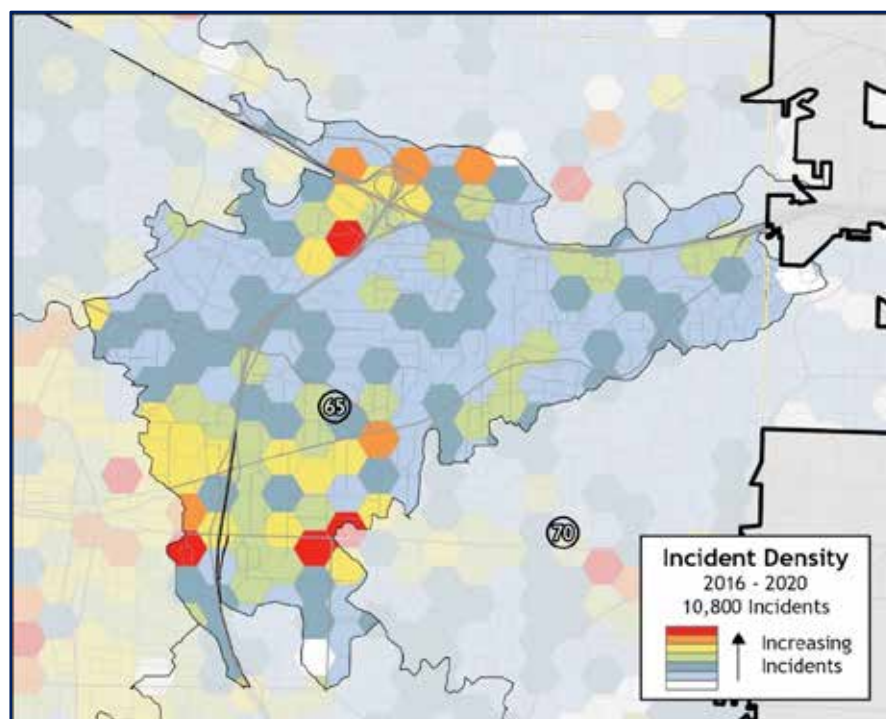
Station 65 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	204	68	164	68	169	52	156	38	162	46
Overpressure	0	7	0	2		2		2		3
EMS/Rescue Call	1,439	1,093	1,805	1,399	1,387	1,068	1,744	1,351	1,824	1,398
Hazardous Condition	52	79	56	81	13	74	9	96	11	60
Service Call	39	93	54	123	124	87	180	121	123	90
Good Intent Call	9	319	9	367		327		405		453
False Call	0	106	0	72		83		76		69
Natural Condition	0	0	0	0						
Other	22	0	24	0						1
TOTAL		1,765		2,112		1,693		2,089		2,120

Station 65 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10065 Station 65 West Slope						
5001 Salaries & Wages Union	938,759	945,083	1,000,286	989,169	989,169	989,169
5003 Vacation Taken Union	102,557	125,666	142,577	140,373	140,373	140,373
5005 Sick Leave Taken Union	37,647	28,074	25,773	28,918	28,918	28,918
5007 Personal Leave Taken Union	17,441	11,114	13,596	12,293	12,293	12,293
5016 Vacation Sold at Retirement	-	-	5,454	6,556	6,556	6,556
5017 PEHP Vac Sold at Retirement	-	-	13,345	14,634	14,634	14,634
5020 Deferred Comp Match Union	45,929	50,038	55,119	55,611	55,611	55,611
5101 Vacation Relief	143,834	141,222	147,254	144,705	144,705	144,705
5105 Sick Relief	35,482	25,884	25,529	27,630	27,630	27,630
5106 On the Job Injury Relief	10,002	8,174	6,962	8,429	8,429	8,429
5107 Short Term Disability Relief	9,483	1,375	2,437	3,044	3,044	3,044
5110 Personal Leave Relief	16,190	20,160	17,058	15,571	15,571	15,571
5115 Vacant Slot Relief	15,226	48,467	-	-	-	-
5117 Regular Day Off Relief	21,470	43,609	31,563	40,976	40,976	40,976
5118 Standby Overtime	1,401	1,151	1,276	1,171	1,171	1,171
5120 Overtime Union	3,384	2,014	53,146	23,415	23,415	23,415
5201 PERS Taxes	315,614	369,602	530,008	459,042	459,042	459,042
5203 FICA/MEDI	99,655	105,841	117,915	115,706	115,706	115,706
5206 Worker's Comp	45,134	29,245	33,910	34,031	34,031	34,031
5207 TriMet/Wilsonville Tax	10,137	10,768	12,080	12,005	12,005	12,005
5208 OR Worker's Benefit Fund Tax	427	373	343	343	343	343
5210 Medical Ins Union	287,119	293,640	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	8,900	7,969	7,200	7,200	7,200	7,200
5270 Uniform Allowance	4,508	2,309	3,600	3,600	3,600	3,600
Personnel Services	2,170,299	2,271,777	2,547,823	2,466,982	2,466,982	2,466,982
5300 Office Supplies	297	415	480	480	480	480
5301 Special Department Supplies	2,948	3,968	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	-	143	200	200	200	200
5320 EMS Supplies	12,374	11,934	15,000	12,000	12,000	12,000
5321 Fire Fighting Supplies	2,027	2,973	3,300	3,300	3,300	3,300
5325 Protective Clothing	1,330	4,396	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	-	701	-	2,568	2,568	2,568
5350 Apparatus Fuel/Lubricants	13,271	10,308	12,500	12,500	12,500	12,500
5361 M&R Bldg/Bldg Equip & Improv	22,499	23,160	-	-	-	-
5365 M&R Firefight Equip	98	147	200	200	200	200
5367 M&R Office Equip	1,203	1,231	1,650	1,650	1,650	1,650
5414 Other Professional Services	339	149	300	300	300	300
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,170	2,230	16,097	16,414	16,414	16,414
5432 Natural Gas	1,563	1,169	2,000	2,000	2,000	2,000
5433 Electricity	12,453	13,203	13,000	14,000	14,000	14,000
5434 Water/Sewer	9,663	10,162	11,000	11,000	11,000	11,000
5436 Garbage	1,943	1,961	2,300	2,300	2,300	2,300
5480 Community/Open House/Outreach	126	-	200	200	200	200
5481 Community Education Materials	657	253	500	500	500	500
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	1,011	870	1,150	1,150	1,150	1,150
5575 Laundry/Repair Expense	676	615	725	725	725	725
Materials and Services	85,695	90,057	89,227	90,412	90,412	90,412
Total Station 65 West Slope	2,255,994	2,361,834	2,637,050	2,557,394	2,557,394	2,557,394



Station 66 – Brockman Road

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.

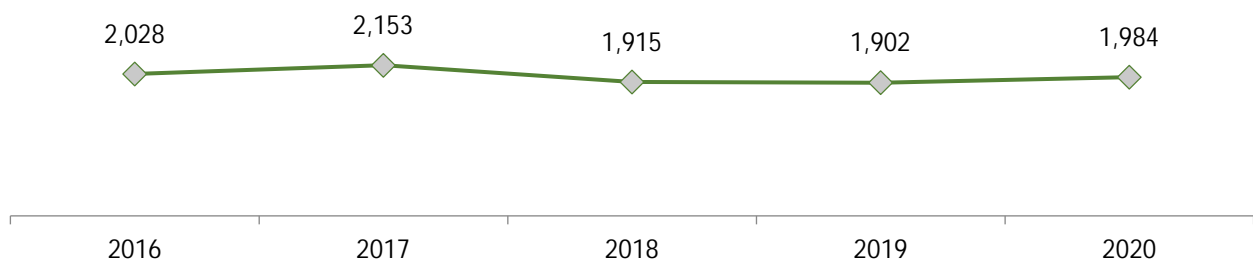


The 4.7 square miles of Station 66's First-Due Area includes south and southwest Beaverton (Murrayhill).

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,073,429	2,243,026	2,604,015	2,500,928
Materials and Services	108,720	78,698	84,289	82,215
Total Expenditures	2,182,149	2,321,724	2,688,304	2,583,143

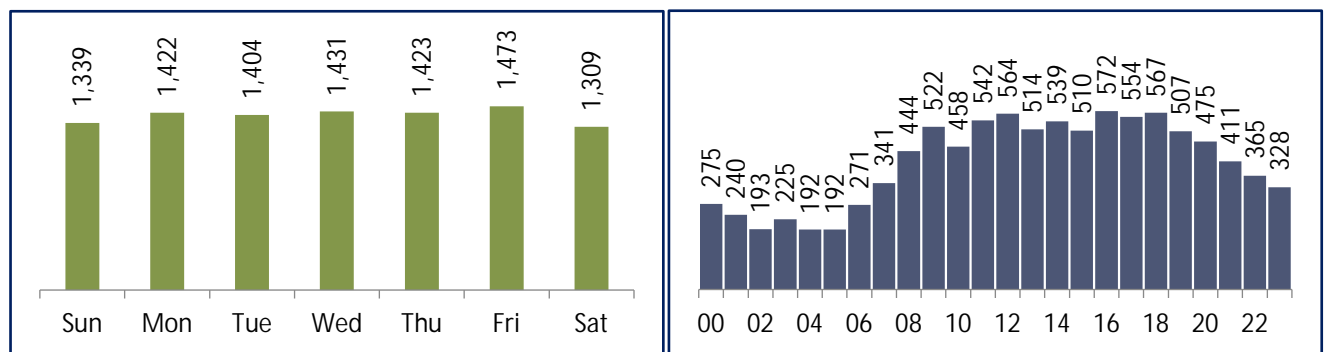
Station 66 Zone Incident Count (Calendar Year)



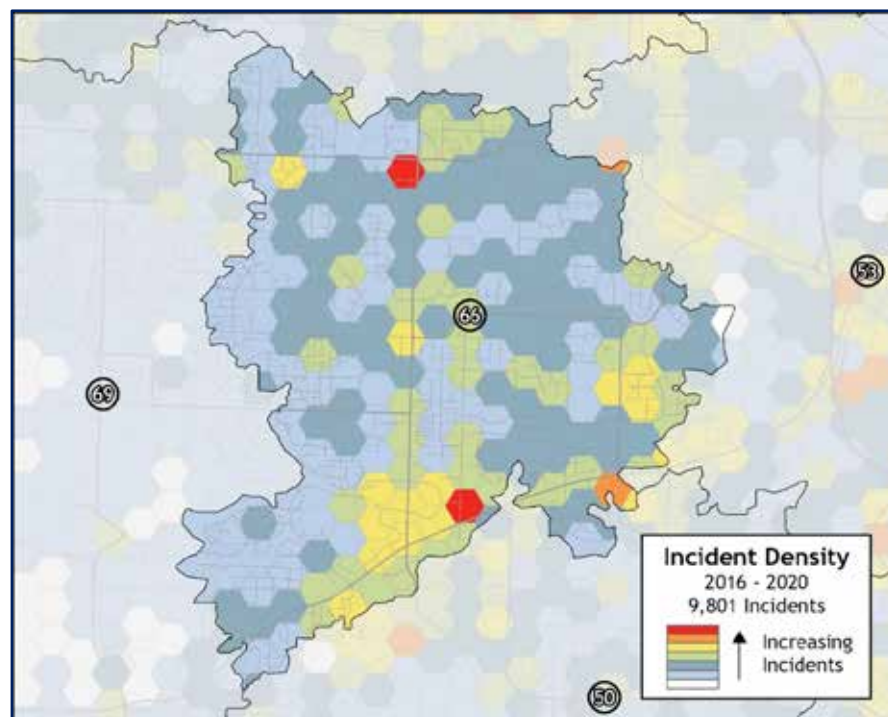
Station 66 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	174	59	161	49	140	47	137	38	155	47
Overpressure	0	0	0	0						
EMS/Rescue Call	1,706	1,474	1,835	1,555	1,582	1,416	1,566	1,391	1,603	1,431
Hazardous Condition	40	58	38	47	12	43	8	34	14	46
Service Call	83	157	97	154	181	135	191	139	212	109
Good Intent Call	8	179	7	221		169		191		233
False Call	0	99	0	127		103		108		117
Natural Condition	0	1	0	0						1
Other	17	1	15	0		2		1		
TOTAL		2,028		2,153		1,915		1,902		1,984

Station 66 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10066 Station 66 Brockman Road						
5001 Salaries & Wages Union	835,482	935,747	1,026,406	1,005,138	1,005,138	1,005,138
5003 Vacation Taken Union	134,351	122,648	146,300	142,639	142,639	142,639
5005 Sick Leave Taken Union	55,442	40,664	26,446	29,384	29,384	29,384
5007 Personal Leave Taken Union	16,274	9,917	13,951	12,491	12,491	12,491
5016 Vacation Sold at Retirement	-	13,444	5,576	6,655	6,655	6,655
5017 PEHP Vac Sold at Retirement	-	34,300	13,644	14,856	14,856	14,856
5020 Deferred Comp Match Union	49,713	51,037	56,355	56,452	56,452	56,452
5101 Vacation Relief	122,283	126,386	150,557	146,893	146,893	146,893
5105 Sick Relief	27,911	11,735	26,101	28,048	28,048	28,048
5106 On the Job Injury Relief	4,660	8,316	7,119	8,557	8,557	8,557
5107 Short Term Disability Relief	6,031	4,756	2,491	3,090	3,090	3,090
5110 Personal Leave Relief	18,307	6,441	17,440	15,806	15,806	15,806
5115 Vacant Slot Relief	31,097	35,384	-	-	-	-
5117 Regular Day Off Relief	25,457	37,291	32,271	41,596	41,596	41,596
5118 Standby Overtime	828	742	1,305	1,188	1,188	1,188
5120 Overtime Union	2,242	1,422	54,338	23,769	23,769	23,769
5201 PERS Taxes	326,252	365,929	543,135	466,347	466,347	466,347
5203 FICA/MEDI	94,817	100,215	120,893	117,547	117,547	117,547
5206 Worker's Comp	46,333	29,530	34,767	34,573	34,573	34,573
5207 TriMet/Wilsonville Tax	9,621	10,301	12,385	12,196	12,196	12,196
5208 OR Worker's Benefit Fund Tax	360	354	343	343	343	343
5210 Medical Ins Union	256,267	284,865	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	6,889	7,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,813	3,704	3,600	3,600	3,600	3,600
Personnel Services	2,073,429	2,243,026	2,604,015	2,500,928	2,500,928	2,500,928
5300 Office Supplies	311	709	480	480	480	480
5301 Special Department Supplies	4,007	4,407	3,600	3,600	3,600	3,600
5302 Training Supplies	56	166	100	100	100	100
5303 Physical Fitness	-	7	-	-	-	-
5307 Smoke Detector Program	581	111	600	600	600	600
5320 EMS Supplies	17,002	13,966	19,000	17,000	17,000	17,000
5321 Fire Fighting Supplies	1,935	2,834	3,300	3,300	3,300	3,300
5325 Protective Clothing	12,479	1,999	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	702	384	1,868	279	279	279
5350 Apparatus Fuel/Lubricants	10,260	8,624	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	34,843	15,397	-	-	-	-
5364 M&R Fire Comm Equip	-	15	-	-	-	-
5365 M&R Firefight Equip	239	617	200	200	200	200
5367 M&R Office Equip	1,402	1,373	1,650	1,650	1,650	1,650
5414 Other Professional Services	531	305	500	500	500	500
5415 Printing	-	-	25	25	25	25
5416 Building Services	1,050	1,640	10,952	11,167	11,167	11,167
5432 Natural Gas	3,319	3,377	5,000	5,000	5,000	5,000
5433 Electricity	9,523	12,047	10,000	11,000	11,000	11,000
5434 Water/Sewer	6,741	7,041	7,100	7,100	7,100	7,100
5436 Garbage	2,038	2,050	1,914	1,914	1,914	1,914
5450 Rental of Equip	10	-	-	-	-	-
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	959	754	800	800	800	800
5484 Postage UPS & Shipping	-	2	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	335	320	600	600	600	600
5575 Laundry/Repair Expense	367	524	500	500	500	500
Materials and Services	108,720	78,698	84,289	82,215	82,215	82,215
Total Station 66 Brockman Road	2,182,149	2,321,724	2,688,304	2,583,143	2,583,143	2,583,143



Station 67 – Farmington Road

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.

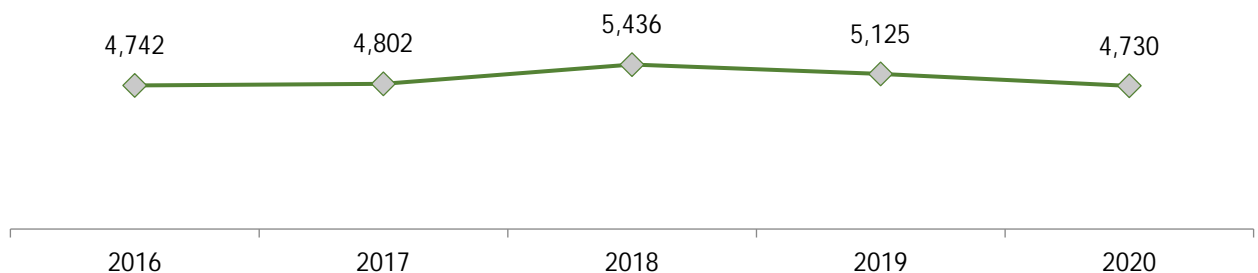


The 5.9 square miles of Station 67's station zone includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	4,613,304	4,788,173	5,394,737	5,231,537
Materials and Services	163,409	183,167	137,137	133,594
Total Expenditures	4,776,713	4,971,340	5,531,874	5,365,131

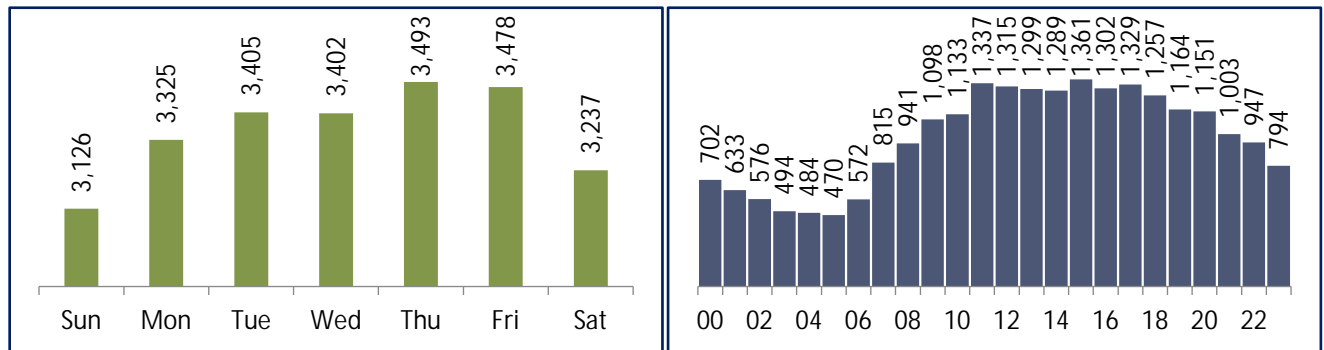
Station 67 Zone Incident Count (Calendar Year)



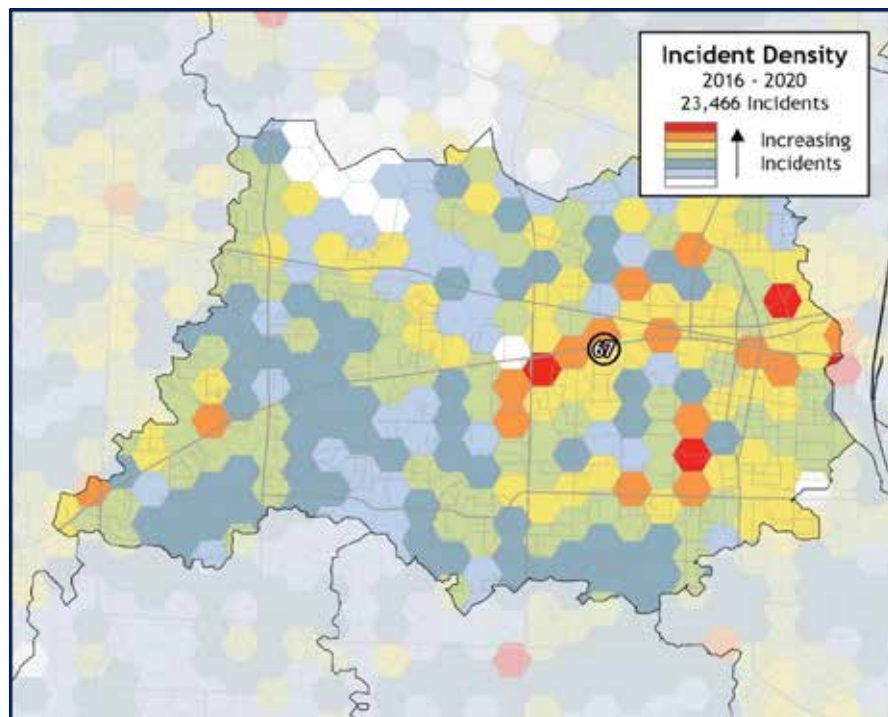
Station 67 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	356	132	337	131	429	169	371	165	350	136
Overpressure	0	2	0	2		4		3		4
EMS/Rescue Call	4,152	3,225	4,187	3,283	4,595	3,764	4,337	3,434	4,036	3,247
Hazardous Condition	70	105	102	119	24	112	17	102	10	90
Service Call	111	367	124	344	388	320	400	349	334	279
Good Intent Call	16	701	15	748		856		894		796
False Call	0	210	0	175		210		178		177
Natural Condition	0	0	0	0						
Other	37	0	37	0		1				1
TOTAL		4,742		4,802		5,436		5,125		4,730

Station 67 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (7/1/16-12/31/20)



Budget Detail

		2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10067	Station 67 Farmington Road						
5001	Salaries & Wages Union	1,890,763	1,994,860	2,124,101	2,103,652	2,103,652	2,103,652
5003	Vacation Taken Union	287,602	281,940	302,762	298,530	298,530	298,530
5005	Sick Leave Taken Union	75,224	28,896	54,728	61,499	61,499	61,499
5007	Personal Leave Taken Union	22,961	21,731	28,870	26,143	26,143	26,143
5016	Vacation Sold at Retirement	-	-	11,554	13,936	13,936	13,936
5017	PEHP Vac Sold at Retirement	-	41,256	28,271	31,108	31,108	31,108
5018	Comp Time Sold Union	36	-	-	-	-	-
5020	Deferred Comp Match Union	108,263	113,658	116,770	118,210	118,210	118,210
5101	Vacation Relief	328,202	339,214	311,959	307,594	307,594	307,594
5105	Sick Relief	61,494	44,191	54,083	58,732	58,732	58,732
5106	On the Job Injury Relief	29,867	19,860	14,750	17,918	17,918	17,918
5107	Short Term Disability Relief	10,593	7,103	5,162	6,470	6,470	6,470
5110	Personal Leave Relief	24,514	31,874	36,137	33,099	33,099	33,099
5115	Vacant Slot Relief	69,674	63,641	-	-	-	-
5117	Regular Day Off Relief	88,842	89,174	66,866	87,102	87,102	87,102
5118	Standby Overtime	2,595	2,539	2,704	2,489	2,489	2,489
5120	Overtime Union	11,665	5,435	112,590	49,772	49,772	49,772
5201	PERS Taxes	698,443	790,556	1,124,455	976,133	976,133	976,133
5203	FICA/MEDI	213,589	219,000	250,255	246,043	246,043	246,043
5206	Worker's Comp	92,378	58,316	71,969	72,366	72,366	72,366
5207	TriMet/Wilsonville Tax	21,875	22,273	25,637	25,527	25,527	25,527
5208	OR Worker's Benefit Fund Tax	837	754	714	714	714	714
5210	Medical Ins Union	552,842	589,311	627,900	672,000	672,000	672,000
5220	Post Retire Ins Union	15,589	14,649	15,000	15,000	15,000	15,000
5270	Uniform Allowance	5,455	7,943	7,500	7,500	7,500	7,500
	Personnel Services	4,613,304	4,788,173	5,394,737	5,231,537	5,231,537	5,231,537
5300	Office Supplies	851	1,113	1,000	1,000	1,000	1,000
5301	Special Department Supplies	8,321	7,663	7,500	7,500	7,500	7,500
5302	Training Supplies	119	134	100	100	100	100
5303	Physical Fitness	25	-	-	-	-	-
5307	Smoke Detector Program	956	285	600	600	600	600
5320	EMS Supplies	31,038	32,484	32,000	32,000	32,000	32,000
5321	Fire Fighting Supplies	8,658	8,626	8,125	8,875	8,875	8,875
5325	Protective Clothing	19,511	17,492	10,000	10,625	10,625	10,625
5330	Noncapital Furniture & Equip	2,603	11,692	7,030	1,800	1,800	1,800
5350	Apparatus Fuel/Lubricants	19,954	15,329	19,000	19,000	19,000	19,000
5361	M&R Bldg/Bldg Equip & Improv	36,621	53,939	-	-	-	-
5365	M&R Firefight Equip	204	133	750	750	750	750
5367	M&R Office Equip	1,851	1,799	1,650	1,650	1,650	1,650
5414	Other Professional Services	780	433	800	800	800	800
5415	Printing	38	-	25	25	25	25
5416	Building Services	1,489	2,606	15,307	15,619	15,619	15,619
5432	Natural Gas	5,373	4,167	5,500	5,500	5,500	5,500
5433	Electricity	12,210	11,946	13,000	13,000	13,000	13,000
5434	Water/Sewer	8,754	8,920	9,000	9,000	9,000	9,000
5436	Garbage	2,023	2,026	2,400	2,400	2,400	2,400
5480	Community/Open House/Outreach	-	-	200	200	200	200
5481	Community Education Materials	744	1,048	1,200	1,200	1,200	1,200
5500	Dues & Subscriptions	29	29	100	100	100	100
5570	Misc Business Exp	851	635	1,250	1,250	1,250	1,250
5575	Laundry/Repair Expense	406	669	600	600	600	600
	Materials and Services	163,409	183,167	137,137	133,594	133,594	133,594
	Total Station 67 Farmington Road	4,776,713	4,971,341	5,531,874	5,365,131	5,365,131	5,365,131



Station 68 – Bethany

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 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.

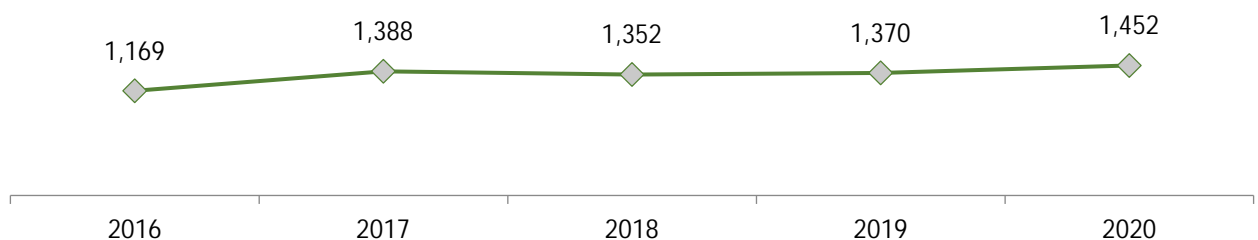


The 5.5 square miles of Station 68's station zone includes primarily unincorporated territory in Washington and Multnomah counties (eastern portions of Bethany). Station 68 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training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

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,210,803	2,203,473	2,612,265	2,515,472
Materials and Services	97,178	87,866	98,224	98,973
Total Expenditures	2,307,981	2,291,339	2,710,489	2,614,445

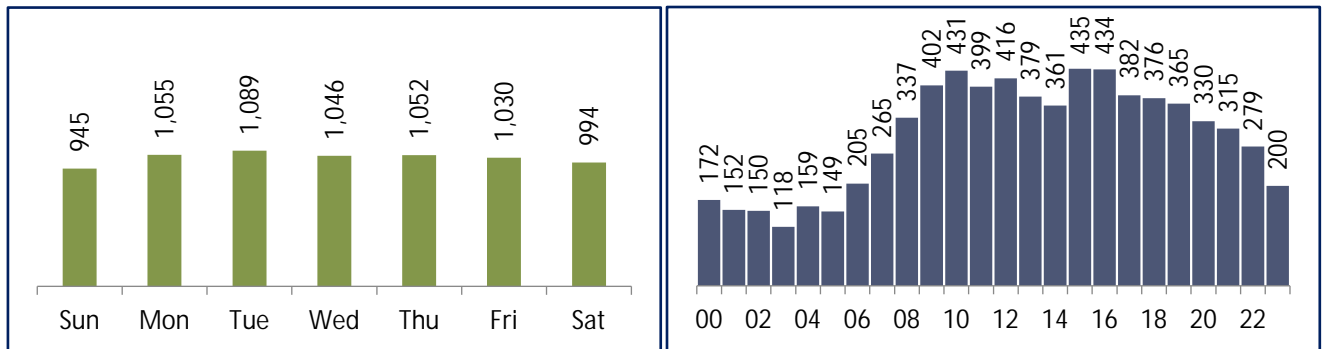
Station 68 Zone Incident Count (Calendar Year)



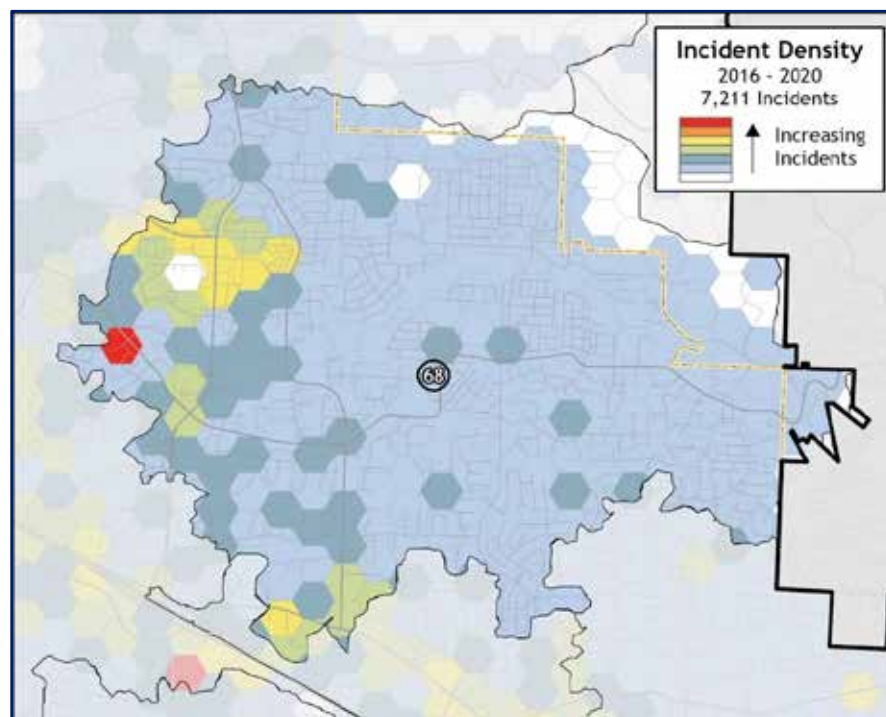
Station 68 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	85	22	92	23	96	28	101	24	107	18
Overpressure	0	2	0	0						1
EMS/Rescue Call	986	855	1,168	1,026	1,035	946	1,084	992	1,160	1,036
Hazardous Condition	23	16	36	23	10	19	14	25	7	32
Service Call	61	86	68	97	211	135	171	103	178	101
Good Intent Call	6	104	9	123		133		124		164
False Call	0	83	0	96		91		102		99
Natural Condition	0	1	0	0						1
Other	8	0	15	0						
TOTAL		1,169		1,388		1,352		1,370		1,452

Station 68 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10068 Station 68 Bethany						
5001 Salaries & Wages Union	941,710	932,283	1,033,496	1,011,653	1,011,653	1,011,653
5003 Vacation Taken Union	178,948	152,462	147,311	143,564	143,564	143,564
5005 Sick Leave Taken Union	14,971	14,494	26,628	29,575	29,575	29,575
5007 Personal Leave Taken Union	9,596	9,521	14,047	12,572	12,572	12,572
5016 Vacation Sold at Retirement	-	-	5,536	6,705	6,705	6,705
5017 PEHP Vac Sold at Retirement	4,345	26,913	13,545	14,967	14,967	14,967
5020 Deferred Comp Match Union	55,612	55,224	55,946	56,875	56,875	56,875
5101 Vacation Relief	136,539	129,855	149,464	147,994	147,994	147,994
5105 Sick Relief	26,627	9,165	25,912	28,258	28,258	28,258
5106 On the Job Injury Relief	9,053	12,304	7,067	8,621	8,621	8,621
5107 Short Term Disability Relief	2,607	1,328	2,473	3,113	3,113	3,113
5110 Personal Leave Relief	5,906	8,455	17,314	15,925	15,925	15,925
5115 Vacant Slot Relief	16,625	25,599	-	-	-	-
5117 Regular Day Off Relief	25,508	36,127	32,036	41,908	41,908	41,908
5118 Standby Overtime	1,349	937	1,296	1,197	1,197	1,197
5120 Overtime Union	1,998	967	53,944	23,947	23,947	23,947
5201 PERS Taxes	346,032	362,729	545,063	469,476	469,476	469,476
5203 FICA/MEDI	103,131	99,843	121,330	118,336	118,336	118,336
5206 Worker's Comp	44,320	27,765	34,892	34,805	34,805	34,805
5207 TriMet/Wilsonville Tax	10,225	10,082	12,430	12,278	12,278	12,278
5208 OR Worker's Benefit Fund Tax	385	338	343	343	343	343
5210 Medical Ins Union	267,114	277,805	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	7,150	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,053	2,275	3,600	3,600	3,600	3,600
Personnel Services	2,210,803	2,203,473	2,612,265	2,515,472	2,515,472	2,515,472
5300 Office Supplies	385	406	480	480	480	480
5301 Special Department Supplies	3,388	3,623	3,600	3,600	3,600	3,600
5302 Training Supplies	46	39	100	100	100	100
5307 Smoke Detector Program	285	237	300	300	300	300
5320 EMS Supplies	9,187	8,633	10,000	10,000	10,000	10,000
5321 Fire Fighting Supplies	4,465	3,684	4,300	5,300	5,300	5,300
5325 Protective Clothing	4,420	8,009	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	300	710	1,696	668	668	668
5350 Apparatus Fuel/Lubricants	12,268	9,794	13,000	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	28,600	18,339	-	-	-	-
5365 M&R Firefight Equip	147	98	750	750	750	750
5367 M&R Office Equip	1,257	1,336	1,650	1,650	1,650	1,650
5414 Other Professional Services	140	81	200	200	200	200
5415 Printing	19	-	25	25	25	25
5416 Building Services	1,233	2,485	23,798	24,275	24,275	24,275
5432 Natural Gas	1,736	1,745	2,125	2,125	2,125	2,125
5433 Electricity	14,631	12,652	14,500	14,500	14,500	14,500
5434 Water/Sewer	10,076	11,797	11,000	11,000	11,000	11,000
5436 Garbage	2,165	2,017	2,400	2,400	2,400	2,400
5450 Rental of Equip	322	-	-	-	-	-
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	49	457	750	750	750	750
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	1,537	1,243	1,800	1,800	1,800	1,800
5575 Laundry/Repair Expense	491	452	650	650	650	650
Materials and Services	97,178	87,866	98,224	98,973	98,973	98,973
Total Station 68 Bethany	2,307,981	2,291,339	2,710,489	2,614,445	2,614,445	2,614,445



Station 69 – Cooper Mountain

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.

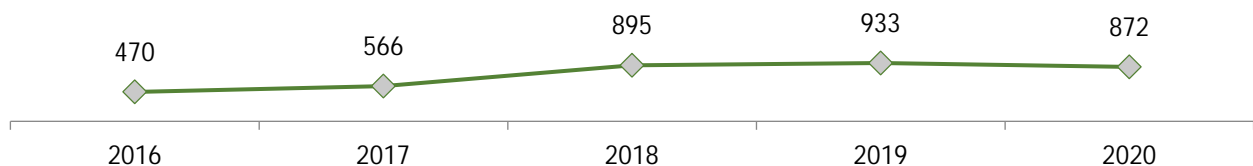


The 13.2 square miles of Station 69's station zone includes unincorporated Washington County and portions of west and southwest Beaverton. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	2,414,516	2,559,396	2,632,069	2,529,702
Materials and Services	81,436	65,327	66,386	69,741
Total Expenditures	2,495,952	2,624,723	2,698,455	2,599,443

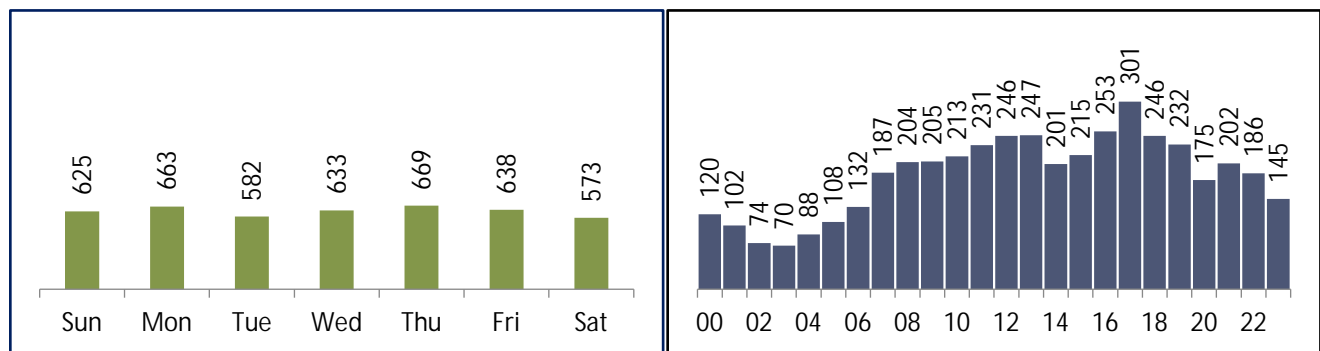
Station 69 Zone Incident Count (Calendar Year)



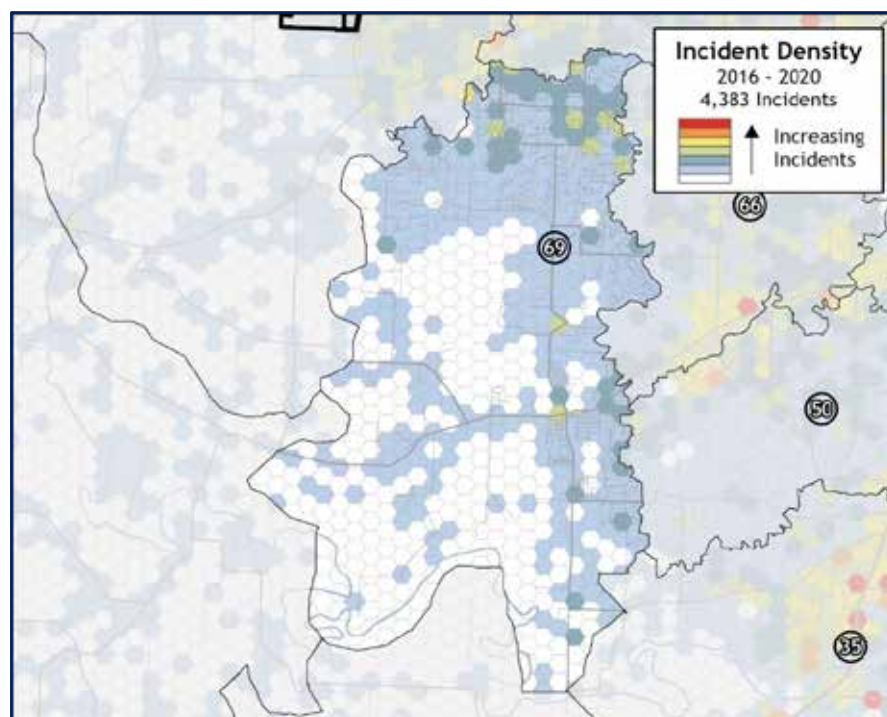
Station 69 Zone Incident Summary, Calendar Years (7/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	41	11	52	13	105	23	99	29	79	17
Overpressure	0	0	0	0		1				1
EMS/Rescue Call	390	330	463	388	693	585	711	607	694	572
Hazardous Condition	11	15	12	17	13	37	5	37	4	28
Service Call	19	22	23	36	84	46	118	60	95	47
Good Intent Call	1	64	5	76		151		128		156
False Call	0	28	0	35		52		72		51
Natural Condition	0	0	0	1						
Other	8	0	11	0						
TOTAL		470		566		895		933		872

Station 69 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10069 Station 69 Cooper Mountain						
5001 Salaries & Wages Union	1,008,318	1,005,455	1,047,393	1,022,374	1,022,374	1,022,374
5003 Vacation Taken Union	158,442	130,253	149,292	145,085	145,085	145,085
5005 Sick Leave Taken Union	12,986	17,921	26,986	29,888	29,888	29,888
5007 Personal Leave Taken Union	12,578	10,044	14,236	12,706	12,706	12,706
5016 Vacation Sold at Retirement	-	55,416	5,495	6,655	6,655	6,655
5017 PEHP Vac Sold at Retirement	2,376	74,491	13,444	14,856	14,856	14,856
5020 Deferred Comp Match Union	55,312	56,152	55,531	56,452	56,452	56,452
5101 Vacation Relief	185,156	180,188	148,355	146,893	146,893	146,893
5105 Sick Relief	36,084	39,914	25,720	28,048	28,048	28,048
5106 On the Job Injury Relief	7,237	9,843	7,014	8,557	8,557	8,557
5107 Short Term Disability Relief	10,009	7,868	2,455	3,090	3,090	3,090
5110 Personal Leave Relief	14,915	22,749	17,185	15,806	15,806	15,806
5115 Vacant Slot Relief	20,438	16,063	-	-	-	-
5117 Regular Day Off Relief	40,184	51,275	31,799	41,596	41,596	41,596
5118 Standby Overtime	1,440	1,013	1,286	1,188	1,188	1,188
5120 Overtime Union	2,060	4,034	53,543	23,769	23,769	23,769
5201 PERS Taxes	402,816	431,464	549,689	472,538	472,538	472,538
5203 FICA/MEDI	113,137	113,350	122,380	119,108	119,108	119,108
5206 Worker's Comp	42,276	27,569	35,194	35,032	35,032	35,032
5207 TriMet/Wilsonville Tax	11,300	11,781	12,537	12,358	12,358	12,358
5208 OR Worker's Benefit Fund Tax	415	376	343	343	343	343
5210 Medical Ins Union	267,506	282,989	301,392	322,560	322,560	322,560
5220 Post Retire Ins Union	7,200	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,331	2,039	3,600	3,600	3,600	3,600
Personnel Services	2,414,516	2,559,396	2,632,069	2,529,702	2,529,702	2,529,702
5300 Office Supplies	179	159	480	480	480	480
5301 Special Department Supplies	3,440	3,412	3,600	3,600	3,600	3,600
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	285	-	200	200	200	200
5320 EMS Supplies	6,010	7,755	6,000	8,000	8,000	8,000
5321 Fire Fighting Supplies	3,241	2,527	3,507	3,300	3,300	3,300
5325 Protective Clothing	14,671	2,578	4,800	5,100	5,100	5,100
5330 Noncapital Furniture & Equip	-	-	3,150	3,740	3,740	3,740
5350 Apparatus Fuel/Lubricants	8,041	6,709	9,000	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	13,225	13,730	-	-	-	-
5365 M&R Firefight Equip	49	49	200	200	200	200
5367 M&R Office Equip	1,170	1,204	1,650	1,650	1,650	1,650
5414 Other Professional Services	144	208	300	300	300	300
5415 Printing	19	-	25	25	25	25
5416 Building Services	869	1,119	8,461	8,625	8,625	8,625
5432 Natural Gas	4,092	4,071	4,300	4,300	4,300	4,300
5433 Electricity	6,378	6,982	7,700	7,700	7,700	7,700
5434 Water/Sewer	16,724	11,512	7,992	8,500	8,500	8,500
5436 Garbage	1,834	2,018	3,096	3,096	3,096	3,096
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	225	423	300	300	300	300
5484 Postage UPS & Shipping	-	7	-	-	-	-
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	318	288	600	600	600	600
5575 Laundry/Repair Expense	493	510	625	625	625	625
Materials and Services	81,436	65,327	66,386	69,741	69,741	69,741
Total Station 69 Cooper Mountain	2,495,952	2,624,723	2,698,455	2,599,443	2,599,443	2,599,443



Station 70 – Raleigh Hills

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 staffs a total of **six full-time personnel**. Two personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Squad 70**. At least one crewmember is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

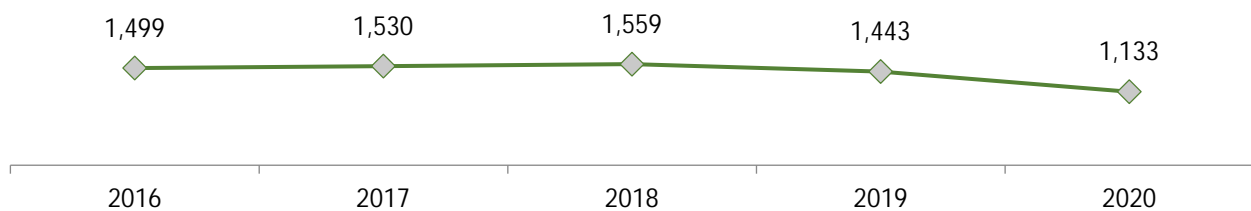
The 3.4 square miles of Station 70's station zone includes the Raleigh Hills neighborhood as well as portions of west Beaverton, and the Raleigh Hills neighborhood.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	452,925	571,065	875,949	1,251,188
Materials and Services	22,387	32,262	33,289	36,334
Total Expenditures	475,312	603,327	909,238	1,287,522

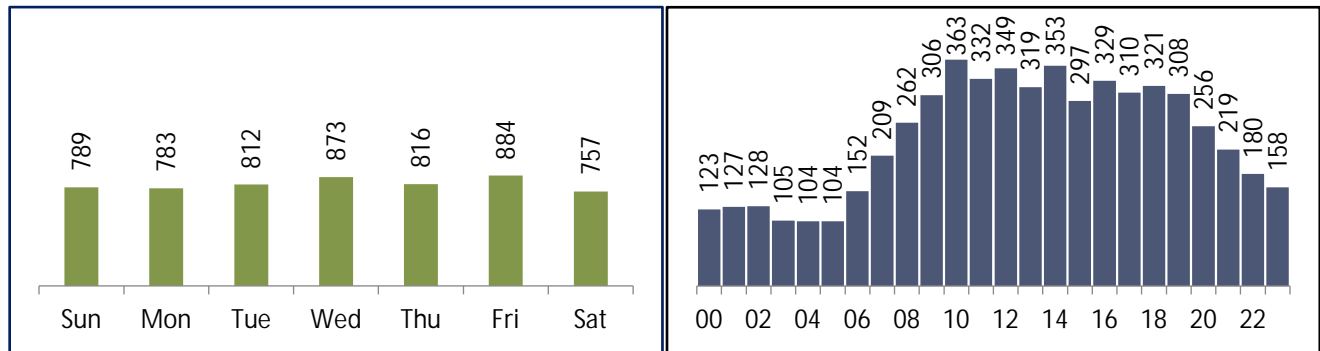
Station 70 Zone Incident Count (Calendar Year)



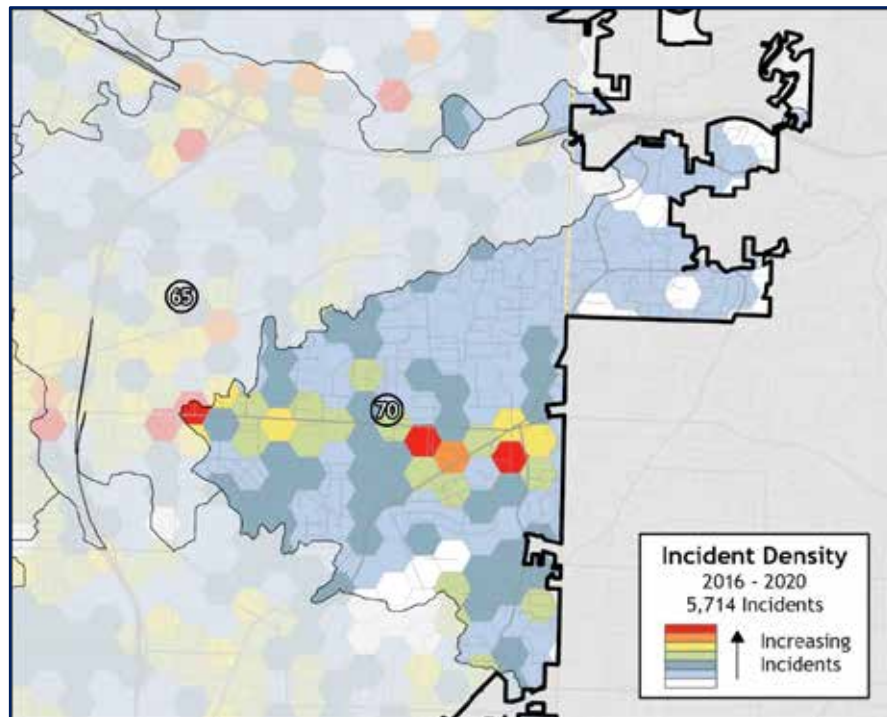
Station 70 Zone Incident Summary, Calendar Years (1/1/16-12/31/20)

	2016		2017		2018		2019		2020	
NFIRS Series	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found	Disp Call Type	Sit Found
Fire,Explosion	134	30	117	24	149	24	139	29	87	14
Overpressure	0	3	0	0		2	0	2	0	
EMS/Rescue Call	1,289	1,076	1,320	1,121	1,296	1,136	1,179	1,027	944	811
Hazardous Condition	28	41	42	33	11	31	7	35	1	26
Service Call	32	83	35	102	103	81	118	84	101	83
Good Intent Call	7	191	3	180		198	0	186		121
False Call	0	75	0	70		87	0	80		78
Natural Condition	0	0	0	0			0			
Other	9	0	13	0						
TOTAL		1,499		1,530		1,559		1,443		1,133

Station 70 Zone Incident Count by Day of Week & Hour of Day, Calendar Years (1/1/16-12/31/20)



Incident Density (1/1/16-12/31/20)



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10070 Station 70 Raleigh Hills						
5001 Salaries & Wages Union	173,881	211,341	345,369	503,069	503,069	503,069
5003 Vacation Taken Union	30,023	36,655	49,228	71,391	71,391	71,391
5005 Sick Leave Taken Union	3,663	4,331	8,899	14,707	14,707	14,707
5007 Personal Leave Taken Union	2,669	8,906	4,694	6,252	6,252	6,252
5016 Vacation Sold at Retirement	-	-	1,884	3,334	3,334	3,334
5017 PEHP Vac Sold at Retirement	-	-	4,610	7,443	7,443	7,443
5020 Deferred Comp Match Union	10,000	13,029	19,043	28,282	28,282	28,282
5101 Vacation Relief	30,193	37,802	50,875	73,594	73,594	73,594
5105 Sick Relief	17,108	19,055	8,820	14,052	14,052	14,052
5106 On the Job Injury Relief	1,134	1,731	2,405	4,287	4,287	4,287
5107 Short Term Disability Relief	1,563	-	842	1,548	1,548	1,548
5110 Personal Leave Relief	8,836	9,091	5,893	7,919	7,919	7,919
5115 Vacant Slot Relief	7,985	11,597	-	-	-	-
5117 Regular Day Off Relief	7,582	18,687	10,905	20,840	20,840	20,840
5118 Standby Overtime	73	180	441	595	595	595
5120 Overtime Union	1,164	1,614	18,362	11,908	11,908	11,908
5201 PERS Taxes	79,432	96,333	182,901	233,459	233,459	233,459
5203 FICA/MEDI	20,746	24,987	40,719	58,845	58,845	58,845
5206 Worker's Comp	7,686	4,938	11,710	17,307	17,307	17,307
5207 TriMet/Wilsonville Tax	2,128	2,734	4,171	6,105	6,105	6,105
5208 OR Worker's Benefit Fund Tax	58	66	114	171	171	171
5210 Medical Ins Union	44,374	65,405	100,464	161,280	161,280	161,280
5220 Post Retire Ins Union	1,200	1,550	2,400	3,600	3,600	3,600
5270 Uniform Allowance	1,428	1,034	1,200	1,200	1,200	1,200
Personnel Services	452,925	571,065	875,949	1,251,188	1,251,188	1,251,188
5300 Office Supplies	57	165	160	160	160	160
5301 Special Department Supplies	733	1,325	1,200	1,200	1,200	1,200
5302 Training Supplies	-	39	100	100	100	100
5307 Smoke Detector Program	-	-	200	200	200	200
5320 EMS Supplies	3,667	3,802	8,000	9,000	9,000	9,000
5321 Fire Fighting Supplies	261	112	1,100	1,100	1,100	1,100
5325 Protective Clothing	365	768	1,600	1,700	1,700	1,700
5330 Noncapital Furniture & Equip	679	-	-	-	-	-
5350 Apparatus Fuel/Lubricants	1,178	1,536	3,000	3,000	3,000	3,000
5361 M&R Bldg/Bldg Equip & Improv	9,739	17,390	-	-	-	-
5365 M&R Firefight Equip	-	-	100	100	100	100
5367 M&R Office Equip	130	124	500	500	500	500
5414 Other Professional Services	36	28	100	100	100	100
5415 Printing	-	23	25	25	25	25
5416 Building Services	204	204	9,919	11,289	11,289	11,289
5432 Natural Gas	500	572	710	710	710	710
5433 Electricity	2,693	2,754	2,900	2,900	2,900	2,900
5434 Water/Sewer	2,089	3,277	2,925	3,500	3,500	3,500
5480 Community/Open House/Outreach	-	-	200	200	200	200
5481 Community Education Materials	-	35	50	50	50	50
5500 Dues & Subscriptions	29	29	100	100	100	100
5570 Misc Business Exp	28	81	400	400	400	400
Materials and Services	22,387	32,262	33,289	36,334	36,334	36,334
Total Station 70 Raleigh Hills	475,313	603,327	909,238	1,287,522	1,287,522	1,287,522



Station 72 – Skyline

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	22,693	29,693	32,523	31,424
Total Expenditures	22,693	29,693	32,523	31,424

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10072 Station 72 Skyline						
5301 Special Department Supplies	-	5	-	-	-	-
5305 Fire Extinguisher	-	-	100	-	-	-
5321 Fire Fighting Supplies	65	-	-	-	-	-
5350 Apparatus Fuel/Lubricants	1,758	1,469	3,000	2,000	2,000	2,000
5361 M&R Bldg/Bldg Equip & Improv	11,763	16,771	-	-	-	-
5367 M&R Office Equip	27	20	-	-	-	-
5416 Building Services	430	1,899	18,523	18,894	18,894	18,894
5432 Natural Gas	2,203	2,358	3,600	3,000	3,000	3,000
5433 Electricity	5,579	6,155	6,400	6,500	6,500	6,500
5436 Garbage	840	984	900	1,000	1,000	1,000
5500 Dues & Subscriptions	29	29	-	30	30	30
Materials and Services	22,693	29,690	32,523	31,424	31,424	31,424
Total Station 72 Skyline	22,693	29,693	32,523	31,424	31,424	31,424



Emergency Medical Services

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,322,391	1,391,899	1,786,998	1,772,729
Materials and Services	337,598	357,130	487,196	363,969
Total Expenditures	1,659,989	1,749,029	2,274,194	2,136,698

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Division Chief of EMS	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
Administrative Assistant	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	7.00	7.00	7.00

Budget Highlights

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. Account 5366, *Maintenance and Repair EMS Equipment*, accounts for the service contracts for 59 cardiac monitors, and ventilator maintenance. Medical supervision is provided for in Account 5413 (\$167,600).

Status of Prior-Year 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.

Status: → Ongoing

Status Report: Conducted work related to phase 1, which will continue in the next fiscal year.
- **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.

Status: → Ongoing

Status Report: Project delayed due to COVID-19 emergency and vaccine branch operations.
- **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: None

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.

Status: → Ongoing

Status Report: Substantive progress made; nearing completion.

- **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.
 Status: → Ongoing
 Status Report: SOGs have been changed and the new system is fully implemented and working. Ongoing maintenance is occurring to keep programs working. All boxes were temporarily installed with Velcro and need to be secured in each apparatus.

- **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.
 Status: → Ongoing
 Status Report: Nearing completion; full implementation projected for the end of 2021.

- **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.
 Status: → Ongoing
 Status Report: Despite COVID-19 delays, work is ongoing. This work will be done in conjunction with the BAR request for a Community Paramedic pilot program, if approved.

- 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.

Status: → Ongoing

Status Report: With work to date, 2iS has improved greatly and there has been almost 100% compliance with the crews. Partner agency and hospital integration remains to be accomplished.

- 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.

Status: → Ongoing

Status Report: 6 of these have been installed on ambulances with very positive results. Still working on budget process to complete the rest of the fleet.

Additional 2020-21 Accomplishments

- The EMS Division's primary priority this last year was continued support for the COVID-19 pandemic response and the addition of the Vaccine Branch. New vaccination policies and procedures were implemented. Now that the initial framework around COVID-19 is in place, EMS is starting to get back to normal day-to-day EMS activities that have been delayed.



Activities Summary

EMS Service Measures (Calendar year)	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Patient Care Reports Written	27,313	26,523	25,755	26,528	27,058
Number of EMS Responses	40,634	41,027	42,306	43,575	44,446
Cardiac Arrest Survival % V-Fib / Overall	40%/16%	36%/16%	38%/18%	40%/20%	43%/23%

2021-22 Current-Year 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: Currently budgeted
 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: None
 Measured By: Safes hard-wired and permanently secured in all apparatus, narcotic tracking is taking place with RFID, and related policy updated. Software issues fixed by NarcBox allowing effective daily device operations.

- **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: None
 - 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: None
 - 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: Currently budgeted
 - 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: 12 months
 - Partner(s): Operations, Fleet Services, Training, OHW
 - Budget Impact: Currently budgeted
 - Measured By: A Stryker Power-load system and gurney installed in all front-line ambulances and four reserve ambulances.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10520 Emergency						
Medical Services						
5001 Salaries & Wages Union	291,154	291,251	312,269	310,511	310,511	310,511
5002 Salaries & Wages Non-union	341,778	398,145	426,705	435,878	435,878	435,878
5003 Vacation Taken Union	45,039	42,318	39,810	40,371	40,371	40,371
5004 Vacation Taken Non-union	33,672	18,600	35,522	36,003	36,003	36,003
5005 Sick Leave Taken Union	6,156	10,241	7,196	8,317	8,317	8,317
5006 Sick Taken Non-union	2,336	4,614	9,764	9,863	9,863	9,863
5007 Personal Leave Taken Union	1,242	1,661	3,796	3,535	3,535	3,535
5008 Personal Leave Taken Non-union	192	518	3,810	3,644	3,644	3,644
5010 Comp Taken Non-union	244	640	-	-	-	-
5015 Vacation Sold	17,190	8,565	20,023	20,423	20,423	20,423
5017 PEHP Vac Sold at Retirement	-	4,428	-	-	-	-
5018 Comp Time Sold Union	728	-	-	-	-	-
5020 Deferred Comp Match Union	16,829	17,271	16,505	15,993	15,993	15,993
5021 Deferred Comp Match Non-union	31,952	24,666	39,525	40,316	40,316	40,316
5120 Overtime Union	85,299	74,395	208,080	211,700	211,700	211,700
5121 Overtime Non-union	357	147	3,500	3,060	3,060	3,060
5201 PERS Taxes	200,790	236,880	367,284	326,506	326,506	326,506
5203 FICA/MEDI	56,925	59,966	86,269	87,272	87,272	87,272
5206 Worker's Comp	27,427	14,295	17,889	18,049	18,049	18,049
5207 TriMet/Wilsonville Tax	6,049	6,301	8,838	8,941	8,941	8,941
5208 OR Worker's Benefit Fund Tax	162	162	255	255	255	255
5210 Medical Ins Union	66,966	70,986	75,348	80,640	80,640	80,640
5211 Medical Ins Non-union	67,790	80,341	72,972	79,092	79,092	79,092
5212 Medical Ins Nonu VEBA	-	976	12,179	12,818	12,818	12,818
5220 Post Retire Ins Union	1,799	1,799	1,800	1,800	1,800	1,800
5221 Post Retire Ins Non-union	2,775	2,700	3,600	3,600	3,600	3,600
5230 Dental Ins Non-union	6,036	7,060	7,176	7,176	7,176	7,176
5240 Life/Disability Insurance	3,170	3,695	4,183	4,266	4,266	4,266
5270 Uniform Allowance	2,162	676	1,500	1,500	1,500	1,500
5290 Employee Tuition Reimburse	4,971	8,003	-	-	-	-
5295 Vehicle/Cell Allowance	1,200	600	1,200	1,200	1,200	1,200
Personnel Services	1,322,391	1,391,899	1,786,998	1,772,729	1,772,729	1,772,729
5300 Office Supplies	57	116	600	600	600	600
5301 Special Department Supplies	267	21	-	-	-	-
5302 Training Supplies	-	-	2,000	2,000	2,000	2,000
5320 EMS Supplies	81,327	101,948	102,626	38,759	38,759	38,759
5321 Fire Fighting Supplies	160	83	1,125	1,125	1,125	1,125
5325 Protective Clothing	95	186	1,250	1,250	1,250	1,250
5330 Noncapital Furniture & Equip	1,515	-	-	-	-	-
5350 Apparatus Fuel/Lubricants	6,490	4,890	3,600	3,670	3,670	3,670
5366 M&R EMS Equip	41,764	62,192	45,791	61,200	61,200	61,200
5400 Insurance Premium	-	-	500	500	500	500
5413 Consultant Fees	91,585	105,507	168,000	171,600	171,600	171,600
5414 Other Professional Services	33,060	28,826	30,000	30,300	30,300	30,300
5415 Printing	-	19	-	-	-	-
5461 External Training	4,315	21,369	11,030	11,125	11,125	11,125
5462 Travel and Per Diem	14,292	15,271	23,472	22,000	22,000	22,000
5471 Citizen Awards	-	-	100	100	100	100
5472 Employee Recog & Awards	2,903	32	1,900	1,900	1,900	1,900
5484 Postage UPS & Shipping	117	16	-	-	-	-
5500 Dues & Subscriptions	4,322	4,266	5,542	5,865	5,865	5,865
5502 Certifications & Licensing	54,310	11,509	86,060	8,975	8,975	8,975
5570 Misc Business Exp	940	845	2,600	2,000	2,000	2,000
5571 Planning Retreat Expense	80	-	1,000	1,000	1,000	1,000
5572 Advertis/Public Notice	-	34	-	-	-	-
Materials and Services	337,598	357,130	487,196	363,969	363,969	363,969
Total Emergency Medical Services	1,659,989	1,749,029	2,274,194	2,136,698	2,136,698	2,136,698



Training

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	1,851,743	1,873,078	2,339,555	2,371,267
Materials and Services	408,516	437,682	513,165	434,832
Total Expenditures	2,260,259	2,310,760	2,852,720	2,806,099

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Division Chief of Training	1.00	1.00	1.00	1.00
Training Officers	6.00	6.00	6.00	6.00
Training Division Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	9.00

Budget Highlights

Within Personnel Services, *Union Overtime* provides for company officer in-service, apparatus operator in-service, training of 12 TDA operators, instructor overtime for 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 \$52,800 for scrap automobiles purchase, preparation, delivery and removal, used for extrication and technical rescue training drills among other items used for specific drills and prop support. This account has increased due to the rise in cost of lumber for training. Increase in Account 5414, *Other Professional Services*, is for the delivery of S300-Extended Attack Incident Commander and Mastering Unified Command courses.

Status of Prior-Year 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.

Status: → Ongoing

Status Report: Contributed to the KPI captured in the beta2iS fireground elements. Progress toward the full scope of this tactic was delayed under COVID-19 restrictions.

- **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.

Status: → Ongoing

Status Report: Finalized significant revision to the LTDP and amended the AODP to include more hands-on training and 1:1 instruction. CDP is under revision. The BC/DC development program elements were delayed under COVID-19 restrictions

- **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.

Status: → Ongoing

Status Report: Post-fire decontamination protocol was adopted. Delivered a contaminant control training video and related materials. Contaminant control practices have become routine on incidents. Work toward driver training was delayed.

- **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.

Status: → Ongoing

Status Report: The existing decentralized training resources were advantageous during COVID-19 restrictions. Delivered EMS block training via the mobile EMS training unit; unit enhancements were delayed. Moved door props to the truck stations; ordered two more. Additional training trailer acquisition was pushed out.

- **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.

Status: ≠ No Longer Relevant

Status Report: This was deprioritized as development of the new EMS roles is on hold.

- **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.

Status: → Ongoing

Status Report: An architectural firm conducted site review, stakeholder engagement and initial environmental review, which informed a master plan. Leadership is reviewing pricing options for a phased approach. Environmental review continues.

- **Increase fire ground performance in the vertical environment through expanded training in aerial operations and high-rise 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.

Status: → Ongoing

Status Report: The Hose & Nozzle group attended high-rise training. Approval of redrafted high-rise protocol is expected before fiscal year end. Developed vertical hose movement curriculum and associated performance documents. Delivered related training to engine companies. An aerial operations expert presented to truck company apparatus operators and company officers.

- **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.

Status: → Ongoing

Status Report: COVID-19 restrictions delayed work on the full scope of this tactic. Company and chief officers completed the Calm the Chaos fireground command course.

Additional 2020-21 Accomplishments

- Staff obtained instruction and certification to teach ICS 300/400 in house.
- Implemented organizational training to aid in the COVID-19 response
- Formulated and adopted the Truck Company Manual
- Formulated and adopted Academy Manual
- Converted all operational performance documents to the playbook format
- Created ISV online curriculum
- Implemented IMT target solutions-based training
- Facilitated inclusion training with Organizational Health
- Four commercial acquired structures



Activities Summary

Training Hours by Method of Delivery

Method of Delivery	2017-18 Actual	2018-19 Actual	2019-20 Actual ⁽¹⁾	2020-21 Projected	2021-22 Estimated
Fire					
Lecture	9,857	10,161	3,744	4,000	4,000
Practical	43,215	46,222	37,285	20,000	40,000
Self-Study	7,134	7,580	1,310	2,000	2,000
Video	15,781	12,687	4,496	20,000	4,000
Webinar	236	259	43	50	50
EMS					
Lecture	5,854	6,907	913	1,000	1,000
Practical	12,985	13,415	12,286	3,000	10,000
Self-Study	1,859	2,081	2,188	4,000	2,000
Video	4,187	4,603	5,307	15,000	5,000
Webinar	982	874	403	500	500
Academy					
Lecture	2,119	2,248	1,273	0	2,000
Practical	5,803	5,698	5,918	0	6,500
Self-Study	1,143	1,260	89	0	100
Video	488	536	234	0	300
Webinar	0	0	0	0	0
Specialty					
Lecture	1,477	1,796	263	300	300
Practical	5,719	5,937	9,470	8,000	10,000
Self-Study	134	283	76	100	100
Video	2,295	2,114	159	300	300
Webinar	7	38	16	25	25
Total Hours Delivered	121,275	124,699	85,473	78,275	88,175

⁽¹⁾ Previously, training sessions were counted in multiple categories. Beginning in 2019-20, sessions will only be counted under one category.

2021-22 Current-Year 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 initiative.

Goal/Strategy: Goal 2 - Strategy 2.1

Timeframe: 12 months

Partner(s): Operations, Ops QI, EMS Division, EMS QI, 2iS, RGIS

Budget Impact: None

Measured By: KPIs collected on fire incidents without human intervention. Arrival, pump initiated, water application, and fire under control benchmarks identified. Data evaluation of EMS KPIs conducted emerging medical trends captured.

- **Continue to improve existing promotional development programs. Establish a development program for Battalion Chief to focus on mentorship, change management, business operations, personnel management, performance management, command and control, and program management.**

Goal/Strategy: Goal 2 - Strategy 2.4

Timeframe: 12 months

Partner(s): Organizational Health, Local 1660, Business Operations, Logistics, Operations, Public Affairs, Fire & Life Safety

Budget Impact: None

Measured By: CDP revisions finalized. Battalion Chief development program implementation. Additional command and control training infused throughout all operational development processes.

- **Support training programs that address safety trends or gaps. Address vehicle and equipment damage reduction through AO training and inservices, development programs, and case studies. Evaluate and implement contaminant control and rehab strategies.**

Goal/Strategy: Goal 2 - Strategy 1.4

Timeframe: 12 months

Partner(s): Organizational Health, Operations, Business Operations, Logistics, Fleet

Budget Impact: None

Measured By: Trainings and inservices, development, and case studies conducted. Contaminant control strategies evaluated, modified, and implemented. Vehicular accident reduction. Sustained cultural shift in Training and Operations toward generalized acceptance of contaminant control/rehab procedures during and post emergency incidents.

- **Spec, build and deploy one additional mobile engine company training trailer. Enhance the functionality and fidelity of the mobile EMS training unit. Continue facility support and maintenance of the training center and station 21 drill grounds.**

Goal/Strategy: Goal 2 - Strategy 2.2

Timeframe: 12 months

Partner(s): Fleet, Operations, Facilities.

Budget Impact: Increase required

Measured By: Second mobile engine company trailer deployed. Enhancements made to the mobile EMS training unit. Retained operational performance. Significant increase in fire training hours using available resources at the training center, Station 21 drill grounds, and the mobile training props/units.

- **Help finalize the training center site/master plan that informs business and organizational financial allocation decisions.**

Goal/Strategy: Goal 2 - Strategy 2.3

Timeframe: 12 months

Partner(s): Operations, Business Operations, Finance, Capital Projects

Budget Impact: None

Measured By: Completion of the training center master plan.

- **Implement expanded training in aerial operations.**
 - Goal/Strategy: Goal 2 - Strategy 2.2
 - Timeframe: 12 months
 - Partner(s): Operations, Fleet, Facilities
 - Budget Impact: None
 - Measured By: Training conducted with truck companies.
- **Employ blended delivery modes to expand command and control training to all BCs and operational DCs.**
 - Goal/Strategy: Goal 2 - Strategy 2.2
 - Timeframe: 24 months
 - Partner(s): Operations, Communications, IT
 - Budget Impact: Increase required
 - Measured By: Command and control training delivered to BCs and operational DCs that increased capabilities and resilience in the dynamic emergency environment.
Command and control KPI established for tracking.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10540 Training						
5001 Salaries & Wages Union	652,789	614,876	596,339	606,704	606,704	606,704
5002 Salaries & Wages Non-union	212,460	284,636	287,360	293,306	293,306	293,306
5003 Vacation Taken Union	64,564	49,423	79,620	80,741	80,741	80,741
5004 Vacation Taken Non-union	16,693	10,071	23,802	24,122	24,122	24,122
5005 Sick Leave Taken Union	533	77	14,392	16,633	16,633	16,633
5006 Sick Taken Nonunion	1,813	3,831	6,454	6,520	6,520	6,520
5007 Personal Leave Taken Union	6,450	14,313	7,592	7,071	7,071	7,071
5008 Personal Leave Taken Non-union	1,628	1,104	2,519	2,409	2,409	2,409
5015 Vacation Sold	17,190	14,071	18,167	18,530	18,530	18,530
5016 Vacation Sold at Retirement	2,576	16,322	-	-	-	-
5017 PEHP Vac Sold at Retirement	7,703	33,180	-	-	-	-
5018 Comp Time Sold Union	1,384	-	-	-	-	-
5020 Deferred Comp Match Union	34,827	33,866	33,010	31,987	31,987	31,987
5021 Deferred Comp Match Non-union	16,242	20,633	23,897	24,374	24,374	24,374
5120 Overtime Union	183,806	113,291	373,066	409,057	409,057	409,057
5201 PERS Taxes	303,815	357,100	510,658	460,675	460,675	460,675
5203 FICA/MEDI	81,452	78,105	112,212	116,437	116,437	116,437
5206 Worker's Comp	33,803	19,760	25,463	26,280	26,280	26,280
5207 TriMet/Wilsonville Tax	8,667	8,421	11,495	11,928	11,928	11,928
5208 OR Worker's Benefit Fund Tax	261	218	335	335	335	335
5210 Medical Ins Union	139,638	140,418	145,452	161,280	161,280	161,280
5211 Medical Ins Non-union	47,186	45,300	43,776	47,448	47,448	47,448
5212 Medical Ins Nonu VEBA	-	574	7,166	7,540	7,540	7,540
5220 Post Retire Ins Union	3,778	3,600	3,600	3,600	3,600	3,600
5221 Post Retire Ins Non-union	2,325	1,725	2,700	2,700	2,700	2,700
5230 Dental Ins Non-union	4,259	3,930	4,272	4,272	4,272	4,272
5240 Life/Disability Insurance	1,999	2,309	2,808	2,862	2,862	2,862
5270 Uniform Allowance	3,903	1,908	2,800	3,856	3,856	3,856
Personnel Services	1,851,743	1,873,078	2,339,555	2,371,267	2,371,267	2,371,267
5300 Office Supplies	1,888	2,425	2,500	2,550	2,550	2,550
5301 Special Department Supplies	9,230	8,833	6,840	9,480	9,480	9,480
5302 Training Supplies	53,420	72,360	88,080	93,693	93,693	93,693
5305 Fire Extinguisher	2,745	3,410	4,355	3,442	3,442	3,442
5320 EMS Supplies	21,225	6,386	19,500	7,650	7,650	7,650
5321 Fire Fighting Supplies	578	314	1,750	785	785	785
5325 Protective Clothing	3,170	3,750	2,885	3,493	3,493	3,493
5330 Noncapital Furniture & Equip	4,888	4,223	-	-	-	-
5350 Apparatus Fuel/Lubricants	15,495	14,896	16,000	16,320	16,320	16,320
5361 M&R Bldg/Bldg Equip & Improv	133,318	162,975	-	-	-	-
5367 M&R Office Equip	5,681	5,972	5,472	5,580	5,580	5,580
5414 Other Professional Services	16,002	13,433	165,160	71,726	71,726	71,726
5415 Printing	895	890	600	1,012	1,012	1,012
5416 Building Services	31,467	35,201	87,795	89,538	89,538	89,538
5432 Natural Gas	13,823	13,221	15,475	15,785	15,785	15,785
5433 Electricity	58,232	54,702	48,500	49,470	49,470	49,470
5436 Garbage	14,865	14,643	16,871	17,208	17,208	17,208
5450 Rental of Equip	3,242	9,849	5,000	12,000	12,000	12,000
5461 External Training	5,017	2,520	7,460	7,611	7,611	7,611
5462 Travel and Per Diem	7,262	4,345	12,066	20,515	20,515	20,515
5484 Postage UPS & Shipping	243	-	250	255	255	255
5500 Dues & Subscriptions	543	458	1,166	1,190	1,190	1,190
5502 Certifications & Licensing	495	373	500	510	510	510
5570 Misc Business Exp	3,852	1,850	3,260	3,864	3,864	3,864
5571 Planning Retreat Expense	406	315	650	663	663	663
5575 Laundry/Repair Expense	533	318	480	492	492	492
Materials and Services	408,516	437,682	513,165	434,832	434,832	434,832
Total Training	2,260,259	2,310,760	2,852,720	2,806,099	2,806,099	2,806,099

Recruits

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	949,408	1,056,482	1,344,104	2,063,953
Materials and Services	104,232	158,039	187,160	259,318
Total Expenditures	1,053,640	1,214,521	1,531,264	2,359,271

Budget Highlights

The budget reflects plans for the training of 24 new recruits and training officer time allocated for instruction. The number of recruits needed reflects the estimated amount necessary to fill additional units and replace projected retirements. Uniforms and protective clothing budgets reflect the costs of outfitting each recruit and for their training supplies and provides standard firefighting turnouts, wildland firefighter protective clothing, and SCBA masks and helmets for all recruits. EMS supplies also includes \$16,320 for a cadaver lab for the recruit academy, in addition to disposable EMS supplies used in the academy.

Status of Prior-Year 2020-21 Tactics

- **Deliver recruit academy instruction in a manner that prepares recruits for operational and cultural success during the field training evaluation process and beyond while imparting 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.

Status: → Ongoing

Status Report: Career recruit academy and FTEP completed by all but one recruit. After-action review is pending.

Additional 2020-21 Accomplishments

- Created a cross-divisional team six months before the academy to align organizational health and logistical processes.
- Finalized recruit academy manual.

2021-22 Current-Year Tactics

- **Deliver recruit academy instruction in a manner that prepares recruits for operational and cultural success during the field training evaluation process and beyond while imparting 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: Currently budgeted

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.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10545 Recruits						
5001 Salaries & Wages Union	477,015	536,961	581,751	886,776	886,776	886,776
5003 Vacation Taken Union	9,151	6,065	82,921	125,843	125,843	125,843
5005 Sick Leave Taken Union	2,126	3,523	14,989	25,924	25,924	25,924
5007 Personal Leave Taken Union	-	907	7,907	11,020	11,020	11,020
5016 Vacation Sold at Retirement	6,548	-	690	1,467	1,467	1,467
5017 PEHP Vac Sold at Retirement	-	-	1,687	3,273	3,273	3,273
5020 Deferred Comp Match Union	12,310	10,846	6,969	12,439	12,439	12,439
5101 Vacation Relief	-	-	18,618	32,368	32,368	32,368
5105 Sick Relief	-	-	3,228	6,180	6,180	6,180
5106 On the Job Injury Relief	-	-	880	1,886	1,886	1,886
5107 Short Term Disability Relief	-	-	308	681	681	681
5110 Personal Leave Relief	-	-	2,157	3,483	3,483	3,483
5117 Regular Day Off Relief	-	-	3,991	9,166	9,166	9,166
5118 Standby Overtime	-	-	161	262	262	262
5120 Overtime Union	60,828	57,266	53,888	87,216	87,216	87,216
5201 PERS Taxes	93,635	103,845	269,981	366,623	366,623	366,623
5203 FICA/MEDI	42,119	45,734	59,681	92,411	92,411	92,411
5206 Worker's Comp	19,722	21,141	17,163	27,180	27,180	27,180
5207 TriMet/Wilsonville Tax	4,182	4,609	6,114	9,588	9,588	9,588
5208 OR Worker's Benefit Fund Tax	181	186	190	295	295	295
5210 Medical Ins Union	188,802	223,566	167,440	277,760	277,760	277,760
5220 Post Retire Ins Union	1,848	1,499	4,000	6,200	6,200	6,200
5270 Uniform Allowance	30,942	40,335	39,390	75,912	75,912	75,912
Personnel Services	949,408	1,056,482	1,344,104	2,063,953	2,063,953	2,063,953
5300 Office Supplies	123	178	640	984	984	984
5301 Special Department Supplies	1,734	2,041	4,560	6,984	6,984	6,984
5302 Training Supplies	6,098	4,101	11,170	32,136	32,136	32,136
5305 Fire Extinguisher	-	1,120	1,120	1,500	1,500	1,500
5320 EMS Supplies	13,323	15,487	22,500	22,950	22,950	22,950
5321 Fire Fighting Supplies	6,196	6,352	16,400	25,104	25,104	25,104
5325 Protective Clothing	74,428	123,263	120,320	193,344	193,344	193,344
5350 Apparatus Fuel/Lubricants	-	19	-	-	-	-
5365 M&R Firefight Equip	749	260	3,000	3,060	3,060	3,060
5415 Printing	254	-	300	306	306	306
5450 Rental of Equip	141	-	-	-	-	-
5484 Postage UPS & Shipping	-	6	-	-	-	-
5570 Misc Business Exp	1,185	1,054	2,350	2,830	2,830	2,830
5575 Laundry/Repair Expense	-	4,158	4,800	6,120	6,120	6,120
Materials and Services	104,232	158,039	187,160	295,318	295,318	295,318
Total Recruits	1,053,640	1,214,521	1,531,264	2,359,271	2,359,271	2,359,271



Emergency Management

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	246,553	1,840	205,425	203,254
Materials and Services	23,318	16,816	24,841	25,315
Total Expenditures	269,871	18,656	230,266	228,569

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

Budget Highlights

Personnel Services reflects wage and benefit cost increases, as well as 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 Prior-Year 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.
 Status: Ongoing
 Status Report: Through several projects, security and safety has improved at TVF&R locations. The new Logistics Service Center has enhanced safety and security as compared to NOC. Station 66 has a new security fence. New Station 54 will include enhanced security measures. Tested security cameras at fire stations.

- **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
 Status: Ongoing
 Status Report: Staff received instruction about COVID-19 preparedness to prevent and mitigate exposure in their work environment and homes. Staff recognition of the need for personal preparedness increased during wildfires with evacuations and ice storms with extended power outages. Send Word Now application enrollment increased.

Additional 2020-21 Accomplishments

- Increased activity with Washington County EMC throughout COVID-19 response and vaccination operations enhanced the connection with partner agencies.
- EM participation with TVF&R COVID-19 Task Force 1, 2, and 3 increased the level of use of EM resources.
- Multiple incidents required the use of IMT and pre-established tools for effective Incident Management (e.g., high-wind, wildfire, ice storm/extended power outages).

2021-22 Current-Year 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. Personnel engagement on workplace security policies, procedures and best practices. Enhanced safety for all personnel.

• **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

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10755 Emergency Management						
5002 Salaries & Wages Non-union	104,319	-	105,653	105,248	105,248	105,248
5004 Vacation Taken Non-union	7,413	-	8,916	8,811	8,811	8,811
5006 Sick Taken Non-union	-	-	2,418	2,382	2,382	2,382
5008 Personal Leave Taken Non-union	-	-	943	880	880	880
5015 Vacation Sold	6,446	-	-	-	-	-
5017 PEHP Vac Sold at Retirement	46,728	-	-	-	-	-
5021 Deferred Comp Match Non-union	5,587	-	5,896	5,866	5,866	5,866
5120 Overtime Union	4,106	291	5,890	6,040	6,040	6,040
5121 Overtime Non-union	10	-	250	256	256	256
5201 PERS Taxes	39,387	78	33,338	29,656	29,656	29,656
5203 FICA/MEDI	8,999	22	9,923	9,905	9,905	9,905
5206 Worker's Comp	2,184	1,447	1,654	1,651	1,651	1,651
5207 TriMet/Wilsonville Tax	874	2	1,017	1,015	1,015	1,015
5208 OR Worker's Benefit Fund Tax	25	-	29	29	29	29
5211 Medical Ins Non-union	17,190	-	21,888	23,724	23,724	23,724
5212 Medical Ins Nonu VEBA	-	-	3,583	3,770	3,770	3,770
5221 Post Retire Ins Non-union	825	-	900	900	900	900
5230 Dental Ins Non-union	1,577	-	2,136	2,136	2,136	2,136
5240 Life/Disability Insurance	886	-	991	985	985	985
Personnel Services	246,553	1,840	205,425	203,254	203,254	203,254
5300 Office Supplies	19	-	150	153	153	153
5301 Special Department Supplies	778	-	1,500	1,506	1,506	1,506
5302 Training Supplies	-	-	150	153	153	153
5320 EMS Supplies	-	-	25	26	26	26
5414 Other Professional Services	16,816	16,816	18,816	19,192	19,192	19,192
5415 Printing	19	-	325	332	332	332
5461 External Training	1,075	-	285	291	291	291
5462 Travel and Per Diem	3,350	-	2,050	2,091	2,091	2,091
5481 Community Education Materials	-	-	100	102	102	102
5500 Dues & Subscriptions	305	-	440	449	449	449
5570 Misc Business Exp	956	-	1,000	1,020	1,020	1,020
Materials and Services	23,318	16,816	24,841	25,315	25,315	25,315
Total Emergency Management	269,871	18,656	230,266	228,569	228,569	228,569



Volunteers & Chaplains

Description

There are three roles in the District's Volunteer Program: *Auxiliary*, *Incident Support*, and *Volunteer Firefighter*. *Auxiliary Volunteers* assist the District in the form of administrative support for the various departments or assist in the maintenance and coordination of the District's antique apparatus. *Incident Support Volunteers* provide support functions on emergency scenes such as rehabilitation and air management. *Volunteer Firefighters* respond in conjunction with first due companies. Volunteers also participate in the various community events that occur within TVF&R's service area.



Volunteers receive orientation training when they join the District and receive continuous training through Tuesday night drills and various weekend opportunities. Responders are assigned to Stations 33 (Sherwood) and 50 (Walnut) which are colocated with career personnel, and Volunteer Firefighters 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	41,491	36,134	67,850	69,201
Materials and Services	134,457	87,625	190,065	193,873
Total Expenditures	175,948	123,759	257,915	263,074

Budget Highlights

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, *Life/Disability Insurance*, accounts for group insurance policies for the District volunteers. Account 5270, *Uniform Allowance*, 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 Prior-Year 2020-21 Tactics

- **Recruit Volunteers to meet the District's operational needs.**

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.

Status: → Ongoing

Status Report: Recruited 16 Incident Support Volunteers to help with Rehab deployment and evaluated volunteers to move forward in firefighter certification for potential internship and preference hiring.

- **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.

Status: → Ongoing

Status Report: Recruited additional Chaplains to more effectively support the community and staff; two being bilingual. Continued Chaplains' education for increased service. Formed contract relationship with Public Safety Chaplaincy to manage the compensation and reimbursement.

Additional 2020-21 Accomplishments

- Chaplains recognized for exemplary performance during the Chehalem Mountain/Bald Peak wildfire.
- Volunteers supported the COVID-19 vaccination clinics and provided rehab and incident support during the Chehalem Mountain/Bald Peak wildfire.

2021-22 Current-Year Tactics

- **Recruit/retain an adequate number of volunteers to meet the District's needs.**

Goal/Strategy: Goal 2 – Strategy 2.2

Timeframe: 12 months

Partner(s): Operations, Logistics and Organizational Health

Budget Impact: Currently budgeted

Measured By: Number of additional volunteers on-boarded, consistent with the continued ability to support volunteer functions.

- **Support District personnel and the community with effective Chaplain services.**

Goal/Strategy: Goal 1

Timeframe: 12 months

Partner(s): Organizational Health

Budget Impact: Currently budgeted

Measured By: Timely and effective response of trained Chaplains to incidents or on requests to provide emotional support to District personnel and impacted citizens.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10550 Volunteers						
5150 Pension Benefit	19,330	16,830	30,000	30,600	30,600	30,600
5206 Worker's Comp	299	-	-	-	-	-
5240 Life/Disability Insurance	13,633	13,128	15,300	15,600	15,600	15,600
5270 Uniform Allowance	8,229	6,176	17,550	17,901	17,901	17,901
5290 Employee Tuition Reimburse	-	-	5,000	5,100	5,100	5,100
Personnel Services	41,491	36,134	67,850	69,201	69,201	69,201
5300 Office Supplies	174	58	540	552	552	552
5301 Special Department Supplies	4,166	1,390	6,210	6,336	6,336	6,336
5302 Training Supplies	-	-	600	612	612	612
5305 Fire Extinguisher	-	-	150	153	153	153
5307 Smoke Detector Program	29	-	-	-	-	-
5320 EMS Supplies	8,281	1,829	4,000	4,080	4,080	4,080
5321 Fire Fighting Supplies	6,239	311	6,500	6,630	6,630	6,630
5325 Protective Clothing	38,462	9,518	26,800	27,336	27,336	27,336
5330 Noncapital Furniture & Equip	691	-	750	765	765	765
5350 Apparatus Fuel/Lubricants	3,135	1,800	4,000	2,800	2,800	2,800
5361 M&R Bldg/Bldg Equip & Improv	498	-	-	-	-	-
5363 Vehicle Maintenance	7,862	6,874	8,000	8,160	8,160	8,160
5365 M&R Firefight Equip	-	-	200	204	204	204
5367 M&R Office Equip	-	-	1,650	1,683	1,683	1,683
5415 Printing	-	-	225	230	230	230
5417 Temporary Services	13,239	31,748	48,000	60,240	60,240	60,240
5432 Natural Gas	465	741	-	-	-	-
5433 Electricity	835	85	-	-	-	-
5434 Water/Sewer	102	18	-	-	-	-
5461 External Training	4,788	1,982	16,900	17,240	17,240	17,240
5462 Travel and Per Diem	14,093	11,303	26,200	18,324	18,324	18,324
5472 Employee Recog & Awards	842	810	1,000	1,020	1,020	1,020
5474 Volunteer Awards Banquet	8,708	189	9,500	9,690	9,690	9,690
5480 Community/Open House/Outreach	-	-	200	204	204	204
5481 Community Education Materials	1,203	209	2,000	2,040	2,040	2,040
5500 Dues & Subscriptions	867	1,050	1,740	1,776	1,776	1,776
5501 Volunteer Assn Dues	16,000	16,000	16,000	16,320	16,320	16,320
5502 Certifications & Licensing	1,668	446	2,000	2,040	2,040	2,040
5570 Misc Business Exp	2,110	1,139	6,200	4,724	4,724	4,724
5571 Planning Retreat Expense	-	-	500	510	510	510
5575 Laundry/Repair Expense	-	125	200	204	204	204
Materials and Services	134,457	87,625	190,065	193,873	193,873	193,873
Total Volunteers	175,948	123,759	257,915	263,074	263,074	263,074

Incident Management Team

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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	66,908	70,774	75,871	78,494
Materials and Services	32,122	135	5,040	5,142
Total Expenditures	99,030	70,909	80,911	83,636

Budget Highlights

The District operates four teams. Assigned union team members are paid through the union overtime account, 5120. External training and travel accounts provide for IMT training for two new members' qualification to the IMT team.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10560 Incident Management Team						
5120 Overtime Union	48,304	50,454	52,558	53,904	53,904	53,904
5121 Overtime Nonunion	-	-	1,000	1,025	1,025	1,025
5201 PERS Taxes	13,432	15,266	15,618	16,671	16,671	16,671
5203 FICA/MEDI	3,188	3,532	4,097	4,202	4,202	4,202
5206 Worker's Comp	1,112	962	1,178	1,236	1,236	1,236
5207 TriMet/Wilsonville Tax	358	380	420	436	436	436
5208 OR Worker's Benefit Fund Tax	12	11	-	-	-	-
5270 Uniform Allowance	501	169	1,000	1,020	1,020	1,020
Personnel Services	66,908	70,774	75,871	78,494	78,494	78,494
5301 Special Department Supplies	-	66	200	204	204	204
5321 Fire Fighting Supplies	68	-	140	144	144	144
5325 Protective Clothing	-	-	400	408	408	408
5350 Apparatus Fuel/Lubricants	-	-	500	510	510	510
5417 Temporary Services	24,071	-	-	-	-	-
5461 External Training	1,271	-	400	408	408	408
5462 Travel and Per Diem	5,978	69	2,800	2,856	2,856	2,856
5500 Dues & Subscriptions	100	-	-	-	-	-
5570 Misc Business Exp	634	-	600	612	612	612
Materials and Services	32,122	135	5,040	5,142	5,142	5,142
Total Incident Management Team	99,030	70,909	80,911	83,636	83,636	83,636



Fire & Life Safety

Description

The Fire & Life Safety department combines all fire prevention, investigation, life safety and community education efforts within the District.

Additionally, community events such as the Newberg Easter Egg Hunt, Pancake Breakfast and Golf Tournament are budgeted in this department.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	3,627,280	4,324,247	4,795,597	4,543,310
Materials and Services	39,517	89,721	178,800	176,368
Total Expenditures	3,666,797	4,413,968	4,974,397	4,719,678

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Fire Marshal		1.00	1.00	1.00
Assistant Fire Marshal	1.00	3.00	3.00	3.00
Division Chief	1.00	-	-	-
Battalion Chief	3.00	-	-	-
Deputy Fire Marshal/Inspectors	8.00	14.00	14.00	14.00
Public Education Chief Officer	1.00	1.00	1.00	-
Public Affairs Officer	1.00	-	-	-
Community Affairs Specialists		1.00	1.00	2.00
Administrative Assistants	3.00	3.00	3.00	3.00
Total Full-Time Equivalents (FTE)	18.00	23.00	23.00	23.00

Budget Highlights

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 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.

Status of Prior-Year 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.
 Status: → Ongoing
 Status Report: Plans were altered due the COVID-19 pandemic. Progress on the program achieved through online and virtual engagement. Weekly check-ins allowed for contact information updates, new relationships, and COVID-19 count updates. Virtual inspections were started increasing the bond between the facilities and TVF&R. Initial and follow up surveys produced the desired data.

- **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).
 Status: → Ongoing
 Status Report: Received and reviewed several demo inspections concepts from 2iS. Each was improved to a product that will work for us using devices in the field. Currently 2iS is planned to be an interface with OSRMS and the next step is deciding whether to use 2iS as an interface or have 2iS provide a complete database system.

- **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.
 Status: → Ongoing
 Status Report: Created the electronic review system and tracking database for centralized plan review/permitting. Washington County, Beaverton and North Plains are fully on-boarded and City of Wilsonville is piloting the process.

- **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.
 Status: → Ongoing
 Status Report: Structure and layout were established and approved for both sites (the external website and SharePoint (both private and public). SharePoint has been updated to the modern format and new pages for our public site are now showing. Updates to the external website are in process.

- **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.
 Status: → Ongoing
 Status Report: Billing for re-inspection fees is complete and in use. Finance is reviewing the best options/procedures for both plan review fee and fireworks fee acceptance.

- **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.
 Status: → Ongoing
 Status Report: Due to COVID-19 pandemic restrictions on in-person gathering, this goal was tabled. In lieu of this goal, staff worked with partners to establish online events and teaching opportunities.

Additional 2020-21 Accomplishments

- In partnership with Records/Business Strategy, FL&S completed a massive file scanning project that reviewed more than 13,000 hard-copy fire prevention files dating back to 1968. More than 12,000 files were converted to electronic files and scanned into the OSRMS occupancy database. All hardcopy records were logged and destroyed freeing up 112 file cabinet drawers. The conversion to electronic occupancy records will also save considerable staff time in driving to the hardcopy file location and finding the files. Occupancy records are used extensively by FLS staff and are the most frequent records request received, so this resulted in considerable long-term efficiency gains for both FL&S staff and Records personnel.
- Created and implemented a virtual remote inspection program to accomplish state mandated fire inspections in licensed facilities that was necessary due to COVID-19 limitations. This allowed essential care facilities to continue to operate legally.
- Implemented emergency procedures, rules and fire code modifications to assist businesses operating under emergency COVID-19 restrictions
- Created a new online self-serve outdoor burning webpage/map on the external website in conjunction with GIS/Business Strategy, DEQ, and ODF.
- Firewise evaluations performed for three communities, including a partnership with Portland Fire & Rescue for Forest Park (West Hills) Communities and began implementation of the READY, SET GO! wildfire prevention program.

Activities Summary

Calendar Year	2017-18 Actual	2018 -19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Code Enforcement					
Inspections	4,394	3,727	3,674	2,750	1,000
Re-inspections	3,252	1,769	1,859	1,300	500
Night Inspections	246	175	242	160	60
Violations Found	2,679	2,168	2,985	1,975	600
Investigations					
Total Number of Incidents Investigated	206	223	218	215	200
Arson Investigations	23	20	19	15	20
Public Education					
Hands-Only CPR in Schools –Students Trained	5,720	4,151	4,170	2,500	540
Apartment Program – Number of Trainees	163	128	65	100	100
Adult Foster Care Program – Number of Trainees	35	38	17	30	50
Fire Safety House Events	20	8	8	5	0
Total Attendance – Safety House	8,380	3,625	6,523	2,500	0
Total Public Education Events	834	887	833	450	317
Total Attendance – Public Education Events	70,231	71,335	60,865	30,000	5,606

2021-22 Current-Year Tactics

- **Conduct F&LS succession planning, including development of key positions and leaders, exploring opportunities for efficiencies, improved systems and increased partnerships throughout the fire district.**

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.4; Goal 3
 Timeframe: 24 months
 Partner(s): Organizational Health, Government Affairs, external partners
 Budget Impact: None
 Measured By: Successfully maintaining and improving service delivery and expertise even with anticipated retirements, developing next generation leaders, and building resilient, inclusive and efficient services.

- **Modernize the FL&S Occupancy Data and Inspection Systems.**

Goal/Strategy: Goal 2 – Strategy 2.1
 Timeframe: 24 months
 Partner(s): Business Strategy, Information Technology
 Budget Impact: Currently budgeted
 Measured By: Selection, development and implementation of a new occupancy records management system or interface that will allow mobile inspections, improved scheduling, inspection, and data management efficiencies.

- **Implement and expand centralized plan review services, including electronic plan review.**

Goal/Strategy: Goal 2 – Strategy 2.5; Goal 3 – Strategy 3.1, 3.2
 Timeframe: 12 months
 Partner(s): Business Strategy, Information Technology, External Partners
 Budget Impact: None
 Measured By: Centralized and electronic plan review implemented by all cities and counties in the fire district. Number of permits issued and number of electronic plan reviews. Increased efficiency of plan review services, reduce travel, increase consistency, customer service and turnaround time.

- **Deliver expanded community risk reduction and community event services with specific focus on social media, virtual training/outreach & SET Team expansion.**

Goal/Strategy: Goal 2 – Strategy 2.5
 Timeframe: 12 months
 Partner(s): Government Affairs, Media Services
 Budget Impact: None
 Measured By: Social media impressions and contacts, virtual training/education contacts, number of community events number of contacts (virtual and in-person), and number of active SET Team members.

- **Implement the “READY – SET – GO!” wildfire prevention program.**

Goal/Strategy: Goal 2 – Strategy 2.5; Goal 3 - Strategy 3.1

Timeframe: 12 months

Partner(s): Government Affairs, Media Services, external partners

Budget Impact: None

Measured By: READY-SET-GO! program implementation, including video and audio campaigns.
Number of outreach partnerships with intergovernmental and community groups.



Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10165 Fire & Life Safety						
5001 Salaries & Wages Union	1,003,239	1,149,254	1,272,313	1,260,573	1,260,573	1,260,573
5002 Salaries & Wages Non-union	725,104	869,897	941,022	885,771	885,771	885,771
5003 Vacation Taken Union	146,076	132,053	176,404	178,888	178,888	178,888
5004 Vacation Taken Non-union	109,973	95,660	79,209	74,152	74,152	74,152
5005 Sick Leave Taken Union	17,314	23,063	31,887	36,852	36,852	36,852
5006 Sick Taken Nonunion	6,019	18,266	21,479	20,044	20,044	20,044
5007 Personal Leave Taken Union	11,900	16,020	16,821	15,666	15,666	15,666
5008 Personal Leave Taken Non-union	7,288	7,044	8,382	7,405	7,405	7,405
5010 Comp Taken Non-union	754	902	-	-	-	-
5015 Vacation Sold	-	21,747	33,860	34,538	34,538	34,538
5016 Vacation Sold at Retirement	7,951	20,083	-	-	-	-
5017 PEHP Vac Sold at Retirement	10,159	141,305	4,232	4,317	4,317	4,317
5018 Comp Time Sold Union	5,639	-	-	-	-	-
5020 Deferred Comp Match Union	51,750	53,165	73,136	70,869	70,869	70,869
5021 Deferred Comp Match Non-union	66,544	86,021	90,766	80,805	80,805	80,805
5090 Temporary Services-Backfill	-	21,683	-	-	-	-
5101 Vacation Relief	74,238	-	-	-	-	-
5110 Personal Leave Relief	38	-	-	-	-	-
5117 Regular Day Off Relief	12,001	-	-	-	-	-
5118 Standby Overtime	442	-	-	-	-	-
5120 Overtime Union	104,470	131,622	154,287	158,193	158,193	158,193
5121 Overtime Non-union	42,079	1,964	6,000	6,150	6,150	6,150
5201 PERS Taxes	594,384	773,866	999,529	836,021	836,021	836,021
5203 FICA/MEDI	157,140	180,205	224,013	217,745	217,745	217,745
5206 Worker's Comp	71,702	45,022	51,902	50,787	50,787	50,787
5207 TriMet/Wilsonville Tax	16,951	18,834	22,949	22,307	22,307	22,307
5208 OR Worker's Benefit Fund Tax	488	457	800	800	800	800
5210 Medical Ins Union	233,679	303,557	341,136	362,304	362,304	362,304
5211 Medical Ins Non-union	109,788	149,800	153,936	139,164	139,164	139,164
5212 Medical Ins Nonu VEBA	-	1,641	26,215	23,072	23,072	23,072
5220 Post Retire Ins Union	6,113	7,950	8,400	8,400	8,400	8,400
5221 Post Retire Ins Non-union	7,500	6,975	8,100	8,100	8,100	8,100
5230 Dental Ins Non-union	9,865	12,971	14,388	12,816	12,816	12,816
5240 Life/Disability Insurance	7,449	8,320	9,451	8,821	8,821	8,821
5270 Uniform Allowance	1,684	3,956	6,500	6,630	6,630	6,630
5290 Employee Tuition Reimburse	-	5,583	-	-	-	-
5295 Vehicle/Cell Allowance	7,560	15,360	18,480	12,120	12,120	12,120
Personnel Services	3,627,280	4,324,247	4,795,597	4,543,310	4,543,310	4,543,310
5300 Office Supplies	190	826	2,000	2,040	2,040	2,040
5301 Special Department Supplies	445	3,917	11,275	15,686	15,686	15,686
5302 Training Supplies	-	4,388	4,000	4,080	4,080	4,080
5304 Hydrant Maintenance	-	2,070	4,000	4,080	4,080	4,080
5305 Fire Extinguisher	-	-	1,000	1,020	1,020	1,020
5307 Smoke Detector Program	-	-	2,600	2,640	2,640	2,640
5320 EMS Supplies	1,174	481	800	816	816	816
5321 Fire Fighting Supplies	316	1,632	4,000	4,080	4,080	4,080
5325 Protective Clothing	321	12,349	9,050	9,231	9,231	9,231
5330 Noncapital Furniture & Equip	-	500	-	-	-	-
5350 Apparatus Fuel/Lubricants	21,416	19,912	25,300	25,806	25,806	25,806
5367 M&R Office Equip	-	5,687	5,880	5,998	5,998	5,998
5400 Insurance Premium	266	-	250	255	255	255
5414 Other Professional Services	-	9,135	35,330	25,840	25,840	25,840
5415 Printing	796	1,234	3,500	3,570	3,570	3,570
5450 Rental of Equip	-	-	250	255	255	255
5461 External Training	-	6,230	20,300	20,706	20,706	20,706
5462 Travel and Per Diem	725	8,260	15,400	15,708	15,708	15,708
5471 Citizen Awards	119	-	-	-	-	-
5480 Community/Open House/Outreach	3,716	115	-	-	-	-
5481 Community Education Materials	3,188	4,213	13,580	13,870	13,870	13,870

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
5484 Postage UPS & Shipping	-	154	3,250	3,315	3,315	3,315
5500 Dues & Subscriptions	5,137	6,773	7,525	7,673	7,673	7,673
5502 Certifications & Licensing	385	980	2,000	2,040	2,040	2,040
5570 Misc Business Exp	1,322	544	6,060	6,180	6,180	6,180
5571 Planning Retreat Expense	-	225	1,150	1,173	1,173	1,173
5575 Laundry/Repair Expense	-	96	300	306	306	306
Materials and Services	39,517	89,721	178,800	176,368	176,368	176,368
Total Fire & Life Safety	3,666,797	4,413,968	4,974,397	4,719,678	4,719,678	4,719,678



Government Affairs

Description

The 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.

Government Affairs is also involved in area events such as the Cardiac Survivor Breakfast, Chamber of Commerce networking events and community and partner agency events and workshops as well as *Safety Matters*, an annual newsletter that goes out to each resident in the District's service area.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	-	1,114,851	1,088,718	1,073,313
Materials and Services	-	134,465	220,796	237,813
Total Expenditures	-	1,249,316	1,309,514	1,311,126

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Director of Government Affairs	-	1.00	1.00	1.00
Public Affairs Chief	-	1.00	1.00	1.00
Public Affairs Officer	-	2.00	2.00	2.00
Public Affairs Coordinator	-	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	-	5.00	5.00	5.00

Budget Highlights

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, *Other Professional Services* and account 5415, *Printing*, includes the printing and folding costs for the *Safety Matters* mailing. Account 5480, *Community Events/Open House*, reflects anticipated costs for community and partner agency events and workshops. Account 5454, *Postage, UPS and Shipping*, includes \$54,275 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 Prior-Year 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.
 Status: → Ongoing
 Status Report: Staff participated in dozens of activities ranging from city/county forums, chamber of commerce or business alliance meetings, public safety presentations, and other community events. Most events were virtual versus in-person due to the pandemic. Participation by staff created dialogue, demonstrated accountability to taxpayers, encouraged productive partnerships, and promoted TVF&R's mission and insight for 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.
 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 District's mission.

- **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: Participation with TVF&R's internal bond planning committee. Briefings to leadership and board members with timeline and communication recommendations.
 Status: → Ongoing
 Status Report: Staff served on TVF&R's internal bond planning committee, conducted research to determine likelihood of other funding measures on the 2021 ballot, provided updates and recommendations to leadership and the board, began public attitude research process, and facilitated preliminary outreach with local government partners to advise them of likely ballot measure in November 2021.

- **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.
 Status: → Ongoing
 Status Report: Scheduled campaigns for fire prevention, hands-only CPR, and disaster preparedness were largely curtailed due to the pandemic. Traditional and social media campaigns were conducted to provide education and updates related to COVID-19, vaccinations, wildfire suppression efforts and recruitment. Virtual Heart Month, fire prevention campaigns, and recorded messages by the fire chief to citizen participation organizations were also accomplished.

- **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.
 Status: ✓ Complete
 Status Report: The fire operations center was activated multiple times due to the pandemic and wildfires, so the public information team spent considerable time sharpening relevant skills. In addition, some PIOs were deployed to support county and state incident management teams. The public affairs chief and public affairs officers represented TVF&R on multiple regional PIO groups and joint information systems.

Additional 2020-21 Accomplishments

- Supported Organizational Health with COVID-19 outreach materials for TVF&R personnel and families.
- Provided physically distanced alternatives to holiday programs to support families in need.
- Collaborated with Fire and Life Safety to update and improve education collateral and launch the Safety-First online newsletter.
- Designed, distributed and produced the Safety Matters newsletter which is mailed to more than 350,000 households in TVF&R's service area.
- Supported the Dundee Discovery Process.
- Supported communication related to the intergovernmental agreement with Forest Grove, Cornelius and Gaston fire agencies.
- Supported the Fire Chief's Office, Fire and Life Safety, Operations, Finance, Organizational Health, Emergency Medical Services and Logistics with design of internal communication materials, checklists and manuals.
- Served on COVID-19 Task Forces to support operations, worker reintegration plans, and vaccination efforts.

Activities Summary

Service Measure	2018-19 Actual	2019-20 Actual	2020-21 Projected	2020-21 Actual	2021-22 Estimated
Public Attitude Survey Conducted¹	0 ¹	0	1	1	1
<i>Percentage of Residents Identifying TVF&R as Their Fire Department</i>	81% ²	n/a	80%	n/a	78%
<i>Percentage of Residents Identifying TVF&R as Their EMS Provider²</i>	61%	n/a	65%	n/a	68%
Ad Equivalency of News Stories Calculated³	\$352,289 ³	\$312,750	\$400,000	n/a ⁴	415,000
Community Academy Graduates	18	5 ⁵	20	0 ⁶	12

¹ 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.

² 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.

³ Beginning in 2017, 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 conducts digital, social and web media.

⁴ Metrics for actual ad equivalency for FY20-21 are not available at time of budget preparation.

⁵ 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.

⁶ The Spring and Fall 2020 and Spring 2021 academies were cancelled due to the COVID-19 pandemic.

2021-22 Current-Year Tactics

- **Conduct community outreach for the November 2021 bond measure.**
 - Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2; Goal 3 – Strategy 3.4
 - Timeframe: 6 months
 - Partner(s): Media Services
 - Budget Impact: Currently budgeted
 - Measured By: Number of newsletter articles, direct mail, community presentations, and social media produced and delivered.
- **Participate in urban renewal committees and task forces in Newberg, Tualatin, Tigard, Beaverton, Sherwood and Wilsonville to inform project lists, plan scope and partnership opportunities.**
 - Goal/Strategy: Goal 3 – Strategy 3.2
 - Timeframe: 24 months
 - Partner(s): Various intergovernmental partners
 - Budget Impact: None
 - Measured By: Meeting participation and reports to leadership and elected leaders.
- **Train and deploy additional public information officers to ensure 24/7 on-call capacity and improved depth for routine media relations and significant events requiring Fire Operations Center activation and crisis communications.**
 - Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.4
 - Timeframe: 12 months
 - Partner(s): None
 - Budget Impact: Currently budgeted
 - Measured By: Increased number of trained PIOs as well as training sessions conducted.
- **Conduct at least one Community Academy to improve awareness among and partnerships with civic stakeholders and elected leaders in TVF&R's service area.**
 - Goal/Strategy: Goal 3
 - Timeframe: 12 months
 - Partner(s): Leadership, Media Services, various intergovernmental and civic partners
 - Budget Impact: Currently budgeted
 - Measured By: Number of Community Academy Graduates.
- **Support employee recruitment campaigns.**
 - Goal/Strategy: Goal 2, Goal 3
 - Timeframe: 12 months
 - Partner(s): Organizational Health, Operations
 - Budget Impact: Currently budgeted
 - Measured By: Number of impressions generated from news stories, social media posts, as well as community events conducted.

Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10160 Government Affairs						
5002 Salaries & Wages Non-union	-	523,116	570,390	582,139	-	-
5004 Vacation Taken Non-union	-	62,880	46,643	47,266	-	-
5006 Sick Taken Non-union	-	8,362	12,648	12,776	-	-
5008 Personal Leave Taken Non-union	-	2,115	4,936	4,720	-	-
5010 Comp Taken Non-union	-	391	-	-	-	-
5015 Vacation Sold	-	-	1,034	1,055	-	-
5017 PEHP Vac Sold at Retirement	-	105,475	-	-	-	-
5019 Comp Time Sold Non-union	-	220	-	-	-	-
5021 Deferred Comp Match Non-union	-	44,074	46,559	47,491	-	-
5120 Overtime Union	-	40,271	44,896	33,006	-	-
5121 Overtime Non-union	-	487	-	-	-	-
5201 PERS Taxes	-	198,611	218,907	190,386	-	-
5203 FICA/MEDI	-	45,082	56,330	56,434	-	-
5206 Worker's Comp	-	7,655	9,388	9,406	-	-
5207 TriMet/Wilsonville Tax	-	4,858	5,771	5,781	-	-
5208 OR Worker's Benefit Fund Tax	-	109	175	175	-	-
5211 Medical Ins Non-union	-	47,180	42,336	52,680	-	-
5212 Medical Ins Nonu VEBA	-	402	5,013	5,278	-	-
5221 Post Retire Ins Non-union	-	4,275	3,600	4,500	-	-
5230 Dental Ins Non-union	-	4,647	4,224	4,224	-	-
5240 Life/Disability Insurance	-	4,998	5,428	5,532	-	-
5270 Uniform Allowance	-	404	1,200	1,224	-	-
5295 Vehicle/Cell Allowance	-	9,240	9,240	9,240	-	-
Personnel Services	-	1,114,851	1,088,718	1,073,313	-	-
5300 Office Supplies	-	16	1,000	1,020	-	-
5306 Photography Supplies & Process	-	260	-	-	-	-
5321 Fire Fighting Supplies	-	257	-	-	-	-
5350 Apparatus Fuel/Lubricants	-	2,642	5,000	5,100	-	-
5400 Insurance Premium	-	370	800	816	-	-
5414 Other Professional Services	-	2,400	27,400	27,948	-	-
5415 Printing	-	19,333	22,000	25,500	-	-
5461 External Training	-	2,719	4,055	3,140	-	-
5462 Travel and Per Diem	-	3,485	6,325	6,700	-	-
5471 Citizen Awards	-	124	900	918	-	-
5480 Community/Open House/Outreach	-	12,967	36,815	32,410	-	-
5481 Community Education Materials	-	357	-	-	-	-
5484 Postage UPS & Shipping	-	38,814	54,800	65,810	-	-
5500 Dues & Subscriptions	-	4,258	6,561	6,651	-	-
5570 Misc Business Exp	-	1,011	1,500	1,400	-	-
5571 Planning Retreat Expense	-	-	350	400	-	-
5572 Advertis/Public Notice	-	45,451	53,290	60,000	-	-
Materials and Services	-	134,465	220,796	237,813	-	-
Total Government Affairs	-	1,249,315	1,309,514	1,311,126	-	-

Media Services

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* ▪ *EMS Training* ▪ *Hazardous Materials Training* ▪ *Fire Behavior Training*
- *Wildland Firefighting* ▪ *Emergency Preparedness* ▪ *Human Resources* ▪ *Public Education*

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	321,745	416,010	360,637	361,147
Materials and Services	9,925	15,517	34,980	35,684
Total Expenditures	331,670	431,527	395,617	396,831

Personnel Summary

Position	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 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

Budget Highlights

The Personnel Services budget reflects the expected wages and benefits of current employees, including PERS rates. Within Materials and Services, audio-visual supplies such as AV cables, switches, routers, blank media, etc., are budgeted in account 5301, *Special Department Supplies*. Account 5367 is 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 Prior-Year 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.
 Status: → Ongoing
 Status Report: This past year was probably the busiest year Media Services has experienced due to COVID-19 related training and Oregon wildfires. Over 300 videos were uploaded to the video database during 2020. While much of the content was training related, a significant amount was created for both internal and community communication. In addition, thousands of images were shot and edited for a variety of incidents and events. Media Services also supported a variety of groups such as COVID-19 Task Force 2 and the COVID-19 Task Force 1 Vaccine Branch.
- **Provide oversight and support for TVF&R's [external website](#) and [YouTube Channel](#) (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.
 Status: → Ongoing
 Status Report: Stood up and edited COVID-19 family support webpages while also supporting the overhaul of Fire & Life Safety webpages and posting of Vaccine Branch documents. There were approximately 275,000 visits to www.tvfr.com and 449,290 pageviews, which is a 42% increase. There were 49,000 views on TVF&R's YouTube Channel that included wildfire and NAC meeting updates, among others.

- **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.
 Status: → Ongoing
 Status Report: Completed many flights to capture media content for the purposes of training, as well as pilot training. Also, responded to structure fires when possible and the Chehalem Mountain/Bald Peak wildfire to provide aerial imagery for the purposes of operational support.

Activities Summary

Media Projects	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Training	150	150	270	190	200
Internal Communication	35	35	30	35	40
External Communication	10	10	10	10	10
Total	195	195	310	235	245

2021-22 Current-Year 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 Channel](#) (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.

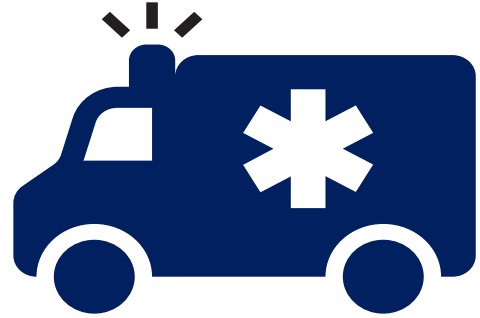
Budget Detail

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Proposed Budget	2021-22 Approved Budget	2021-22 Adopted Budget
10451 Media Services						
5002 Salaries & Wages Non-union	164,288	175,474	183,907	187,843	187,843	187,843
5004 Vacation Taken Non-union	23,700	18,494	15,519	15,725	15,725	15,725
5006 Sick Taken Non-union	3,948	1,573	4,208	4,251	4,251	4,251
5008 Personal Leave Taken Non-union	1,009	1,964	1,642	1,570	1,570	1,570
5010 Comp Taken Non-union	1,300	1,599	-	-	-	-
5015 Vacation Sold	-	-	1,831	1,868	1,868	1,868
5017 PEHP Vac Sold at Retirement	-	66,104	-	-	-	-
5021 Deferred Comp Match Non-union	9,712	9,955	10,264	10,469	10,469	10,469
5121 Overtime Non-union	-	-	3,100	3,178	3,178	3,178
5201 PERS Taxes	44,936	66,428	63,784	55,538	55,538	55,538
5203 FICA/MEDI	14,306	14,664	16,912	17,251	17,251	17,251
5206 Worker's Comp	3,578	2,340	2,819	2,875	2,875	2,875
5207 TriMet/Wilsonville Tax	1,420	1,474	1,733	1,767	1,767	1,767
5208 OR Worker's Benefit Fund Tax	44	40	58	58	58	58
5211 Medical Ins Non-union	45,193	46,155	43,776	47,448	47,448	47,448
5212 Medical Ins Nonu VEBA	-	287	3,583	3,770	3,770	3,770
5221 Post Retire Ins Non-union	1,800	1,275	900	900	900	900
5230 Dental Ins Non-union	4,024	4,117	4,272	4,272	4,272	4,272
5240 Life/Disability Insurance	1,849	1,894	1,729	1,764	1,764	1,764
5270 Uniform Allowance	39	24	-	-	-	-
5290 Employee Tuition Reimburse	-	1,548	-	-	-	-
5295 Vehicle/Cell Allowance	600	600	600	600	600	600
Personnel Services	321,745	416,010	360,637	361,147	361,147	361,147
5300 Office Supplies	-	89	375	383	383	383
5301 Special Department Supplies	170	120	600	612	612	612
5302 Training Supplies	-	-	250	255	255	255
5306 Photography Supplies & Process	19	108	140	144	144	144
5330 Noncapital Furniture & Equip	995	3,398	-	-	-	-
5367 M&R Office Equip	2,762	3,641	21,400	20,768	20,768	20,768
5414 Other Professional Services	947	3,216	5,000	5,100	5,100	5,100
5461 External Training	1,274	1,195	2,275	2,700	2,700	2,700
5462 Travel and Per Diem	2,559	2,507	3,300	4,000	4,000	4,000
5484 Postage UPS & Shipping	32	82	225	230	230	230
5500 Dues & Subscriptions	1,154	1,095	1,215	1,288	1,288	1,288
5570 Misc Business Exp	13	65	200	204	204	204
Materials and Services	9,925	15,517	34,980	35,684	35,684	35,684
Total Media Services	331,670	431,527	395,617	396,831	396,831	396,831

Apparatus & Vehicle Fund

Description

The Apparatus & Vehicle Fund is a *special revenue* fund designated for the purchase of emergency response apparatus and staff vehicles. 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 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. Beginning with fiscal year 2021-22, all apparatus and staff vehicles are included in the fund. Previously staff vehicles were accounted for in the Capital Improvements Fund.

Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	-	-	-	66,000
Capital Outlay	1,330,132	208,153	2,713,500	2,377,150
Contingency	-	-	650,200	650,000
Total Expenditures	1,330,132	208,153	3,363,700	3,093,150

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	2021-22	2022-23	2023-24	2024-25	2025-26
Engines	1,463,630	-	2,125,500	2,834,000	1,417,000
Trucks	-	-	1,311,000	1,311,000	-
Medic Units	-	860,000	-	645,000	-
Tenders	-	-	870,000	-	-
Special Purpose	979,520	335,000	443,500	1,183,000	3,244,000
Total	2,443,150	1,195,000	4,750,000	5,973,000	4,661,000

Operating Budget

The annual maintenance and operating costs, including fuel to operate the fire apparatus are:

Apparatus	2017-18 Actual	2018-19 Actual	2019-20 Actual	2020-21 Projected	2021-22 Estimated
Engines	31,905	31,882	28,530	31,500	34,500
Trucks	50,779	52,458	49,287	54,000	59,400
Elevated Waterway Units	71,515	45,014	23,718	5,000	-
Light/Heavy Brush Rigs	7,772	8,814	4,893	5,300	5,830
Specialty ¹	11,485	12,472	14,242	15,600	17,000
Medics/Rescues	14,545	12,016	13,173	14,500	15,950
Cars ²	3,042	2,548	2,600	2,860	3,150
Tenders	7,104	7,069	6,288	6,900	7,500
Code 3 Staff Vehicles	3,115	3,522	3,237	3,500	3,550
Battalion Chief Vehicles	6,287	8,568	6,140	6,700	7,300
Other Staff Vehicles	2,884	3,222	2,785	3,000	3,300

¹ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Water 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 be flat and/or decrease from time to time, this condition is normally short-lived due to economic reasons.

When new apparatus is 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 apparatuses 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 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.

Budget Detail

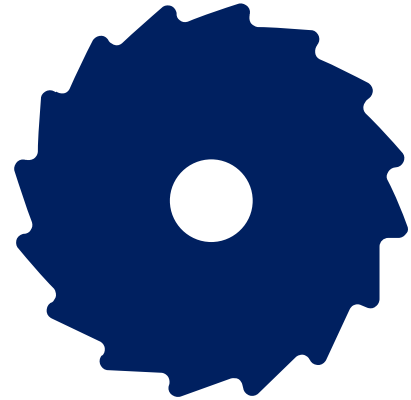
Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
3,955,977	3,730,110	4,799,382	Beginning Fund Balance	3,436,400	3,436,400	3,436,400
104,265	91,637	80,000	Temporary Investments Earnings	50,000	50,000	50,000
-	3,962	-	Surplus Property	-	-	-
1,000,000	1,000,000	1,000,000	Operating Transfers In	1,996,750	1,996,750	1,996,750
5,060,242	4,825,709	5,879,382	Total Resources	5,483,150	5,483,150	5,483,150
Requirements						
<i>Materials and Services</i>						
-	-	-	Firefighting Supplies	65,000	65,000	65,000
-	-	-	M&R Fire Comm Equipment	1,000	1,000	1,000
			Total Materials and Services	66,000	66,000	66,000
<i>Capital Outlay</i>						
1,330,132	208,153	2,713,500	Vehicles & Apparatus	2,293,130	2,293,130	2,293,130
-	-	-	Communications Equipment	84,020	84,020	84,020
1,330,132	208,153	2,713,500	Total Capital Outlay	2,377,150	2,377,150	2,377,150
-	-	650,200	Contingency	650,000	650,000	650,000
1,330,132	208,153	3,363,700	Total Expenditures	3,093,150	3,093,150	3,093,150
3,730,110	4,617,556	2,515,682	Reserved for Future Expenditures	2,390,000	2,390,000	2,390,000
5,060,242	4,825,709	5,879,382	Total Requirements	5,483,150	5,483,150	5,483,150



Capital Improvements Fund

Description

The Capital Improvements Fund accounts for capital expenditures used to support day-to-day operations that the District classifies as “small capital” 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 replaced routinely, 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, for specialized emergency response technologies such as self-contained breathing apparatus and response aids.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	-	-	484,630	978,049
Capital Outlay	1,549,521	1,468,234	2,479,844	3,439,911
Contingency	-	-	524,000	1,500,000
Total Expenditures	1,549,521	1,468,234	3,488,474	5,917,960

2021-22 Significant Items

Because this fund is utilized to account for the 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. 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.

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.

2021-22 Budgeted Items

5302 Training Supplies

• Training: ALS Junior Manikin -----	7,200
• Training: Crash Kelly Manikin -----	5,908
• Training: Rescue Randy Manikin -----	5,298
• Training: Fixed Smoke Machine - AntariFT-100 -----	720
Total 5302 Training Supplies	19,126

5330 Noncapital Furniture & Equip

• Station 35: EMS cabinet for bay -----	2,400
• Station 52: Turnout lockers for bay -----	27,000
• Station 60: Shop cabinet for bay -----	600
• Logistics: Outdoor covering for seating area -----	12,999
Total 5330 Noncapital Furniture & Equip	42,999

5340 Software Licenses/Upgrade/Host

• Information Technology: Encryption Windows Software - improve security -----	20,000
Total 5340 Software Licenses/Upgrade/Host	20,000

5361 M&R Bldg/Bldg Equip & Improv

• Station 20: Turnout drying rack -----	2,500
• Station 20: Concrete floors in kitchen need to be stripped and re-polished -----	1,500
• Station 34: Paint interior of station -----	12,000
• Station 35: Landscaping updates. Replace arborvitae between station and apartments -----	2,000
• Station 50: Sidewalk repair. Sidewalk is lifting creating a trip hazard -----	2,500
• Station 50: Paint interior and exterior of station -----	26,000
• Station 51: Perform needed repairs to siding and repaint outside storage sheds -----	2,000
• Station 52: Bay restripe -----	750
• Station 53: Paint/seal coat (brick) exterior of station -----	35,000
• Station 53: Paint interior of station -----	12,000
• Station 53: Replace countertops in kitchen -----	5,000
• Station 57: Paint exterior of station and apparatus bay -----	17,000
• Station 60: Replace blinds -----	1,500
• Station 64: Repair leaking CMU on roof structure with metal siding -----	15,000
• Station 65: Paint exterior of station -----	18,000
• Station 65: Paint interior of station -----	10,000
• Station 66: Paint exterior of station and seal brick -----	18,000
• Station 66: Parking lot and bay re-striping -----	750
• Station 67: Remove, replace and seal decking to repair leaking patio above bay -----	25,000
• Station 67: Replace carpet -----	25,000
• Station 67: Seal brick on exterior of station -----	8,000
• Station 67: Tinting for bay windows to reduce UV exposure of turnouts -----	2,400
• Station 67: Security gate for front west side of station to deter transients -----	750
• Station 67: Landscaping rock for west side of station -----	700

• Station 68: Fencing around station for perimeter safety. Add a four-foot fence around garden wing. Plant hedge and signs notifying neighbors of fire station property. Install spring loaded gate at walkway -----	10,000
• Station 68: Paint interior of station -----	10,000
• Station 69: Replace failing bay doors-----	28,000
• Fire Chief's Office: CBOC - exterior seal of brick seal and exterior painting, to prevent water intrusion---	25,000
• Logistics: Rekey all District facilities. Logistics staff conducting a security assessment of facilities. Will reduce hard keys to specified staff (less than 20) for better maintenance and security-----	53,000
• Logistics: Balance HVAC system at 1 year -----	3,000
• Training: Annual repairs for portions of asphalt as needed -----	25,000
• Training: Replace Motor - third pump motor in ponds needs to be replaced. Active signs of failure -----	8,000
• Training: Replace Roof Hatch on in Tower -----	1,500
• Fleet Maintenance: Purchase and installation 50 grille filters at the handful of stations that do not have them (except Mitsubishi systems 50, 53, 56, 65, 68, 70) and replace undersized grills at station 69 and 55 grille filters are used for the intake within the building providing a double filtration within the facilities --	10,000
• Facilities Maintenance: Station Cameras - non-Sonitrol cameras for station security -----	91,200
Total 5361 M&R Bldg/Bldg Equip & Improv	508,050
5364 M&R Fire Comm Equip	
• Communications: Online Mobile Gateway - replace current data gateways in apparatus-----	128,560
• Communications: Cab Flow Research & Development; new solutions for managing data in apparatus --	20,000
Total 5364 M&R Fire Comm Equip	148,560
5368 M&R Computer & Network Hardware	
• Information Technology: iPad Replacements L1 - support iOS 14-----	88,274
• Information Technology: Fire & Life Safety (FLS) new IOS compatible MacBooks -----	57,500
• Information Technology: Move day staff to docking stations L1 -----	28,100
• Information Technology: Laptop Replacements - standard lifecycle replacements-----	25,500
• Information Technology: Brush Rig SitStat Upgrade - analyze first. Estimating for iPads and Field Ops -	7,000
• Information Technology: Shortel Phone Replacement Pool - reduce downtime-----	7,000
• Information Technology: Yearly monitor upgrades-----	7,000
• Information Technology: Conference Room Upgrades (CBOC) - Zoom and Teams conference rooms---	6,000
• Information Technology: Station Training - new hardware for improved playback-----	5,440
Total 5368 M&R Computer & Network Hardware	231,814
5416 Building Services	
• Station 34: HVAC vent cleaning -----	2,500
• Station 58: HVAC duct cleaning -----	5,000
Total 5416 Building Services	7,500
5603 TC Training Props	
• Training: Brass Eagle Conventional Forcible Entry Prop -----	7,500
Total 5603 TC Training Props	7,500
5610 Building & Bldg Improv	
• Station 17: Replace three RTU HVAC units. Units are beyond end of life cycle-----	45,000
• Station 21: Replace generator, current generator is undersized and only has one fuel source-----	65,000
• Station 59: Replace failing fuel cell -----	20,000
• Facilities Maintenance: Purchase spare tap out to be used in the District where needed-----	20,000
Total 5610 Building & Bldg Improv	150,000

5620 Firefighting Equip

• Operations: Thermal Image Cameras - scheduled replacement FY22/23 moved to FY21/22 due to increase repair costs and no available spares-----	533,500
• Operations: Combi-Tool - outfit all frontline trucks to support Truck/Heavy Rescue response-----	74,004
• Operations: Water Team Night Vision - replacing failing monocular with binocular-----	10,892
• Operations: Stryker Wildland Pump - replacing Newberg pump purchased sometime close to 1985 not previously listed in Capital Plan-----	5,900
• Technical Rescue: Tech Team Airbag - scheduled replacement of airbags received by grant-----	27,905
• Technical Rescue: Tech Team Search Camera - scheduled replacement of camera received by grant-----	15,000
Total 5620 Firefighting Equip	667,201

5625 EMS Equip

• Emergency Medical Services: Replace all district cardiac monitor/defibrillators-----	2,100,000
• Emergency Medical Services: Replace older gurneys to match recent district purchases of power load gurneys-----	44,000
• Emergency Medical Services: Add power-load system with above new gurneys in remaining district ambulances that do not currently have them-----	30,000
Total 5625 EMS Equip	2,174,000

5635 Building Equip

• Station 17: Replace turnout washer-----	14,500
Total 5635 Building Equip	14,500

5640 Physical Fitness Equip

• Occupational Health/Wellness: Treadmills-----	20,097
• Occupational Health/Wellness: Step Mill 12-year lifespan replacement-----	11,750
• Occupational Health/Wellness: Tetmetrix Digital Audiometer - OSHA / ANSI standards for hearing conservation-----	6,063
Total 5640 Physical Fitness Equip	37,910

5645 Shop Equip

• Supply: Purchase new forklift for LSC capable of reaching upper berths. Current unit leased/rented-----	47,000
• Fleet Maintenance: Automotive/HD Tire Balancer replacement. Existing balancer is limited regarding automotive wheels that can be mounted on the machine. The current balancer is 20+ years old and is only useful to balance large apparatus tires and wheels. The Fleet department performs more medium and light duty tire work in-house making the need for an updated machine critical-----	9,500
• Fleet Maintenance: Walk-Behind Floor Scrubber 20". Fast and effective option for deep cleaning the shop floor with limited staff time. The efficiency of an automatic floor cleaner reduces staff time focused on cleaning and provides better cleaning for the new LSC shop and faster turn times on preparing the shop bays for the next service repair to come into the shop. Average Life Cycle: 5-6 years-----	4,800
• Fleet Maintenance: Stainless 3-faucet sink for north wall of the LSC Shop. Current sink is too small for 12 employees. A larger sink will also help with social distancing and a foot operated sink will reduce the spread of germs-----	3,500
• Facilities Maintenance: Purchase scissor lift for station and building projects. Move existing lift inside LSC to prolong life and provide service needs within the LSC. Used to expedite coordination of multiple jobs versus renting-----	22,000
Total 5645 Shop Equip	86,800

5650 Communications Equip

• Communications: Dell Booster - deploy cell boosters to stations to improve indoor cellular coverage---	45,000
Total 5650 Communications Equip	45,000

5655 Data Processing Software

• Business Strategy: EGIS system refinement of Performance, Standards of Cover, and EMS Analytics and discovery of inspection, facility, and fleet information-----	70,000
• Business Strategy: Incident Intelligence System (2iS) application/ software development for in-field incident data collection and analytics -----	70,000
• Business Strategy: 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	155,000

5660 Computer Equip

• Information Technology: Dual Core Routing hardware to route from South Operating Center-----	20,000
• Information Technology: Spare Juniper Switches - to reduce downtime-----	20,000
• Information Technology: VMWare Re-Calibration - apply lessons from CCOM evacuation -----	20,000
• Information Technology: Data Network Migration: GovRing pool for construction costs -----	15,000
• Information Technology: Implement System Center Config Manager-----	7,000
Total 5660 Computer Equip	82,000
Total Capital Improvements Fund	4,417,960



Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
6,019,420	4,810,730	5,130,159	Beginning Fund Balance	6,056,000	6,056,000	6,056,000
146,812	108,736	85,000	Interest Income	50,000	50,000	50,000
14,118	-	-	Operating Grants and Contributions	-	-	-
179,900	50,579	2,500	Surplus Property	2,500	2,500	2,500
-	1,074	-	Miscellaneous	-	-	-
-	1,500,000	1,172,807	Transfers in from Other Funds	2,832,507	2,832,507	2,832,507
6,360,250	6,471,119	6,390,466	Total Resources	8,941,007	8,941,007	8,941,007
Requirements						
<i>Materials and Services</i>						
-	-	-	Training Supplies	19,126	19,126	19,126
-	-	48,300	Noncapital Furniture and Equipment	42,999	42,999	42,999
-	-	-	Software Licenses/Upgrades	20,000	20,000	20,000
-	-	360,500	M&R Bldg./Bldg. Equip & Improv	508,050	508,050	508,050
-	-	-	M&R Fire Comm Equipment	148,560	148,560	148,560
-	-	48,330	M&R Firefighting Equipment	-	-	-
-	-	27,500	M&R EMS Equipment	-	-	-
-	-	-	M&R Computer & Network	231,814	231,814	231,814
-	-	-	Building Services	7,500	7,500	7,500
-	-	484,630	Total Materials and Services	978,049	978,049	978,049
<i>Capital Outlay</i>						
34,400	58,890	-	Land Improvements	-	-	-
97,409	18,158	20,000	Training Props	7,500	7,500	7,500
70,586	17,247	115,000	Building & Improvements	150,000	150,000	150,000
561,410	187,259	430,820	Vehicles & Apparatus	-	-	-
82,039	26,895	723,540	Firefighting Equipment	667,201	667,201	667,201
78,540	304,528	114,000	EMS Equipment	2,174,000	2,174,000	2,174,000
10,405	29,932	260,000	Office Equipment & Furniture	-	-	-
76,783	444,649	97,541	Building Equipment	34,500	34,500	34,500
41,021	62,399	90,643	Physical Fitness Equipment	37,910	37,910	37,910
-	-	225,000	Shop Equipment	86,800	86,800	86,800
72,274	61,931	88,300	Communications Equipment	45,000	45,000	45,000
252,439	256,346	285,000	Data Processing Software	155,000	155,000	155,000
172,214	-	30,000	Computer Equipment	82,000	82,000	82,000
1,549,520	1,468,234	2,479,844	Total Capital Outlay	3,439,911	3,439,911	3,439,911
-	-	524,000	Contingency	1,500,000	1,500,000	1,500,000
1,549,520	1,468,234	3,488,474	Total Expenditures	5,968,560	5,968,560	5,968,560
4,810,730	5,002,885	2,901,992	Reserved for Future Expenditures	3,023,047	3,023,047	3,023,047
6,360,250	6,471,119	6,390,466	Total Requirements	8,941,007	8,941,007	8,941,007

MERRC Fund

Description

Program revenue dedicated to the Mobile Emergency Responder Radio Coverage (MERRC) program and associated expenditures are accounted for within this fund. This *special revenue* fund type 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.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital Outlay	143,897	-	100,000	100,000
Contingency	-	-	30,000	500,000
Total Expenditures	143,897	-	130,000	600,000

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
1,194,953	1,480,203	1,826,076	Beginning Fund Balance	2,007,068	2,007,068	2,007,068
32,281	36,936	15,000	Interest Income	15,000	15,000	15,000
396,866	306,731	250,000	Program Fees	150,000	150,000	150,000
1,624,100	1,823,870	2,091,076	Total Resources	2,172,068	2,172,068	2,172,068
Requirements						
143,897	-	100,000	Communications Equipment	100,000	100,000	100,000
143,897	-	100,000	Total Capital Outlay	100,000	100,000	100,000
-	-	30,000	Contingency	500,000	500,000	500,000
143,897	-	130,000	Total Expenditures	600,000	600,000	600,000
1,480,203	1,823,870	1,961,076	Committed for Future Expenditures	1,572,068	1,572,068	1,572,068
1,624,100	1,823,870	2,091,076	Total Requirements	2,172,068	2,172,068	2,172,068



Grants 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.

The 2021-22 budget reflects outstanding grant funding requests for a safety and security grants and a network equipment grant.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services	795,135	-	-	-
Materials and Services	23,592	33,700	115,000	115,000
Capital Outlay	-	-	167,360	-
Total Expenditures	818,727	33,700	282,360	115,000

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
-	-	167,360	Beginning Fund Balance	-	-	-
818,727	33,700	115,000	Grant Revenue	115,000	115,000	115,000
-	167,360	-	Operating Transfers In	-	-	-
818,727	201,060	282,360	Total Resources	115,000	115,000	115,000
Requirements						
795,135	-	-	Personnel Services	-	-	-
23,592	33,700	115,000	Materials and Services	115,000	115,000	115,000
-	-	167,360	Capital Outlay	-	-	-
818,727	33,700	282,360	Total Expenditures	115,000	115,000	115,000
-	167,360	-	Reserved for Future Expenditures	-	-	-
818,727	201,060	282,360	Total Requirements	115,000	115,000	115,000



Debt Service 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. In May 2020 a portion of the 2011 bonds were refunded, saving taxpayers approximately \$1,600,000 million and maturing in 2021 through 2031.

The District levies enough 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.

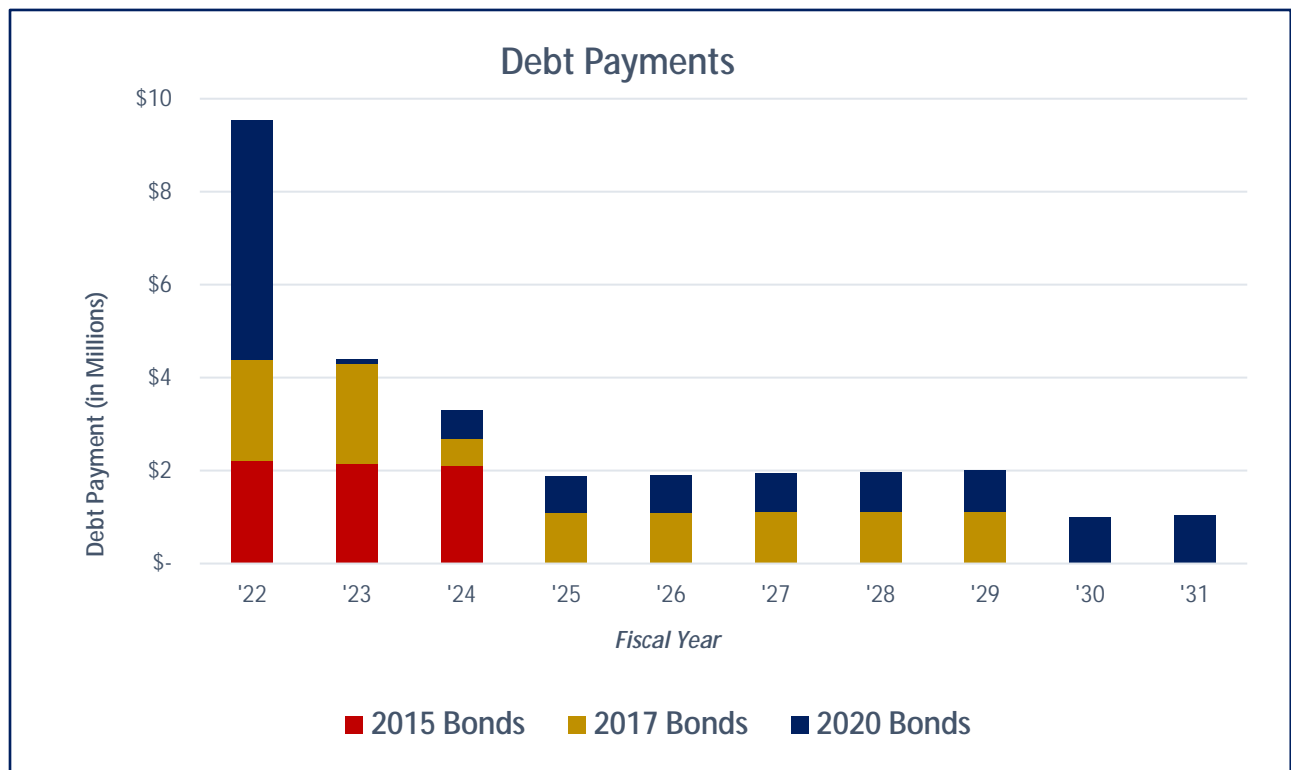
Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
2020 Debt Service	-	294,837	3,608,049	5,145,549
2017 Debt Service	593,850	2,253,850	2,210,850	2,175,850
2015 Debt Service	2,349,724	2,298,350	2,250,950	2,207,350
2011 Debt Service	1,734,562	1,434,981	1,138,800	-
2009 Debt Service, Series B	728,000	-	-	-
2009 Debt Service	998,400	-	-	-
Total Expenditures	6,404,536	6,282,018	9,208,649	9,528,749

Maturity Schedule

Series	2015 Refunding		2015 New		2017 Refunding		2020 Refunding	
Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
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	-	103,299
2023-24	1,390,000	31,275	670,000	15,075	335,000	248,600	515,000	103,299
2024-25	-	-	-	-	865,000	231,850	680,000	97,325
2025-31	-	-	-	-	3,965,000	489,200	5,065,000	342,017
Totals	4,155,000	259,825	1,930,000	121,225	8,710,000	1,733,850	11,240,000	811,489

Debt Payments on Existing Debt



Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
374,852	608,415	255,425	Beginning Fund Balance	212,925	212,925	212,925
200,453	78,047	45,000	Previously Levied Taxes	45,000	45,000	45,000
70,136	52,168	31,650	Temporary Investments Earnings	31,650	31,650	31,650
7,024	7,215	250	Interest on Taxes	250	250	250
940	814	350	Tax in Lieu of Property Tax	350	350	350
-	14,970,719	-	Other Proceeds	-	-	-
653,405	15,717,378	332,675	Total Resources, Except Taxes	290,175	290,175	290,175
-	-	9,088,899	Taxes Necessary to Balance	9,407,749	9,407,749	9,407,749
6,359,546	5,951,330	-	Taxes Collected in Year Levied	-	-	-
7,012,951	21,668,708	9,421,574	Total Resources	9,697,924	9,697,924	9,697,924
Requirements						
-	161,612	-	Materials and Services	-	-	-
-	14,799,496	-	Payment to Escrow	-	-	-
Bond Principal Payments						
960,000	-	-	2009 March 1	-	-	-
700,000	-	-	2009B June 15	-	-	-
1,010,000	1,050,000	1,095,000	2011 June 1	-	-	-
1,360,000	1,365,000	1,370,000	2015 Refunding June 1	1,380,000	1,380,000	1,380,000
550,000	570,000	595,000	2015 June 1	620,000	620,000	620,000
-	1,660,000	1,700,000	2017 June 1	1,750,000	1,750,000	1,750,000
-	280,000	3,400,000	2020 Refunding June 1	4,980,000	4,980,000	4,980,000
4,580,000	4,925,000	8,160,000	Total Principal	8,730,000	8,730,000	8,730,000
Bond Interest Payments						
19,200	-	-	2009 September 1	-	-	-
19,200	-	-	2009 March 1	-	-	-
14,000	-	-	2009B December 15	-	-	-
14,000	-	-	2009B June 15	-	-	-
362,281	342,080	21,900	2011 December 1	-	-	-
362,281	42,900	21,900	2011 June 1	-	-	-
152,837	125,636	98,337	2015 Refunding December 1	70,937	70,937	70,937
152,813	125,636	98,338	2015 Refunding June 1	70,937	70,937	70,937
67,037	56,035	44,638	2015 December 1	32,737	32,737	32,737
67,037	56,035	44,638	2015 June 1	32,738	32,738	32,738
296,925	296,924	255,425	2017 Refunding September 1	212,925	212,925	212,925
296,925	296,923	255,425	2017 Refunding March 1	212,925	212,925	212,925
-	-	104,024	2020 Refunding December 1	82,775	82,775	82,775
-	14,837	104,024	2020 Refunding June 1	82,775	82,775	82,775
1,824,536	1,357,006	1,048,649	Total Interest	798,749	798,749	798,749
Reserves						
608,415	425,594	-	Unappropriated Balance Next Year			
-	-	212,925	2017 Refunding September 1	169,175	169,175	169,175
608,415	425,594	212,925	Total Unappropriated Fund Balance	169,175	169,175	169,175
7,012,951	21,668,708	9,421,574	Total Requirements	9,697,924	9,697,924	9,697,924

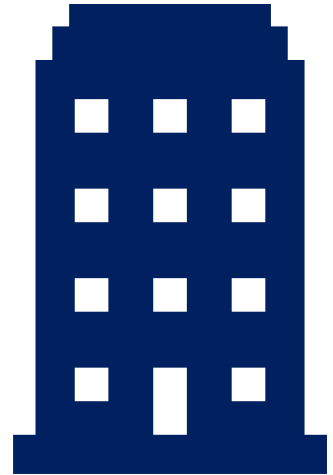


Property and Building Fund

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 enough reserves to 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Capital Outlay	5,747,336	11,099,754	8,391,881	2,426,000
Contingency	-	-	1,500,000	750,000
Total Expenditures	5,747,336	11,099,754	9,891,881	3,176,000

2021-22 Project Descriptions

The 2021-22 Property and Building Fund holds monies for land acquisitions for stations 22, 31 and 63 as well as for design and engineering for station 62.

Status of Prior-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.
 - Status: Ongoing.
 - Status Report: Unit move in date scheduled before fiscal year-end.

- **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.

Status: Complete.

Status Report: Logistic Service Center was complete and operational in January 2021.

- **Acquire location for Station 54 (permanent), Station 63, Station 31 and Newberg Rural.**

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.

Status: Ongoing.

Status Report: Work toward this tactic will continue into the next fiscal year.



2021-22 Current-Year Tactics

- **Begin due diligence, design and engineering processes for replacement of Station 62.**

Goal/Strategy: Goal 3, Strategy 3.4

Timeframe: 24 months

Partner(s): Fire Chief's Office

Budget Impact: Increase required

Measured By: Completion of initial due diligence and station plan development.

- **Acquire location for future Station 54 (permanent), Station 63, Station 31 and station in rural Newberg.**

Goal/Strategy: Goal 3, Strategy 3.4

Timeframe: 12 months

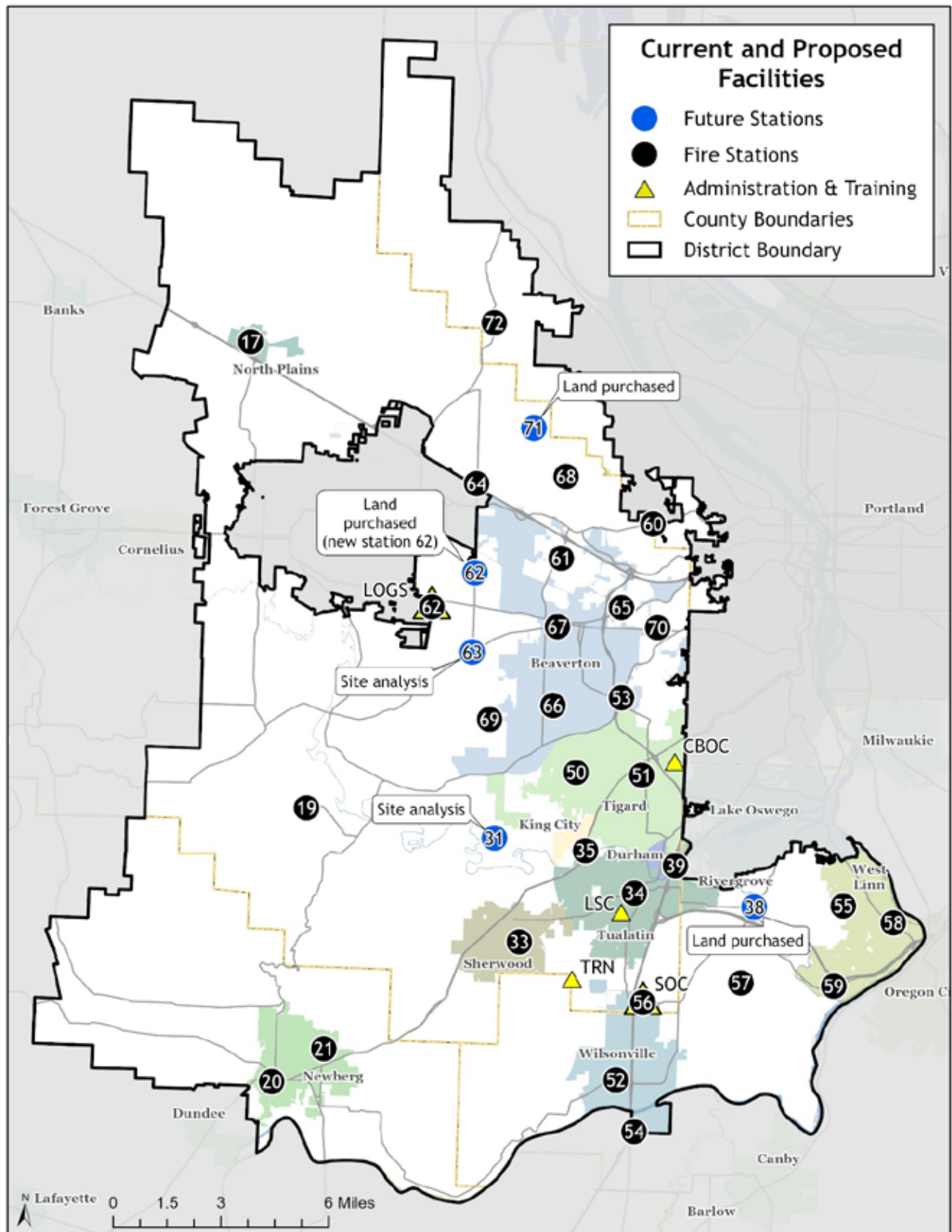
Partner(s): Fire Chief's Office

Budget Impact: Currently budgeted

Measured By: Acquisitions complete for future station placements

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
8,413,540	15,502,243	7,500,000	Beginning Fund Balance	3,250,000	3,250,000	3,250,000
408,722	284,086	100,000	Temporary Investment Earnings	40,000	40,000	40,000
120,290	8,577	-	Miscellaneous	-	-	-
8,535,600	149,090	-	Surplus Property	-	-	-
3,771,427	3,159,802	2,500,000	Transfers in from Other Funds	200,000	200,000	200,000
21,249,579	19,103,798	10,100,000	Total Resources	3,490,000	3,490,000	3,490,000
Requirements						
6,351	-	-	Station 20	-	-	-
9,707	-	-	Station 21	-	-	-
-	-	635,000	Station 22	635,000	635,000	635,000
-	-	832,000	Station 31	832,000	832,000	832,000
4,153,043	3,217,163	-	Station 39	-	-	-
95	108,443	1,160,800	Station 54	-	-	-
357,723	-	-	Station 55	-	-	-
-	11,400	-	Station 59	-	-	-
3,835	-	-	Station 61	-	-	-
-	-	-	Station 62	200,000	200,000	200,000
14,546	41,304	759,000	Station 63	759,000	759,000	759,000
6,382	-	-	Station 64	-	-	-
33,375	-	-	OHW	-	-	-
1,162,279	7,721,444	5,005,081	LSC	-	-	-
5,747,336	11,099,754	8,391,881	Total Capital Outlay	2,426,000	2,426,000	2,426,000
-	-	1,500,000	Contingency	750,000	750,000	750,000
5,747,336	11,099,754	9,891,881	Total Expenditures	3,176,000	3,176,000	3,176,000
15,502,243	8,004,044	208,119	Reserved for Future Expenditures	314,000	314,000	314,000
21,249,579	19,103,798	10,100,000	Total Requirements	3,490,000	3,490,000	3,490,000



Insurance 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	44,062	15,521	658,125	683,437
Total Expenditures	44,062	15,521	658,125	683,437

Risk Management

The District utilizes 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.

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.

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
634,175	669,721	650,000	Beginning Fund Balance	675,000	675,000	675,000
15,591	14,765	8,125	Temporary Investment Earnings	8,437	8,437	8,437
64,017	5,405	-	Insurance Refunds	-	-	-
713,783	689,891	658,125	Total Resources	683,437	683,437	683,437
Requirements						
44,062	15,521	658,125	Property and Liability Losses	683,437	683,437	683,437
669,721	674,370	-	Ending Fund Balance	-	-	-
713,783	689,891	658,125	Total Requirements	683,437	683,437	683,437



Pension Trust 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.

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.



Budget Summary

Expenditures	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	280,329	147,375	123,708	78,000
Total Expenditures	280,329	147,375	123,708	78,000

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 is one beneficiary under this plan.

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
280,329	147,375	123,708	Transfer in from Other Funds	78,000	78,000	78,000
280,329	147,375	123,708	Total Resources	78,000	78,000	78,000
Requirements						
280,329	147,375	123,708	Pension Benefit	78,000	78,000	78,000
280,329	147,375	123,708	Total Requirements	78,000	78,000	78,000



Volunteer LOSAP 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	9,300	9,300	413,190	447,500
Total Expenditures	9,300	9,300	413,190	447,500

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
360,513	380,914	397,085	Beginning Fund Balance	431,300	431,300	431,300
29,701	30,004	16,105	Earnings from Investments	16,200	16,200	16,200
390,214	410,918	413,190	Total Resources	447,500	447,500	447,500
Requirements						
9,300	9,300	413,190	Pension Benefit Costs	447,500	447,500	447,500
380,914	401,618	-	Ending Fund Balance	-	-	-
390,214	410,918	413,190	Total Requirements	447,500	447,500	447,500



Custodial 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	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Materials and Services	-	-	151,000	150,000
Total Expenditures	-	-	151,000	150,000

Budget Detail

Actual Second Preceding Year 2018-19	Actual First Preceding Year 2019-20	Adopted Budget Current Year 2020-21		Proposed by Budget Officer 2021-22	Approved by Budget Committee 2021-22	Adopted by Governing Board 2021-22
Resources						
-	-	135,000	Beginning Fund Balance	135,000	135,000	135,000
-	-	16,000	Donations	15,000	15,000	15,000
-	-	151,000	Total Resources	150,000	150,000	150,000
Requirements						
-	-	151,000	Materials and Services	150,000	150,000	150,000
-	-	151,000	Total Requirements	150,000	150,000	150,000



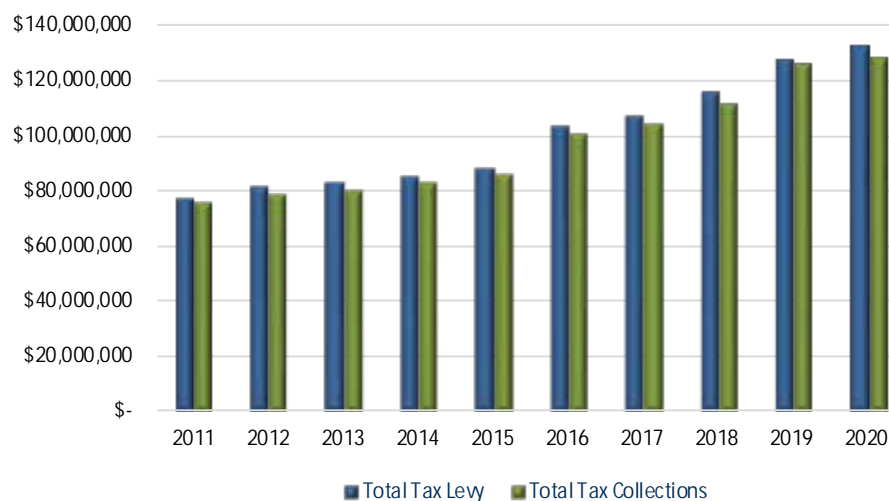
Property Tax Levies and Collections

Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2020	\$ 131,557,299	\$ 126,047,012	95.81%	\$ 1,469,160	\$ 127,516,172	96.93 %
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

Source: District financial statements, current and prior years

Total Tax Levy compared to Total Tax Collected



Assessed and Market Value

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
2020	\$ 61,002,393,183	\$ 103,589,744,670	\$ 1,664,860,925	\$ 1,753,549,687	\$ 328,304,274	\$ 461,473,633
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

Assessed and Market Value

Last Ten Fiscal Years

Fiscal Year	Utility Property		Total		Total Assessed to Total Market Value	Total District Tax
	Assessed Value	Market Value	Assessed Value	Market Value		
2020	\$ 1,520,814,700	\$ 1,588,530,425	\$ 64,516,373,082	\$ 107,393,298,415	60.07 %	\$ 2.07
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	1.92
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	1.89

Principal Taxpayers

2020					2011		
		Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation			Taxable Assessed Value ⁽²⁾	Percentage of Total Taxable Assessed Valuation
	Rank ⁽¹⁾				Rank ⁽¹⁾		
Private enterprises:							
Nike, Inc.	1	\$ 965,901,095	1.50 %	1	\$ 420,599,514	1.02 %	
Pacific Realty Associates	3	290,891,484	0.45	4	211,857,303	0.51	
Comcast Corporation	6	206,331,000	0.32	6	165,505,500	0.40	
Nike IHM	5	216,673,430	0.34				
LAM Research Corporation	7	189,916,992	0.29				
Intel Corporation	8	183,672,850	0.28				
BV Centercal LLC	9	151,219,458	0.23	9	116,042,234	0.28	
PPR Washington Square LLC	10	142,104,512	0.22	8	122,805,991	0.30	
Frontier Communications				2	273,159,500	0.66	
Tektronix, Inc.				7	128,221,659	0.31	
PS Business Parks				10	107,572,166	0.26	
Public utilities:							
Portland General Electric	2	364,482,584	0.56	3	234,671,934	0.56	
Northwest Natural Gas Co	4	289,314,300	0.45	5	176,839,120	0.43	
All other taxpayers		61,515,865,377	95.36		39,433,519,887	95.27	
Total Assessed Value ⁽²⁾		\$ 64,516,373,082	100.00 %		\$ 41,390,794,808	100.00 %	

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⁾
2020	536,535	390	\$ 60,971	\$ 32,713,075	57,688	9.6 %
2019	530,446	390	60,971	32,341,823	57,826	3.4
2018	519,853	390	60,971	31,695,957	57,847	3.4
2017	491,376	390	57,787	28,395,145	57,592	3.5
2016	459,234	210	55,017	25,265,703	56,519	4.2
2015	454,598	210	53,899	24,502,378	56,036	4.8
2014	450,008	210	50,569	22,756,455	57,221	5.6
2013	445,464	210	46,757	20,828,560	57,147	6.3
2012	440,966	210	47,008	20,728,930	56,410	7.1
2011	436,513	210	44,414	19,387,288	56,768	7.7



Apparatus & Vehicle Replacement

Apparatus & 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 is 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 regarding 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 several factors including mechanical condition, frequency of use, vehicle utilization, and maximum residual value.

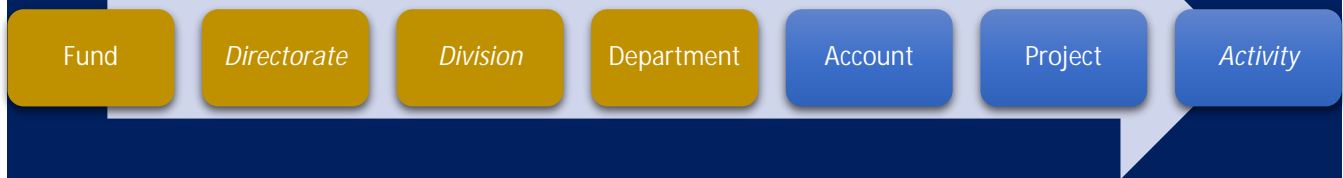
The replacement schedule, as currently laid out, would require an average of \$2,650,000 per year (current dollars) to maintain. This funding level would be adequate to accommodate changes to the District's service delivery model in the future.

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



Chart of Accounts



Organization Code (Org Codes)

Organization Codes represent the **Fund** (first two numbers) and the **Department** (last three numbers). An example would be 10210 where 10 is the fund and 210 is the department.

Fund

General	Special Revenue	Debt Service	Capital Projects	Proprietary	Fiduciary
10 General	21 Apparatus & Vehicle* 22 Capital Improvements* 23 MERRC 25 Grants	30 Debt Service	51 Property & Building 52 Capital Projects	45 Insurance	61 Pension Trust* 63 Volunteer LOSAP* 65 Custodial

* reported as part of the General Fund in the Comprehensive Annual Financial Report

Department (grouped by *Directorate* and *Division*) *TVF&R appropriates at the Directorate level.*

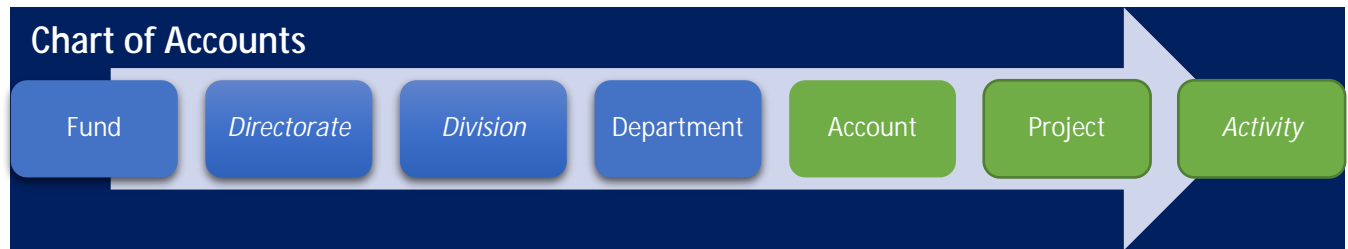
Command	Business	Finance	Operations	Support	Fire & Life Safety
110 Civil Service 120 Board 150 Fire Chief	500 Business <i>Logistics</i> 170 Logistics Admin 220 Supply 571 Fleet 582 Facilities <i>Organizational Health</i> 304 Organizational Health 470 Occupational Health	210 Finance <i>Tech Services</i> 175 Comms 215 IT	<i>Operations Admin</i> 200 Ops Admin 280 Relief 520 EMS <i>Training</i> 540 Training 545 Recruits 017-072* Stations 622 Tech Rescue 625 Haz Mat 626 Water Rescue	755 Emerg Mgmt 550 Volunteers	<i>Fire & Life Safety</i> 165 Fire & Life Safety 560 Incident Mgmt <i>Government Affairs</i> 160 Government Affairs 451 Media Services

*Stations

017 North Plains 019 Midway 020 Downtown Newberg 021 Springbrook 022 Newberg New* 031 West Bull Mountain* 033 Sherwood 034 Tualatin 035 King City	038 Borland* 039 McEwan Road 050 Walnut 051 Tigard 052 Wilsonville 053 Progress 054 Charbonneau 055 Rosemont 056 Elligsen Road	057 Mountain Road 058 Bolton 059 Willamette 060 Cornell Road 061 Butner Road 062 Aloha 063 185 th * 064 Somerset 065 West Slope	066 Brockman Road 067 Farmington Road 068 Bethany 069 Cooper Mountain 070 Raleigh Hills 071 Kaiser* 072 Skyline
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* future stations

Chart of Accounts



Accounts (Object Codes)

Revenues and Resources

4001 Beginning Fund Balance	4055 Unrealized Gains and Losses	4304 Rental Revenue
<i>Property taxes</i>	<i>Special Revenue</i>	<i>Miscellaneous</i>
4011 Current Year's Property Taxes	4200 Charges for Services	4400 Donations and Grants
4012 Prior Year's Property Taxes	4201 Transport Services Revenue	4401 Insurance Refunds – Workers Comp
4013 Taxes in Lieu of Property Tax	4202 Contracted Disallowances	4402 Insurance Refunds - Liability
4014 Forest Revenue	4203 HazMat Response Revenue	4410 Surplus Property
<i>Investments</i>	4204 Accounting Service Revenue	4450 Miscellaneous
4050 Interest Income	4205 Fire Reports/Permits/Inspection Fee	4500 Proceeds from Debt Issuance
4051 Interest on Taxes	4206 Program Fees	4600 Transfers In from Other Funds
4052 Unsegregated Tax Interest	4250 Company Store Revenue	4999 Discounts Earned
4053 Gains/Losses on Investments	<i>Training</i>	
4054 Dividend Income	4301 Training Classes	

Expenditures and Requirements

<i>Salaries and Wages</i>	5115 Vacant Slot Relief	5295 Vehicle/Cell Phone Allowance
5001 Salaries and Wages Union	5117 Regular Day Off Relief	<i>Supplies</i>
5002 Salaries and Wages Non-Union	5118 Standby Overtime	5300 Office Supplies
5003 Vacation Taken Union	5120 Overtime Union	5301 Special Department Supplies
5004 Vacation Taken Non-Union	5121 Overtime Non-Union	5302 Training Supplies
5005 Sick Leave Taken Union	5150 Pension Benefit	5303 Physical Fitness
5006 Sick Leave Taken Non-Union	<i>Payroll Taxes</i>	5304 Hydrant Maintenance
5007 Personal Leave Taken Union	5201 PERS Taxes	5305 Fire Extinguisher
5008 Personal Leave Taken Non-Union	5203 FICA/MEDI	5306 Photography Supplies
5009 Comp Taken Union	5206 Workers' Compensation	5307 Smoke Detector Program
5010 Comp Taken Non-Union	5207 Trimet/Wilsonville Tax	5311 HazMat Response Materials
5015 Vacation Sold	5208 Oregon Workers' Benefit Tax Fund	5320 EMS Supplies
5016 Vacation Sold at Retirement	<i>Employee Insurance</i>	5321 Firefighting Supplies
5017 PEHP Vacation Sold at Retirement	5210 Medical Insurance Union	5325 Protective Clothing
5018 Comp Time Sold Union	5211 Medical Insurance Non-Union	5330 Noncapital Furniture and Equip.
5019 Comp Time Sold Non-Union	5212 Medical Insurance VEBA Non-Union	5340 Software Licenses/Upgrades/Host
5020 Deferred Comp (401a) Union	5220 Post Retiree Insurance Union	5350 Apparatus Fuel/Lubricants
5021 Deferred Comp (401a) Non-Union	5221 Post Retiree Insurance Non-Union	<i>Maintenance and Repairs</i>
5041 Severance Pay	5230 Dental Insurance Non-Union	5361 M&R Bldg/Bldg Equip/Improvement
5090 Temporary Services - Backfill	5240 Life/Disability Insurance	5363 M&R Vehicle Maintenance
5101 Vacation Relief	5250 Unemployment Insurance	5364 M&R Fire Comms Equipment
5105 Sick Relief	5260 Employee Assistance Insurance	5365 M&R Firefighting Equipment
5106 On-the-job Injury Relief	<i>Other Employee Costs</i>	5366 M&R EMS Equipment
5107 Short-Term Disability Relief	5270 Uniform Allowance	5367 M&R Office Equipment
5110 Personal Leave Relief	5290 Employee Tuition Reimbursement	5368 M&R Computer Equip/Hardware

<i>Insurance</i>	5450 Rental of Equipment	5575 Laundry/Repair Expense
5400 Insurance Premium	<i>Training and Travel</i>	<i>Capital Outlay</i>
5401 Insurance Claims Reimbursement	5461 External Training	5601 Land
<i>External Services</i>	5462 Travel and Per Diem	5602 Land Improvements
5410 General Legal	<i>Award Programs</i>	5603 Training Props
5411 Collective Bargaining	5471 Citizen Awards	5610 Building/Building Improvements
5412 Audit and Related Filing Fees	5472 Employee Recognition and Awards	5615 Vehicles and Apparatus
5413 Consultant Fees	5473 Employee Safety Program	5620 Firefighting Equipment
5414 Other Professional Services	5474 Volunteer Awards Banquet	5625 EMS Equipment
5415 Printing	<i>Community Education</i>	5630 Office Equipment and Furniture
5416 Building Services	5480 Community Events/Open House	5635 Building Equipment
5417 Temporary Services	5481 Community Education Materials	5640 Physical Fitness Equipment
5418 Trustee/Administrative Fees	5484 Postage, UPS, and Shipping	5645 Shop Equipment
5420 Dispatch	<i>Dues, Fees and Subscriptions</i>	5650 Communications Equipment
5421 Board of Directors Allowance	5500 Dues and Subscriptions	5655 Data Processing Software
<i>Utilities</i>	5501 Volunteer Association Dues	5660 Computer Equipment
5430 Telephone	5502 Certifications and Licensing	<i>Other</i>
5432 Natural Gas	<i>Miscellaneous</i>	5700 Debt Service Principal
5433 Electricity	5570 Miscellaneous Business Expense	5701 Debt Service Interest
5434 Water/Sewer	5571 Planning Retreat Expense	5800 Transfers Out
5436 Garbage	5572 Advertising/Public Notice	5850 Payment to Escrow
5437 Cable Access	5573 Inventory Over/Short/Obsolete	5900 Contingency
5445 Rent/Lease of Building	5574 Elections Expense	5999 Budgeted Ending Fund Balance

Projects and Activity Codes 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:

<i>Programs</i>	3335 Squad	3716 Station 63 – 185 th Land
0901 Chaplains Program	3336 Water Rescue Boat	3720 Logistics Service Center Land
1100 Fire Prevention Public Education	3340 Tractor Drawn Aerial Truck	<i>Emergency Events</i>
1101 SKID Program	3341 Facilities Service Truck	8800 Emergency Events
1123 Community Assistance Program	<i>Outside Programs</i>	8803 COVID-19 Outbreak Response
<i>Grants</i>	3450 Washington County FD2	8804 COVID-19 OSFM IMT Response
3101 MACC Grant	3460 Newberg Fire	8805 COVID-19 Workplace Reintegration
3103 SAFER Grant	3470 Incident Management Team	8806 Chehalem Mountain/Bald Peak
<i>Conflagrations (recent)</i>	3475 Mobile Emerg Resp Radio Coverage	8807 COVID-19 Vaccine Administration
3251 Mosier Creek Fire	<i>Buildings</i>	<i>Activity Codes</i>
3252 White River Fire	3509 Station 71 – Kaiser	00 Contract - Construction/Land Purchase
3253 Santiam/Beachie Creek Fire	3511 Clinton St Property Expenses	01 Professional and Tech Services
3254 Holiday Farm Fire	3526 Station 38 – Borland	02 Attorney Fees
3255 South Obenchain Fire	3527 Station 31 – W. Bull Mountain	03 Permits and Fees
3256 Riverside Fire	3528 Station 54 – Charbonneau	04 Architectural Services
3257 Brattain Fire	3530 Station 63 – 185 th	05 Project Management
3258 EMAC: California Oct 2020 Wildfires	3534 Station 62 – New Location	06 Temporary Quarters
<i>Apparatus</i>	3535 Logistics Service Center	07 Project Contingency
3307 Pick-up Trucks	<i>Miscellaneous</i>	08 Demolition
3310 Medic Units	3604 SCBA Purchase/Repair/Maint	
3322 Pumps	3605 CBOC Expenses (non-capital)	
3329 Fire Investigation Vehicles	3611 Memorial Service	
3331 Chief Response Vehicles	3612 1950 Fire Engine Restoration	
3332 DC Response Vehicles	<i>Land</i>	
3334 FJ Cruisers	3709 W. Bull Mountain Land	



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	Single unit or multiple unit response package that is pre-determined in Computer Aided Dispatch (CAD).
Assignment	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.
Apparatus Operator	In addition to performing all the assigned duties of a Firefighter, an Apparatus Operator maintains the equipment and drives the apparatus.
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 unit, 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	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.
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 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 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.

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.
District-Wide Incident Counts	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.
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 EMS.
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 geographic 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.
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 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. In Oregon, July 1 – June 30 is the period of time in a fiscal year.
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.
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> <ul style="list-style-type: none"> 4 The duties of employees are subdivided so that no single employee handles a financial action from beginning to end; 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. Also called a regular day off (RDO).
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	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 an Oregon State Fire Marshal conflagration deployment qualified vehicle for state wildfires. 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.
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	Points of dispensing, are community locations at which state and local agencies dispense and administer medical countermeasures (MCMs) to the public.
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"> • Does not increase a liability (e.g., proceeds from a loan). • Does not represent a repayment of an expenditure already made. • Does not represent a cancellation of certain liabilities. • Does not represent an increase in contributed capital.
RFOG	Regional Fire Operations Group

RMS	Records Management System, software that is part of the Sunpro suite.
Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity.
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
SCBA	Self-Contained Breathing Apparatus.
Shift	A term used to describe the typical 24-hour period of timeline 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.
Station Zone Incident Count	Totals represent the incident count that occurred in the geographical station zone with a response by any TVF&R crew. Incident totals do not include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary, move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, 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 as of July 1, 2016.
STEMI	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
Talent Management	An integrated strategy for successfully recruiting, developing, retaining, and advancing employees to improve business performance.
Target Solutions	A district-wide learning management and training records application. It holds online content and records for all suppression and EMS personnel and is being expanded to provide both required and optional training and resources for all personnel.
Task Force	A pre-determined alarm assignment in Computer Aided Dispatch (CAD) that includes multiples units. Task force assignments are primarily used for incidents with a higher probability of severity and incident complexity (e.g., fires, explosion, technical rescue, hazardous materials, train accident).
Tax Levy	The total amount to be raised by general property taxes.
Tax Rate	The amount of tax levied for each \$1,000 of assessed valuation.
TDA	Tractor Drawn Aerial Truck. Also referred to as a Tiller.
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	Online video service.
VoIP	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.
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.

Legal Notices

1st Notice of Budget Committee Meeting



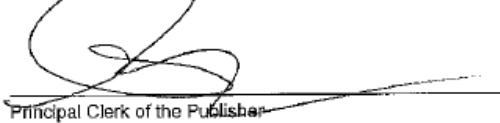
The Oregonian LEGAL AFFIDAVIT

AD#: 0009954054

State of Oregon,) ss
County of Multnomah)

Brian Maly 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 04/30/2021

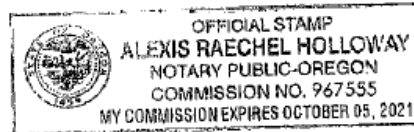


Principal Clerk of the Publisher

Sworn to and subscribed before me this 30th day of April 2021



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, 2021 to June 30, 2022. This meeting will take place on the 13th of May 2021, at 3:00pm. The purpose is to receive the budget message and to receive comment from the public on the budget. A copy of the budget document may be inspected on or after April 29, 2021, 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 12 will be read during the public comment section of the meeting on May 13, 2021. Comments by phone will be taken on a scheduled basis during the public comment section of the meeting on May 13, 2021. 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 executiveassistants@tvfr.com. Public comment must be scheduled no later than noon on May 12, 2021. See www.tvfr.com for any further notices.

Notice of Budget Hearing Meeting

**The Oregonian**
LEGAL AFFIDAVIT

AD#: 0009998215

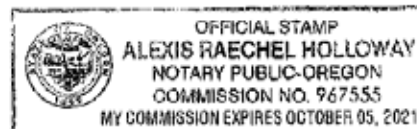
State of Oregon,) ss

County of Multnomah)

Brian Maly 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 06/04/2021
Principal Clerk of the Publisher

Sworn to and subscribed before me this 4th day of June 2021

Notary Public

Notice of Budget Hearing Meeting, continued

FORM LB-1		NOTICE OF BUDGET HEARING	
<p>A public meeting of Tualatin Valley Fire and Rescue will be held on June 22, 2021 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, 2021 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.</p>			
Contact: Tim Collier		Telephone: (503) 649-8577	Email: Timothy.Collier@tvfr.com
FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2019-20	Adopted Budget This Year 2020-21	Approved Budget Next Year 2021-22
Beginning Fund Balance/Net Working Capital	85,014,847	73,316,652	69,574,336
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	1,851,141	572,600	2,300,697
Federal, State and All Other Grants, Gifts, Allocations and Donations	338,729	164,970	155,000
Revenue from Bonds and Other Debt	14,970,719	-	-
Interfund Transfers / Internal Service Reimbursements	5,974,537	4,796,515	5,107,257
All Other Resources Except Current Year Property Taxes	7,155,168	5,999,598	5,787,164
Current Year Property Taxes Estimated to be Received	126,047,013	133,420,512	139,448,826
Total Resources	241,352,154	218,270,847	222,373,280
FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	111,069,996	127,511,703	125,614,555
Materials and Services	12,385,184	16,252,031	17,724,784
Capital Outlay	12,776,141	13,852,585	8,343,061
Debt Service	21,081,502	9,208,649	9,528,749
Interfund Transfers	5,974,537	4,796,515	5,107,257
Contingencies	-	7,846,200	8,542,000
Special Payments	-	-	-
Unappropriated Ending Balance and Reserved for Future Expenditure	78,064,794	38,803,164	47,512,874
Total Requirements	241,352,154	218,270,847	222,373,280
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	3,468,745	4,672,256	4,557,243
FTE	10.00	10.00	10.00
Business Directorate	17,754,933	21,376,226	14,787,712
FTE	64.00	64.00	53.00
Finance Directorate	8,642,743	9,948,074	11,018,984
FTE	12.00	12.00	24.00
Operations Directorate	99,738,130	113,025,120	112,956,610
FTE	476.92	476.92	482.58
Support Directorate	142,337	639,181	641,643
FTE	1.00	1.00	1.00
Community Services Directorate	6,150,626	6,760,439	6,511,271
FTE	30.00	30.00	30.00
Non-Departmental /Non-Program	105,454,640	61,849,551	71,899,817
FTE	-	-	-
Total Requirements	241,352,154	218,270,847	222,373,280
Total FTE	593.92	593.92	600.58
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	6,261,669	9,527,148	9,861,372
STATEMENT OF INDEBTEDNESS			
LONG TERM DEBT	Estimated Debt Outstanding on July 1.	Estimated Debt Authorized, But Not Incurred on July 1	
General Obligation Bonds	\$26,035,000	\$0	
Other Bonds			
Other Borrowings			
Total	\$26,035,000	\$0	

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Resolutions to Adopt Budget

RESOLUTION 2021-05

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT, WASHINGTON, CLACKAMAS, YAMHILL AND MULTNOMAH COUNTIES TO ADOPT 2021-22 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, 2021 and ending June 30, 2022, was approved by the District Budget Committee on May 13, 2021 and the budget hearing has been held on June 22, 2021 on the budget as approved by the budget committee; and

WHEREAS, the General Fund summary for fiscal year beginning July 1, 2021 and ending June 30, 2022; and

Command Directorate	\$ 4,532,243
Business Directorate	11,954,173
Finance Directorate	10,306,590
Operations Directorate	107,025,433
Support Directorate	491,643
Community Services Directorate	6,511,271
Transfers	5,107,257
Contingency	<u>5,142,000</u>
Total	\$ 151,070,610

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

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2021-22 fiscal year in the amount of \$174,860,406 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, 2021, for the purposes shown are hereby appropriated as follows:

General Fund

Command Directorate

Personnel Services	\$ 3,155,815
Materials and Services	<u>1,376,428</u>
Total	4,532,243

Business Directorate

Personnel Services	8,619,646
Materials and Services	<u>3,334,527</u>
Total	11,954,173

<i>Finance Directorate</i>		
Personnel Services		4,131,841
Materials and Services		<u>6,174,749</u>
	Total	10,306,590
<i>Operations Directorate</i>		
Personnel Services		102,853,034
Materials and Services		<u>4,172,399</u>
	Total	107,025,433
<i>Support Directorate</i>		
Personnel Services		272,455
Materials and Services		<u>219,188</u>
	Total	491,643
<i>Community Services Directorate</i>		
Personnel Services		6,056,264
Materials and Services		<u>455,007</u>
	Total	6,511,271
<i>District Non-Allocated</i>		
Transfers		5,107,257
Contingency		<u>5,142,000</u>
	Total	10,249,257
Apparatus & Vehicle Fund		
Apparatus & Vehicles		2,443,150
Contingency		<u>650,000</u>
	Total	3,093,150
Capital Improvements Fund		
Capital Improvements		4,417,960
Contingency		<u>1,500,000</u>
	Total	5,917,960
MERRC Fund		
Communications		100,000
Contingency		<u>500,000</u>
	Total	600,000
Grants Fund		
Grants		<u>115,000</u>
	Total	115,000
Bonded Debt Service Fund		
Debt Service - Principal		8,730,000
Debt Service - Interest		<u>798,749</u>
	Total	9,528,749
Insurance Fund		
Insurance		<u>683,437</u>
	Total	683,437
Property and Building Fund		
Capital Construction & Land		2,426,000
Contingency		<u>750,000</u>
	Total	3,176,000
Pension Trust Fund		
Personnel Services		<u>78,000</u>
	Total	78,000

Volunteer LOSAP Fund

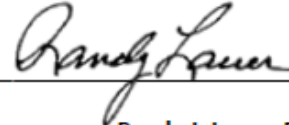
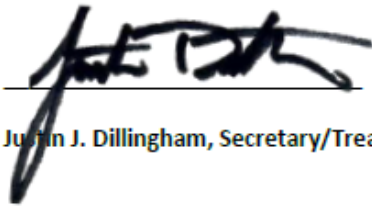
Personnel Services

	<u>447,500</u>
Total	447,500

Custodial Fund

Materials and Services

	<u>150,000</u>
Total	150,000

APPROVED AND ADOPTED, on June 22, 2021**Randy J. Lauer, President****ATTEST:****Justin J. Dillingham, Secretary/Treasurer**

Resolutions to Levy and Categorize Taxes

RESOLUTION 2021-06

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 \$0.45 local option tax rate) and \$9,861,372, for bonds, and that these taxes are hereby imposed and categorized for tax year 2021-22, upon the assessed value of all taxable property with the District.

Subject to the General Government Limitation:

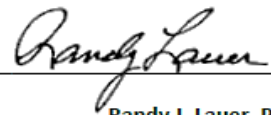
Permanent Rate	\$1.5252/\$1,000
Local Option Tax Levy	\$0.45/\$1,000

Excluded from the General Government Limitation:

Debt Service Fund Levy	\$9,861,372
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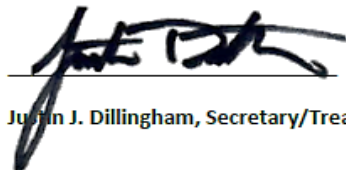
NOW THEREFORE BE IT RESOLVED, that the Budget Officer certify the County Clerk or other recording officer, County Assessor or other assessing officer, of Washington, Clackamas, Yamhill and Multnomah Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

APPROVED AND ADOPTED, on June 22, 2021



Randy J. Lauer, President

ATTEST:



Justin J. Dillingham, Secretary/Treasurer



11945 SW 70th Avenue
Tigard, OR 97223-8566

Phone: (503) 649-8577

www.tvfr.com



TualatinValleyFireandRescue



@TVFR



Tualatin Valley Fire & Rescue



Tualatin_Valley_Fire_Rescue



TualatinValleyFire

Copies of the Budget Document, Popular Annual Financial Report, and Comprehensive Annual Financial Report are available online at www.tvfr.com.

Hard copies can be requested by calling (503) 649-8577.

This report was prepared by the Tualatin Valley Fire & Rescue Finance Division.