



A Rural Fire Protection District, Tigard, Oregon



Annual Budget Document Fiscal Year 2012-13

Proudly serving the cities of:

Beaverton • Durham • King City • Rivergrove
Sherwood • Tigard • Tualatin • West Linn • Wilsonville

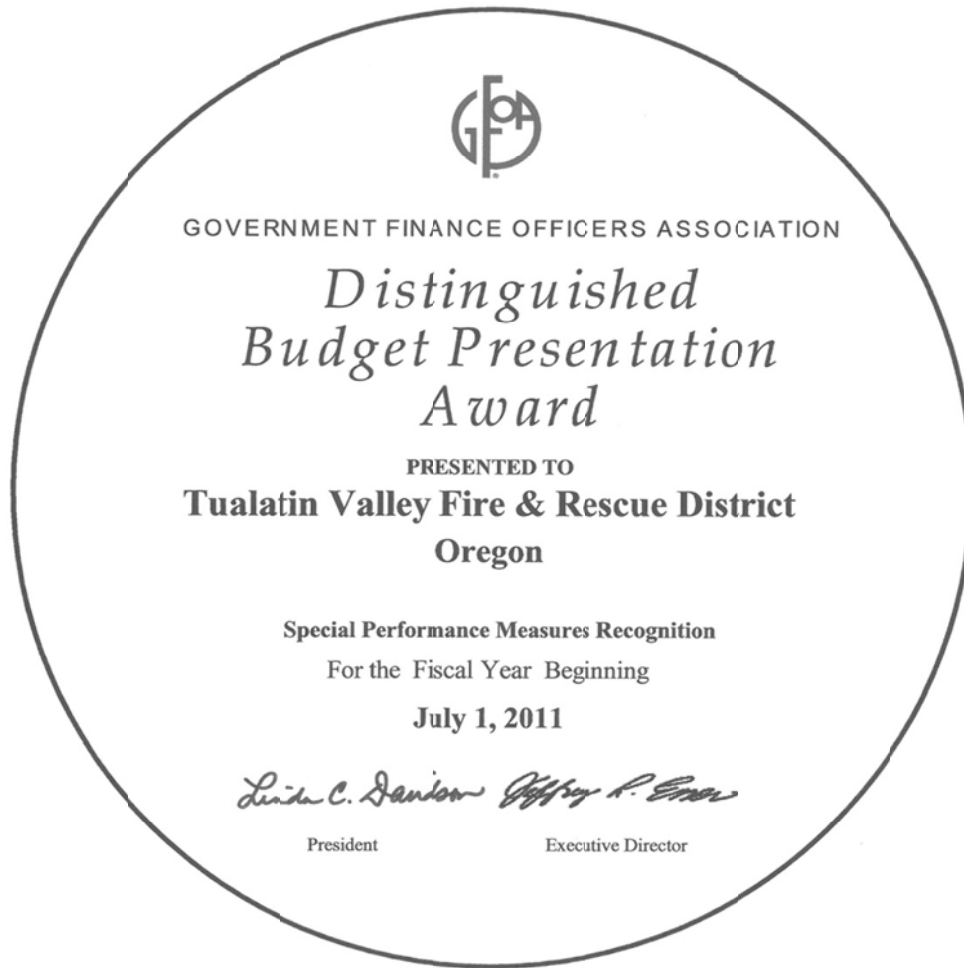
And portions of: Washington • Clackamas • Multnomah counties



A Rural Fire Protection District

2012-13 Annual Budget Document





The Government Finance Officers Association of the United States and Canada (GFOA) presented an award to Tualatin Valley Fire and Rescue, Tigard, Oregon, for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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

Debra Guzman, Chief Financial Officer
Dan DeHaven, Management Analyst
Susan Boyle, Administrative Supervisor

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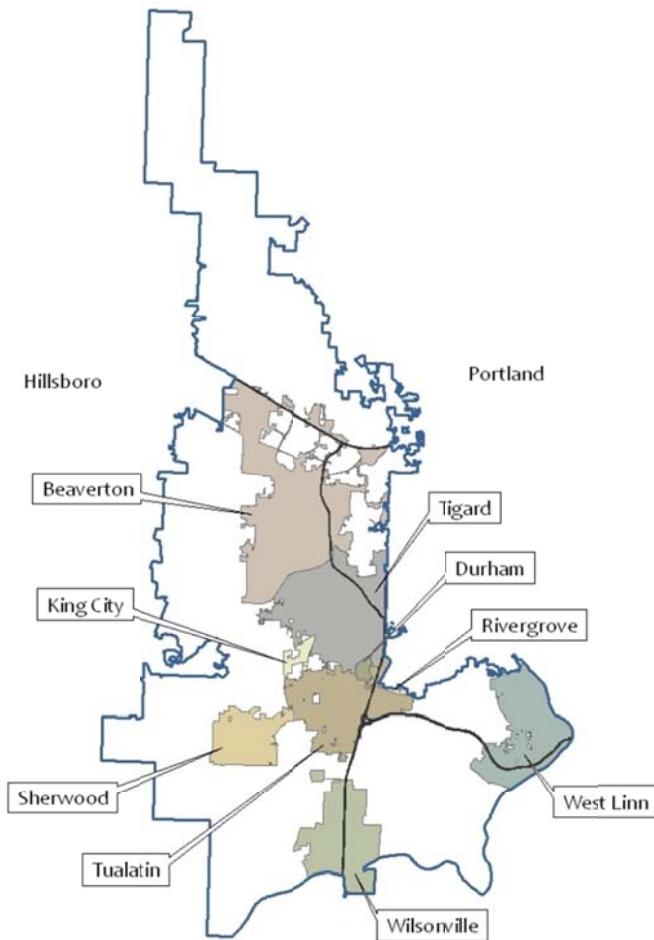
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District Overview

TUALATIN VALLEY FIRE AND RESCUE

Tualatin Valley Fire & Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors composed 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.



The District was **formed in 1989**, through the merger of Washington County Fire Protection District No. 1 and Tualatin Rural Fire Protection District. The District has subsequently expanded its service area through the annexation of the City of Beaverton Fire Department, Valley View Water District, Rosemont Fire District, and the mergers of Multnomah County Fire Protection Districts No. 4 and No. 20. The District's most recent annexation was the City of West Linn, effective July 1, 2004.

The District's total service area is approximately **210 square miles**. It provides services to northeast **Washington County**, northwest **Clackamas County**, and the western edge of **Multnomah County**. Tualatin Valley Fire & Rescue is a **special service district** supported by the property owners within its boundaries, serving an estimated population of **440,590**.

The District will have approximately **458.39** employees (449.39 General Fund and nine Grant Fund), supplemented by approximately 62 volunteers. Fire and rescue services are provided from 21 career and volunteer fire stations, 25 fire engines, three ladder trucks, three aerial pumpers, four hazardous materials response units, three technical rescue units, two rehab units, one heavy CBRNE unit, six water tenders, nine brush rigs, and several other pieces of equipment, including four medic units, four response cars, two water rescue units, a mobile command unit, and a large fleet utilized to supplement response needs.

SERVICE AREA

The area served, which includes the **cities of Beaverton, Durham, King City, Sherwood, Tigard, Tualatin, Rivergrove, West Linn, and Wilsonville**, and **unincorporated areas within portions of three counties, Washington, Clackamas, and Multnomah**, lies within one of the economically strongest regions of the state of Oregon. It is an area encompassing densely populated suburbs, rural farmlands, retail and commercial establishments, and growing industrial complexes.

Fire stations are strategically placed throughout the District to protect high property values and population densities. The District has a three operating division model, whereby the Integrated Operating Centers are placed throughout the District to serve defined geographic areas.

District Overview, continued

As a result of the high quality of services provided, training standards, equipment, staffing, and related support functions, the District is among the leaders in Oregon in obtaining a favorable insurance classification and carries a rating of **2** out of a scale of 1-10 (1 being the most favorable, according to the standards set forth by the Insurance Services Office). This classification results in very low premium rates for fire insurance to homeowners within the District.

This area serves as the home to internationally recognized companies such as Nike, Mentor Graphics, Tektronix, and Planar Systems, in addition to several growing companies such as Digimarc. Top metropolitan area employers include Intel, Fred Meyer, Oregon Health & Science University, Providence Health System, Kaiser Foundation Health Plan of NW, Wells Fargo, Nike, U.S. Bank, UPS, and Freightliner LLC. The area has attracted significant retail and wholesale marketers such as Costco Wholesale Clubs, Target Corporation Stores, and Rite-Aid Drug Stores, and companies such as Pacific Realty Associates, LP, have continued development of acres of land adjacent to the Sunset Highway. The Nike World Headquarters complex houses thousands of employees in office buildings bordering a seven-acre man-made lake and five acres of wetlands. Intel has continued to invest in multi-million dollar facility expansions to manufacture state-of-the-art computer chips, largely in the neighboring city of Hillsboro.

ECONOMY

The District, through its broad geographic area, serves a relatively strong part of Oregon's economic base. While the recent national credit crisis and resultant economic downturn has significantly slowed the pace of assessed valuation growth that had been consistently above the legally allowed 3% increase for existing properties due to property development and construction prior to the downturn, TVF&R's service area is expected to continue to begin to slowly grow and develop again as the economy improves. Currently, the District has lowered its forecasts for future years' property tax revenue based on reduced projected growth of assessed value as more properties are anticipated to have assessed valuation allowed increase of 3% legally being limited by declining real market value of property, particularly commercial and industrial property.

The local economy has continued to be affected by the slowdowns in almost all business sectors from high technology to finance and construction. Oregon's unemployment rate of 8.4 percent across the state as of May 31, 2012, continues to cause concern across the state and local area although Washington County's unemployment continues to be less than adjacent counties and the State of Oregon and the county's labor force is reported by WorkSource Oregon to have increased by 1.4% from a year ago.

Unemployment Rate

Worksource Oregon - Through May 2012



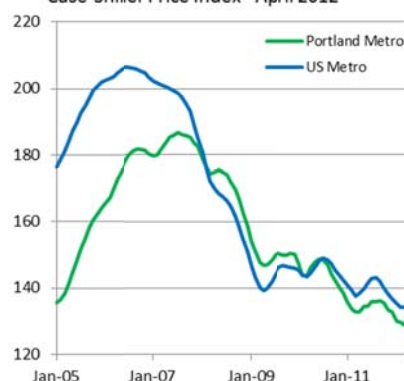
By law, increases in assessed valuation of existing property are limited to 3% a year. Accordingly, growth beyond 3% in the District's assessed

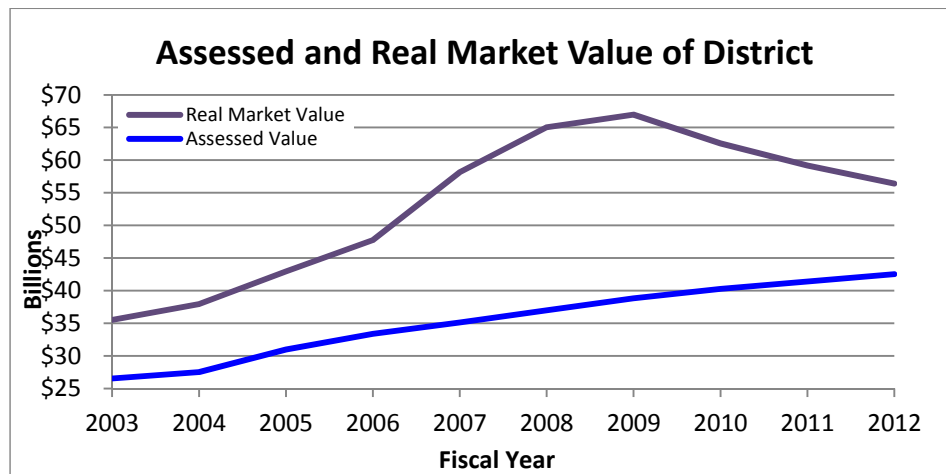
valuation must come from continued development within its service boundaries.

Assessed value grew 2.74% for the property tax year 2011-12, but it is conservatively forecasted to grow at only 2.1% to 2.4% for 2012-13, based upon continued concerns about the lack of renewed investment and continued declines in real market values as reported by Case-Schiller Home Price Indices.

Residential Housing Prices

Case-Shiller Price Index - April 2012



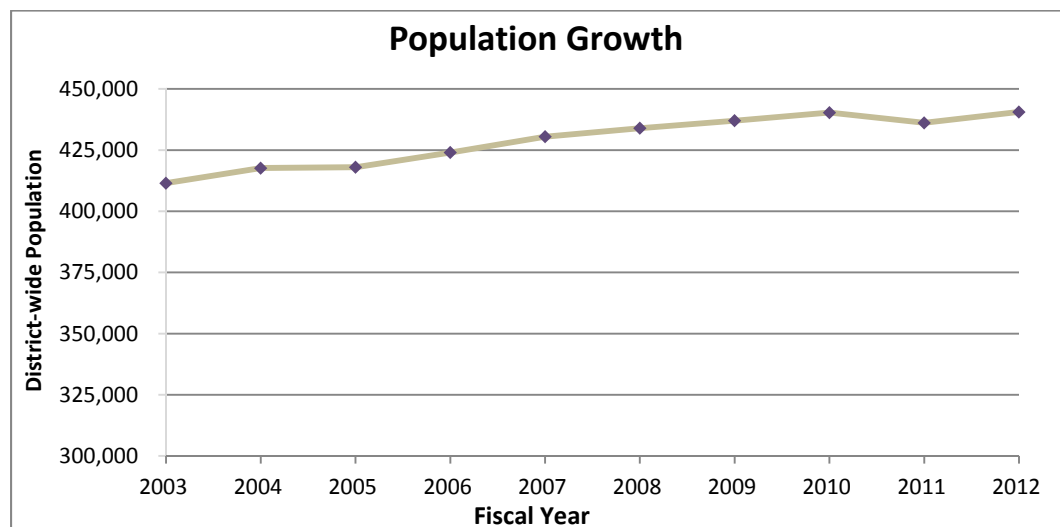


The District's real market value for 2012-13 fiscal year is expected to continue to decline when measured by County Assessors as of January 1, 2012 for the 2012-13 fiscal year due to continued issues with property values. While assessed value of each individual property may increase by law by 3% a year until reaching real property value, properties that are near a 100% RMV to AV ratio are expected to constrain AV growth, particularly in Clackamas County where a larger proportion of properties' assessed values were near or at real market value as of the 2011 assessment data.

POPULATION

The District has experienced a population growth of almost thirty thousand people since 2003.

The population is expected to continue to grow over the next decades.



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 service 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 expects to continue to do so.

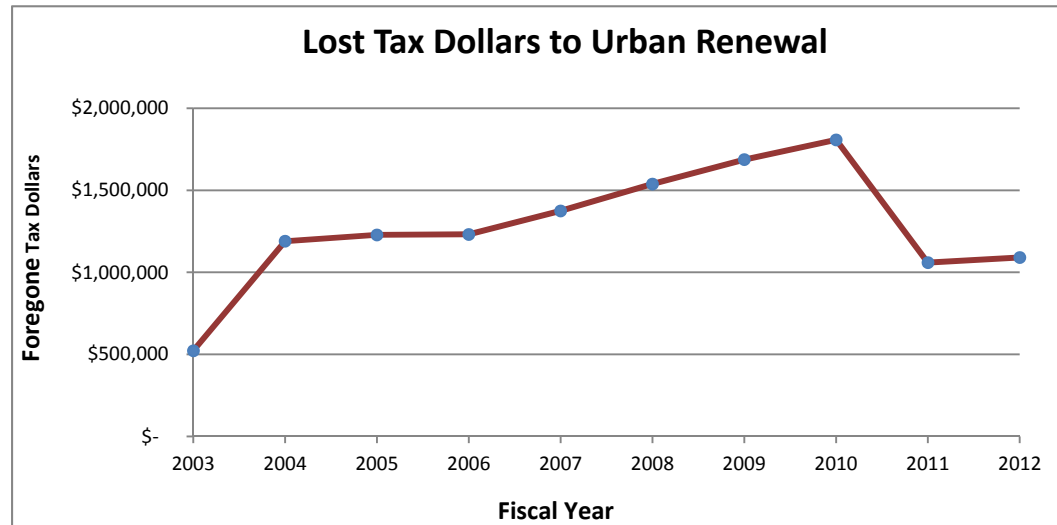
However, the question of how local regional governments will pay for the development costs of the necessary infrastructure is of utmost concern. Many of TVF&R's partner local governments have adopted tax increment financing (TIF), specifically in the form of "urban renewal," as a financing tool to both develop and redevelop

District Overview, continued

areas within their jurisdictions. While some urban renewal plans are designed to address blight, as statutorily intended, others are broader in their application. In either event, once a plan is established, the District generally forgoes future increases in property tax revenue until the urban renewal plan is complete. In the interim, the District must continue to serve the area(s).

The District forgoes future increases in property tax revenue until the urban renewal plan is complete.

The City of Tualatin closed two urban renewal projects in 2010 returning land to District tax rolls in 2011.



MULTI-SERVICE DISTRICT

Tualatin Valley Fire & Rescue is a multi-service district with services and programs tailored to meet the needs of the community. The District provides services in:

- Fire suppression
- Emergency medical services
- Fire prevention
- Public education
- Hazardous materials
- Water rescue
- Technical rescue
- Heavy rescue

The District also serves as a 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 and southwest to Marion County.

Within the former Fire Prevention Division—now in the Integrated Operations Division—the District coordinates all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the citizens within its boundaries. The Deputy Fire Marshals and Fire Inspectors provide code enforcement inspections and manage several proactive programs, such as the Apartment Manager Training program, in order to educate landlords in fire safe building management practices.

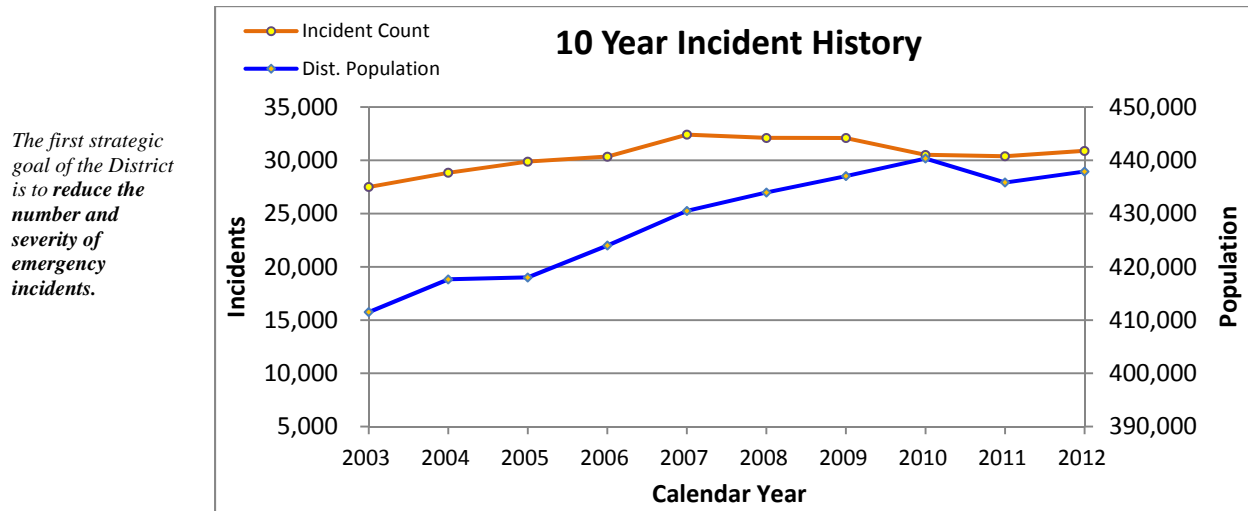
To manage emergencies, both fire and medical, the District staffs a team of career firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. Approximately **175** career firefighters are certified as **advanced life support (ALS) paramedics**, while 100% of the remaining fire suppression personnel are certified at the basic life support (BLS) level. Under the guidance of physician advisors, emergency medical service personnel (all of whom are firefighters) maintain a highly certified skill level through several specialized programs.

CREATING SAFER COMMUNITIES

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

EMERGENCY INCIDENTS

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



Note: Incident totals also include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary (e.g., Hillsboro Fire & Rescue, Lake Oswego Fire Department, and Portland Fire & Rescue).

The District experienced a 1.6% increase in call volume in 2011, while the Call Type trends within the dataset remained largely consistent. False calls were reduced almost 20% or 429 calls, offset by increases in fire, EMS, and service calls. The District continues to experience low numbers of working structure fires, while the majority of the call volume centers on emergency medical services (EMS) and general service 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. The District maintains its intent to fully understand all of the dynamics of its call volume dataset to continue to effect change in areas where the District has some control (e.g., reducing low risk/high frequency calls such as false alarms and service calls).

TRAINING

The District's training facilities include a six-story training tower, a burn building for live fire training, a 19-acre Training Center, and a live television studio, which are utilized to provide personnel with continual training to maintain and improve their skills to the highest level possible and a recently installed Compartment Fire Behavior Training Prop (CFBT). The Training Center, which was constructed in several phases using public funding and private donations, provides advanced training opportunities in flammable liquids and gases with the use of live props, including a tanker truck, driving courses, propane rail cars, a bridge, and excavation tunnels. The construction of a sophisticated burn structure and tower at the site using local option levy proceeds was completed in 2002, and allows live fire training in interior attack and other fire suppression tactics. The project included extensive foundation work to support the tower, as well as water recycling and reclamation components to support the extensive water usage in fire suppression activities. The CFBT prop that has been recently constructed and installed in phases, allows fire companies to train on multiple scenarios they will encounter in the field.

District Overview, continued

BOARD POLICIES

The District operates under a comprehensive **Board Policy Manual**, which is adopted, annually reviewed, and, as required, revised by the Board of Directors. Each section of the Board Policy Manual provides policy direction concerning the day-to-day operations of the District and specifically addresses the following areas:

- District Board Operations
- Bylaws of the Board
- Budget and Finance
- Personnel Policy
- Training
- Fire Chief's Role and Executive Functions
- Operations
- Fire Marshal's Office
- Purchasing
- Maintenance
- Community Services
- Business Operations

BUDGET COMMITTEE AS OF JUNE 30, 2012

<i>Board Members</i>	<u>Term Expiration</u>
Clark I. Balfour, <i>President</i>	June 30, 2013
Robert C. Wyffels, <i>Vice-President</i>	June 30, 2013
Brian J. Clopton, <i>Secretary-Treasurer</i>	June 30, 2015
Gordon L. Hovies, <i>Member</i>	June 30, 2013
Randy J. Lauer, <i>Member</i>	June 30, 2015
<i>Citizen Members</i>	
Angie R. Fong, <i>Member</i>	June 30, 2015
Paul A. Leavy, <i>Member</i>	June 30, 2015
James W. Petrizzi, <i>Member</i>	June 30, 2014
Michael D. Smith, <i>Member</i>	June 30, 2013
Jon R. Walsh, <i>Member</i>	June 30, 2013

DISTRICT STAFF

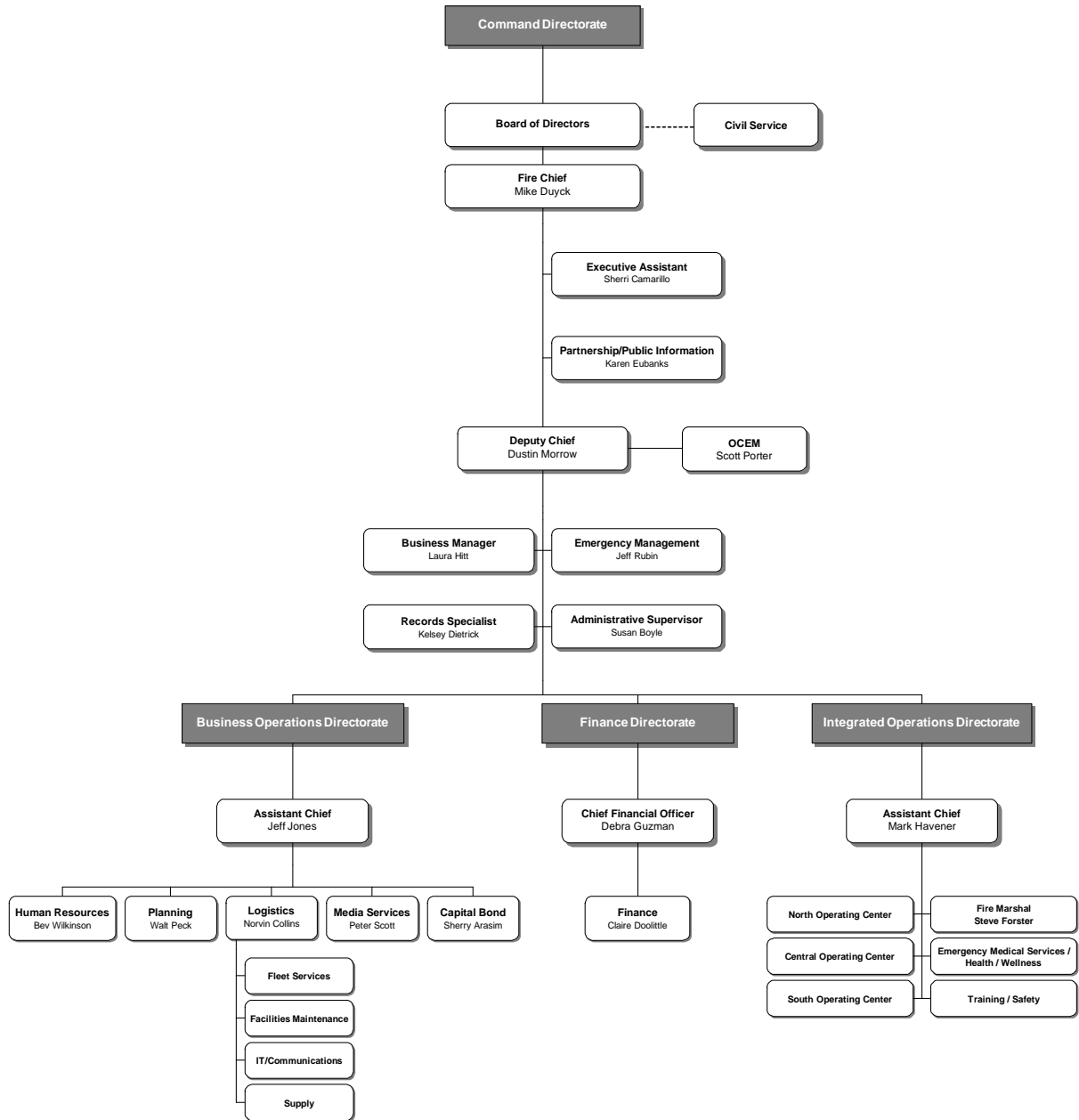
- **Michael R. Duyck**, Fire Chief/Administrator
- **Dustin E. Morrow**, Deputy Chief
- **Debra L. Guzman**, Chief Financial Officer
- **Mark E. Havener**, Assistant Chief
- **Jeff S. Jones**, Assistant Chief



**Commission on
Fire Accreditation
International**

District Overview, continued

ORGANIZATIONAL CHART



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MAY 4, 2012

Budget Committee Members and Citizens
Tualatin Valley Fire & Rescue
Washington, Clackamas, and Multnomah Counties, Oregon

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

I am pleased to submit the 2012-13 proposed budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and strategic plan, we have prepared this budget with priorities and resources necessary to accomplish Tualatin Valley Fire & Rescue's eight strategic goals and outcomes:

COMMUNITY GOALS & OUTCOMES

- I. Reduce the number and severity of emergency incidents.
- II. Increase communities' participation in their safety and preparedness, and knowledge and support of the District's services.

ORGANIZATIONAL GOALS & OUTCOMES

- III. Enhance preparedness for catastrophic and unforeseen events.
- IV. Foster an environment conducive to the safety and health of all members.
- V. Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.
- VI. Promote craftsmanship, innovation, and excellence throughout the organization.
- VII. Leverage use of existing resources and seek efficiencies for the greatest community good.
- VIII. Ensure ongoing financial and business operations stability and predictability.

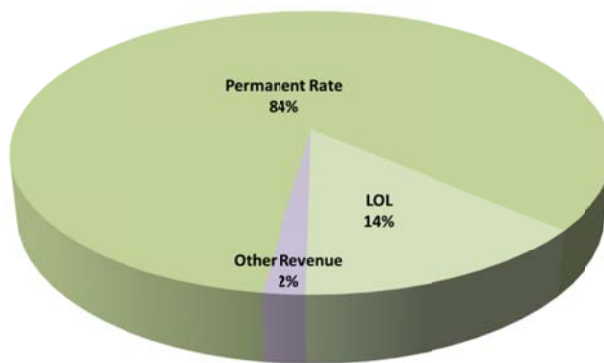
Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our citizens, while maintaining excellent fiscal stewardship. This commitment drives our budget process in allocating resources and funding.

TAXATION AND VALUATION

The local economy continues to be weak with high unemployment levels and lack of new development. Property taxes thus far remain relatively unimpacted by the current economic cycle due to past voter initiatives which delinked the assessed value (AV) from the real market value (RMV) of property. Because the District depends almost entirely upon property tax revenue levied upon AV (lower than RMV and allowed to grow 3%, until it meets and begins to be constrained by decreasing RMV), we continue to experience growth in revenue, albeit at a much lower rate than in the past. Total assessed valuation of the District grew 2.74% overall in 2011-12.

Message from the Fire Chief, continued

The S&P/Case-Shiller Home Price Indices for 2011 reported another decline of 4% for home values in 2011, with prices now comparable to pre-recession levels set in September 2004¹. Because RMV is measured as of January 1, 2012 as the market value basis for property taxes levied and received during the 2012-13 fiscal year, we anticipate more properties experiencing AV constrained by declining RMV. It is with this in mind that we have decreased our AV forecast for 2012-13 budget development to include: Washington County, 2.4%; Clackamas County, 2.25% (permanent rate taxation), and 0.75% (local option levy taxation); and Multnomah County, 1.75%.



In addition to its permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 25 cents per \$1,000 of AV. This levy, first approved by our voters in November 2000, was renewed for the third time by voters in November 2008, ensuring relative financial stability through fiscal year 2014-15. Final analysis and planning will be completed in 2012-13, and a decision will be made whether to request an increase in, or fourth renewal of, the local option levy.

The overall collection rate has remained consistent during this economic downturn and collections are forecasted to decline slightly to 93.7% for the coming year. We will continue to proactively monitor our collection rates and review assessed valuation actual percentage change results in late October 2012, when we receive AV data for the 2012-13 year. If necessary, we are prepared to make adjustments to ensure that we meet our target of five full months of ending fund balance at the end of each year. I believe our current financial reserves, coupled with continued conservative fiscal management, will allow us to support the operations of the District and provide essential services to our citizens through this economic cycle.

BUDGET OVERVIEW

The proposed 2012-13 budget represents the third year of the reorganization of the District into three Operating Centers: North, Central, and South. These centers, staffed by Integrated Operations personnel, blend the technical expertise of emergency operations, fire prevention, and public affairs staff. Combining these functions and staff into three geographically-based Operating Centers increased the District's connectivity to the community, its nine cities, and other government agencies, and strengthened its ability to implement community risk reduction programs. Each of the District's 21 fire stations is assigned to an Operating Center.

The District's firefighters, training officers, and fire prevention members are represented by Local 1660. The current labor contract extends through June 30, 2015. The first year of the new contract was based upon the average annual CPI-W for 2011, which was 3.6%. The contract calls for a 1% pay raise effective January 1, 2013, an increase in the incentive to participate in the deferred compensation program of .5% on July 1, 2012, additional Kelly relief shifts, and a payment based upon years of service for a portion of Union workforce. The contract also requires limitations upon the increases to healthcare costs and implements numerous operational changes.

The number of District personnel in the General Fund increased by a net 2.26 full time equivalent employee (FTE). The District increased firefighting FTE by 2.57 to account for the increased time off negotiated through the labor contract to be filled with additional relief pool personnel or assigned relief shifts. A decrease of .31 Recruit firefighter FTE reflects the expected activity of the planned recruit academy for firefighters in training. Within the Training Division, an offsetting increase of 1.0 FTE to fund an administrative assistant position that had been previously fully funded by an outside program is budgeted. An increase of 1.0 FTE in the Supply division as a limited duration position for District-wide order entry support and surplus property management, was offset by a decrease of (1.0) in Information Technology following the release of a limited duration position hired to assist in managing through the peak period of ERP conversion and another (1.0) reduction of a Fleet

¹ Culverwell, 2012

Message from the Fire Chief, continued

Technician position added in the prior year as contingency for the fleet contracts being negotiated with neighboring fire agencies.

The District has conservatively forecasted medical insurance cost increases for the proposed budget year to the maximum in the Union contract, although preliminary information indicates it will be significantly lower. All employees contribute to their monthly health insurance and are partners in our ongoing attention to the cost of healthcare. Oregon's Public Employee Retirement System (PERS) has informed all stakeholder governments that the next several biennium's rates are expected to increase significantly. Based upon the latest actuarial valuation and PERS guidance, this increase to the District is currently estimated to be approximately 5.4% beginning on July 1, 2013 for the following two years. The District's Tier One and Tier Two rates are currently 21.7% of payroll; OPSRP rates are 13.17% for general service personnel and 15.88% for fire personnel. Based upon the District's workforce, the District expects, and has budgeted for, an overall effective rate of 19.96%. Past budgets, in preparation for several bienniums of forecasted rate increases, included higher-than-actual rates with the difference going to a PERS Rate Reserve Fund. This will ease the transition to higher rates and protect core services in the future as rates continue to rise. It is expected that we will utilize the reserves beginning on July 1, 2013, for at least the next two bienniums.

The District's budget also provides for continued project management of the District's \$77.5 million capital bond program. The District has sold four issues of general obligation bonds, for a total of \$72.5 million. This leaves a remaining \$5 million of bond issuance authority. Each sale has occurred so as to match projected construction and apparatus purchase timelines. Moody's Investor Service affirmed the District's Aaa rating for the most recent bond sale, which helped ensure the lowest possible interest rates for the June 2011 bond issuance. The budget for 2012-13 reflects the continued construction of fire stations in this bond sale: Stations 65, 68, and the combined Station 56/South Operating Center; and the beginning design and engineering work on Stations 35, 51, and 52; two pumper engines and carry-over funding of a light brush unit, two water tenders, and a heavy rescue unit being delivered October 2012. The District will also look to correct operational and safety deficiencies at Stations 62 and 64 in future years in light of the District's SB122 agreement with Hillsboro. Due to a lower than expected property annexations by Hillsboro, we anticipate retaining possession of these two stations and remaining as the service provider for the SB122 area for an extended length of time. The capital bond program has followed through on its commitment to our taxpayers, controlled costs—including capturing cost-savings during this economic cycle—and ensured our ability to respond in a major emergency by constructing seismically sound facilities.

In 2011-12, the District expanded its community risk reduction program from three pilot fire stations to all 21 stations. Community risk reduction is the coordinated effort of Integrated Operations to identify and prioritize risks within a station's 'first due' area. Because senior care facilities have historically been heavy users of our emergency response system (the top ten facilities generate 1,200 calls/year), several stations are now working with their facilities to improve quality of care for residents and reduce low risk calls. Other projects include increasing awareness of hands-only CPR, working with Washington County to increase safety in tax-exempt properties and prioritize road improvements on the Major Streets Transportation Improvement Program (MSTIP) project list, and improve rural addressing.

Following the successful transition of top management in the organization, we continue to focus on succession planning and leadership development for our next generation of managers. 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're needed.

CFAI ACCREDITATION

In August 2000, Tualatin Valley Fire & Rescue was accredited by the Center for Public Safety Excellence's Commission on Fire Accreditation International (CFAI). This designation directly influences our emergency response model, by requiring that we meet industry established objectives to effectively arrive and initiate fire attack operations, medical interventions, and specialty team rescues. Maintaining CFAI certification requires that we annually monitor and assess our performance in all aspects of our business, including industry and self-defined standards and District-adopted goals, and be reaccredited every five years. The District was last reaccredited on July 1, 2010.

Message from the Fire Chief, continued

SIGNIFICANT BUDGET ITEMS

Personnel. This budget represents a total of approximately 449.39 personnel in the General Fund and nine in the Grants Fund. In addition to emergency response, training, fire prevention, fleet, and support personnel, the budget includes staffing for strong fiscal and project management of the \$77.5 million capital bond program. We also continue to fund firefighter and support staff positions with the District's local option levy.

Apparatus Investment. Voter support of our general obligation bond has allowed us to standardize and improve our fleet and decrease the average age of our apparatus to less than 12 years. We have budgeted for two pumper engines, two tenders, and one light brush unit, as well as a heavy rescue unit in the Capital Bond Fund. Other fleet vehicles are planned to be purchased from the Capital Improvements Fund.

Cardiac Monitors. Capital replacement of the District's 40 cardiac monitors is planned with a placeholder of \$1,400,000 in the Capital Improvement Fund. While continued analysis and review are expected before a final source is identified, the replacement of these life-saving devices, with a seven to eight year life span, is planned and has been previously reserved through fund balance reserves in the Capital Improvement Fund.

Fire Stations and South Operating Center. The budget reflects the construction completion of Stations 65 and a combined Station 56/South Operating Center, construction re-initiation for Station 68 after land use issues are resolved, and the beginning of design work for Stations 35, 51, and 52 in this fiscal year as part of the capital bond program.

BUDGET SUMMARY

This budget proposes our permanent tax rate of \$1.5252 per \$1,000 (AV), the local option levy of \$0.25 per \$1,000 (AV), and a levy for debt service for outstanding bond issues, estimated to total approximately 14 cents per \$1,000 (AV). We anticipate tax receipts of the levies at a 93.7% collection rate and an assessed value growth between 2.10% and 2.36%.

The adopted budget allows us to continue to deliver outstanding emergency fire, medical, and rescue services to our citizens in a fiscally conservative and prudent manner. I present the 2012-13 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue



Michael R. Duyck
Fire Chief/Administrator

Financial Overview

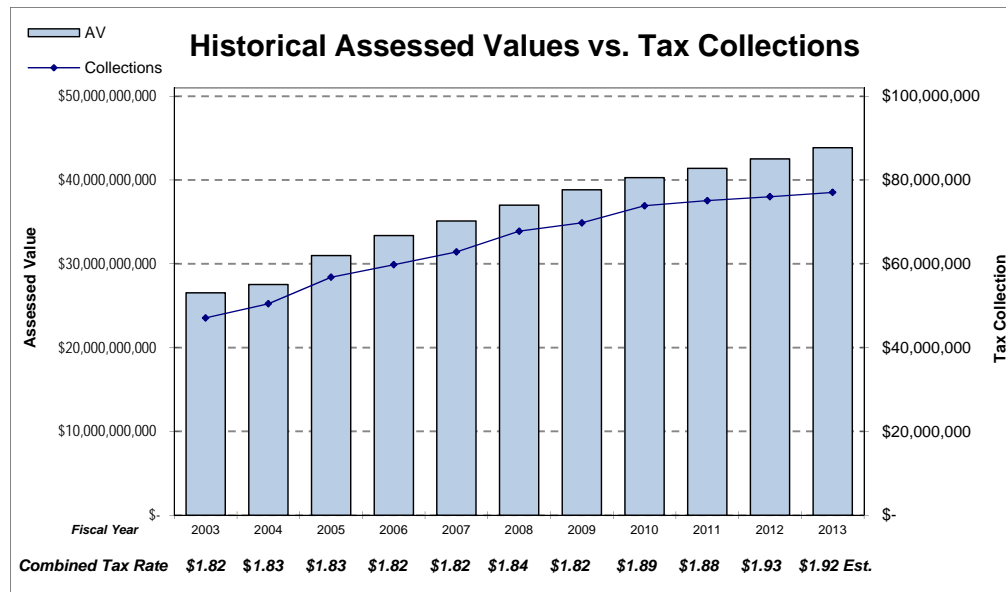
TAX RATES

General Fund – Permanent Rate	General Fund - Local Option Tax Levy	Bonded Debt
Expected Assessed Valuation: \$42,845,765,069	Expected Assessed Valuation: \$43,240,453,029	Expected Assessed Valuation: \$43,240,453,029
General Fund Tax Rate Levied: \$1.5252/\$1,000	General Fund Tax Rate Levied: \$0.25/\$1,000	Est. Bonded Debt Tax Rate: \$0.1402/\$1,000
Estimated General Fund Total Levy: \$65,348,361	Estimated General Fund Total Levy: \$10,810,113	Bonded Debt Total Levy: \$6,060,823
Expected Collection Rate: 93.7%	Expected Collection Rate: 93.7%	Expected Collection Rate: 93.7%
Expected Collections: \$61,231,414	Expected Collections: \$10,129,076	Expected Collections: \$5,678,991

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
2011	\$ 76,954,903	\$ 72,714,193	94.34%		\$ 72,714,192	94.49%
2010	74,622,973	70,399,625	94.29	\$ 3,444,426	73,844,051	98.90
2009	70,168,538	66,017,433	94.08	3,426,693	69,764,126	99.42
2008	67,886,825	64,345,840	94.78	3,431,587	67,777,427	99.84
2007	62,860,513	59,799,046	95.13	3,032,787	62,831,833	99.95
2006	59,783,920	56,844,054	95.08	2,927,019	59,771,073	99.98
2005	56,843,613	53,918,038	94.85	2,890,143	56,808,180	99.94
2004	50,483,968	47,697,565	94.48	2,757,418	50,454,983	99.94
2003	48,507,471	45,798,106	94.41	1,292,291	47,090,397	97.08
2002	46,251,187	43,682,532	94.45	1,060,463	44,742,996	96.74

ASSESSED VALUES VS. TAX COLLECTIONS

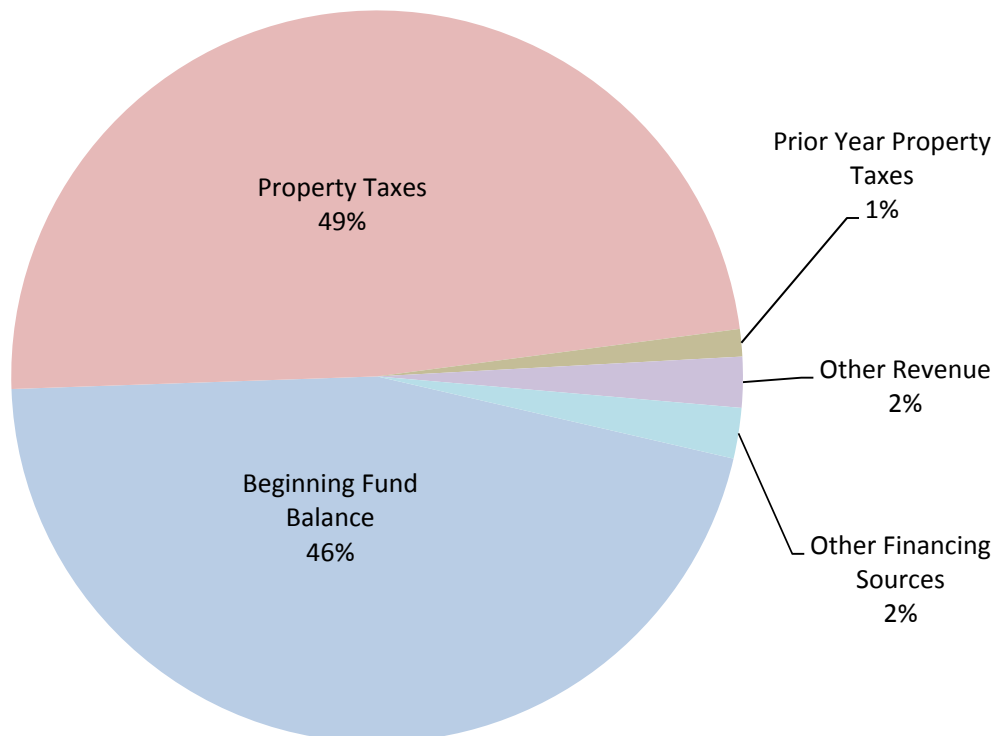


Financial Overview, continued

2012-13 BUDGETED RESOURCES

Resources	Beginning Fund Balance	Property Taxes	Prior Years Property Taxes	Other Revenue	Other Financing Sources	2012-13 Budget
Major Funds						
General	\$33,103,408	\$71,360,490	\$ 1,792,818	\$1,496,545		\$107,753,261
Capital Projects	21,750,241			76,126		21,826,367
Non-Major Funds						
Apparatus	2,560,462			12,802	\$500,000	3,073,264
Capital Improvements	6,484,635			32,423	2,000,000	8,517,058
Emergency Management				204,982	47,046	252,028
Grants	90,565			1,692,180	100,000	1,882,745
Retiree Medical Ins. Stipend	123,745			500		124,245
Bonded Debt Service	1,180,593	5,678,991	126,000	11,972		6,997,556
Insurance	636,924			3,240		640,164
Property and Building	6,087,228			30,436	500,000	6,617,664
Pension Trust					346,444	346,444
Volunteer LOSAP	824,777			6,850	65,102	896,729
Total 2012-13 Budgeted Resources	\$72,842,578	\$77,039,481	\$1,918,818	\$3,568,056	\$3,558,592	\$158,927,525
Total 2011-12 Budgeted Resources	\$74,490,159	\$76,004,415	\$1,801,521	\$2,815,174	\$5,981,422	\$161,092,691
Total 2010-11 Actual Resources	\$61,465,894	\$73,035,577	\$2,017,030	\$2,105,415	\$28,274,583	\$166,898,499

2012-13 Budgeted Resources

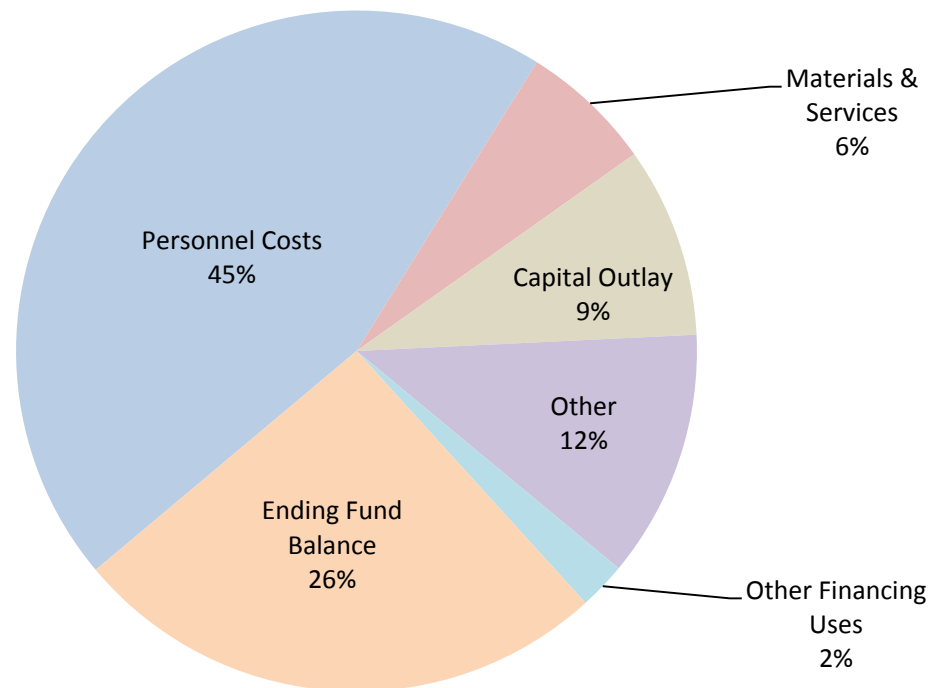


Financial Overview, continued

2012-13 BUDGETED REQUIREMENTS

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2012-13 Budget
Major Funds							
General	\$68,286,143	\$9,343,951		\$5,502,102	\$3,558,592	\$21,062,473	\$107,753,261
Capital Projects			\$11,376,866	2,449,501		8,000,000	21,826,367
Non-Major Funds							
Apparatus				500,000		2,573,264	3,073,264
Capital Improvements			3,004,701	2,648,870		2,863,487	8,517,058
Emergency Management	186,458	44,570	21,000				252,028
Grants	1,756,395	116,350	10,000				1,882,745
Retiree Medical Ins. Stipend	48,256					75,989	124,245
Bonded Debt Service				5,839,637		1,157,919	6,997,556
Insurance		640,164					640,164
Property and Building				1,617,664		5,000,000	6,617,664
Pension Trust	346,444						346,444
Volunteer LOSAP	896,729						896,729
Total 2012-13 Budgeted Requirements	\$71,520,425	\$10,145,035	\$14,412,567	\$18,557,774	\$3,558,592	\$40,733,132	\$158,927,525
Total 2011-12 Budgeted Requirements	\$68,130,802	\$9,936,268	\$16,991,959	\$18,717,016	\$5,981,422	\$41,335,224	\$161,092,691
Total 2010-11 Actual Requirements	\$60,728,535	\$8,008,017	\$12,993,142	\$4,258,673	\$3,525,319	\$77,384,812	\$166,898,499

2012-13 Budgeted Requirements



Financial Overview, continued

2012-13 FUND BALANCE BUDGETED

Resources	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Percent Change in Fund Balance
Major Funds					
General	\$33,103,408	\$5,502,102	\$21,062,473	(\$12,040,935)	-36.4%
Capital Projects	21,750,241	2,449,501	8,000,000	(13,750,241)	-63.2%
Non-Major Funds					
Apparatus	2,560,462	500,000	2,573,264	12,802	0.5%
Capital Improvements	6,484,635	2,648,870	2,863,487	(3,621,148)	-55.8%
Emergency Management					
Grants	90,565			(90,565)	-100.0%
Retiree Med Ins. Stipend	123,745		75,989	(47,756)	-38.6%
Debt Service	1,180,593		1,157,919	(22,674)	-1.9%
Insurance	636,924			(636,924)	-100.0%
Property and Building	6,087,228	1,617,664	5,000,000	(1,087,228)	-17.9%
Pension Trust					
Volunteer LOSAP	824,777			(824,777)	-100.0%
Total 2012-13 Budgeted Balances	\$72,842,578	\$12,718,137	\$40,733,132	(\$32,109,446)	-44.1%
Total 2011-12 Budgeted Balances	\$74,490,159	\$12,801,603	\$41,335,224	(\$33,154,935)	-44.5%
Total 2010-11 Actual Balances	\$61,465,894		\$77,384,812	\$15,918,919	25.9%

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 available for appropriation, but contingency is allowed to be appropriated with Board of Director approval.

The District expects to return to fund balance the majority of any contingency budgeted, unless it were to experience a catastrophic, emergency event. The District budgets for a significant decrease in fund balance in the General Fund, while not expecting the decrease to occur from actual operations. Within the General Fund, actual personnel services are expected to be 5-7% less than budgeted, materials and services to be 12-18% under budget, and ending fund balance to increase commensurately with the District's goal of carrying five months of operational costs in ending fund balance. The forecasted result of General Fund operations for 2013-14 and in the future is depicted on the following page.

Because of the use of general obligation bonds, the Apparatus Fund is not expected to be significantly utilized in the next two years. The District has budgeted for contingency in the fund, which is expected to be returned to fund balance at the end of fiscal year 2012-13, such that the fund will have an increase in fund balance.

The Capital Improvements Fund's fund balance is expected to decrease after unused contingency is returned to fund balance due to its use for a planned major purchase. The Property and Building Fund represents a planned funding source for projects not anticipated to be fulfilled through the bond program and is expected to have an increase in actual ending fund balance. The Capital Projects Fund represents the usage of bond proceeds on projects authorized by the voters and is expected to decline as bond proceeds are utilized.

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 Retiree Medical Stipend Fund is planned to continue to wind down as this fund meets obligations to past employees. The Volunteer LOSAP fund is appropriated to be able to meet the obligations of cashing out pension benefits of prior plans and potential transfers to a revised defined contribution type plan, as well as continue funding accumulated benefits.

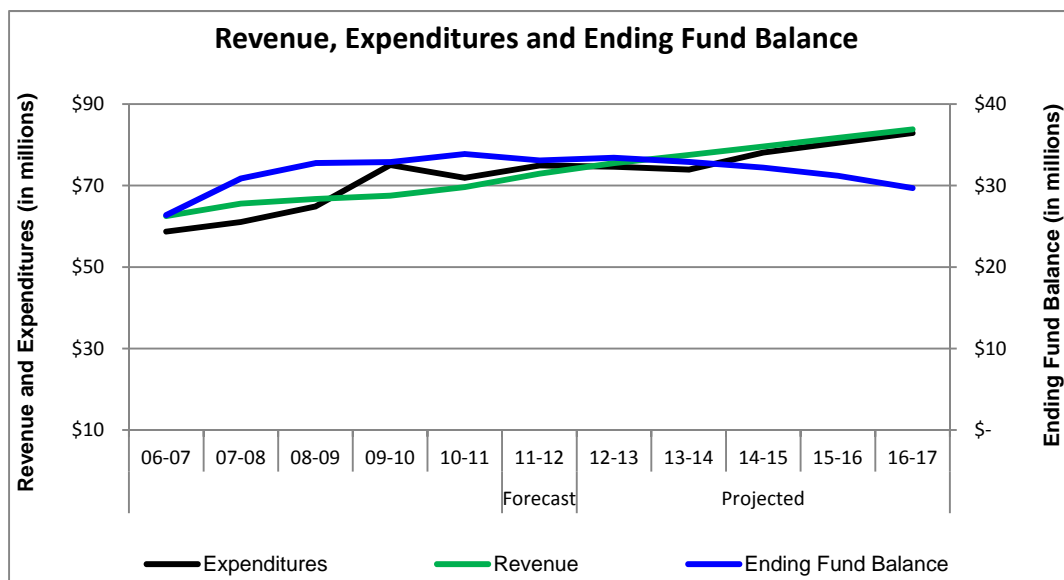
Financial Overview, continued

FINANCIAL FORECAST – GENERAL FUND

	2012-13	2013-14	2014-15	2015-16	2016-17
Beginning Fund Balance	\$33,100,000	\$33,400,000	\$32,900,000	\$32,200,000	\$31,200,000
Property Tax Revenue	73,400,000	75,400,000	77,400,000	79,500,000	81,600,000
Investment and Interest Income	200,000	200,000	200,000	200,000	200,000
Charges for Services	1,200,000	1,200,000	1,300,000	1,300,000	1,300,000
Insurance Refunds	600,000	600,000	600,000	600,000	600,000
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$108,600,000	\$110,900,000	\$112,500,000	\$113,900,000	\$115,000,000
Personnel Costs	\$63,600,000	\$67,700,000	\$69,900,000	\$72,100,000	\$74,500,000
Materials and Services	8,000,000	8,200,000	8,300,000	8,500,000	8,700,000
Transfers Out	3,600,000	2,100,000	2,100,000	2,100,000	2,100,000
Total Expenditures	75,200,000	78,000,000	80,300,000	82,700,000	85,300,000
Ending Fund Balance	\$33,400,000	\$32,900,000	\$32,200,000	\$31,200,000	\$29,700,000
Months of Fund Balance	5.3	5.1	4.8	4.5	4.2

The District prepares financial forecasts on an ongoing basis to provide staff and policymakers the most current projected results of 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 need for enhanced service levels in both emergency responses and support of Integrated Operations.

The District views the forecasts, prepared with conservative revenue forecasts, and possible expenditure increases as information to avoid the scenario forecast. By being aware of what potential cost increases could occur and what the outcome would be, the District's management seeks to avoid potential negative scenarios ahead. The above forecast represents the expectation of a continued slow economy and the use of existing reserves for PERS rate increases. Additionally, the potential need for a request to increase the District's local option levy will be considered for the years 2015-16 and beyond.



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Message from the Chief Financial Officer

JUNE 26, 2012

Budget Committee Members and Citizens
Tualatin Valley Fire & Rescue
Washington, Clackamas, and Multnomah Counties, Oregon

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

INTRODUCTION

In compliance with the state of Oregon Local Budget Law and Tualatin Valley Fire & Rescue (District) policies as authorized in Section 3 of the Board Policy Manual, the annual budget for Tualatin Valley Fire & Rescue for the fiscal year 2012-13, beginning July 1, 2012 and ending June 30, 2013, is submitted for your approval. As prepared and submitted, the annual budget is intended to serve as:

- A financial plan for the next fiscal year, outlining the forecasted expenditure requirements and the proposed means for financing these requirements.
- An operational plan for the use and deployment of personnel, materials and services, and other resources during the 2012-13 fiscal year.
- An operations guide for program and department goals and objectives.

BUDGETARY ACCOUNTING BASIS

The budgetary and accounting policies contained in the proposed budget conform to generally accepted accounting principles as established by the Governmental Accounting Standards Board (GASB) with the exception of GASB statement 54. For generally accepted accounting principles basis reporting, the General Fund combines with the Apparatus Fund, Capital Improvements Fund, Emergency Management Fund, and the Retiree Medical Insurance Stipend Fund. The accounts of the District are organized on the basis of funds and account groups, each of which is considered a separate budgetary and accounting entity. Within the annual budget, the District's various funds are grouped into the fund types and account groups indicated below:

- **Governmental funds**, which include the General Fund (a major fund); the *special revenue fund types*: Apparatus Fund, Capital Improvements Fund, Emergency Management Fund, Grants Fund, and the Retiree Medical Insurance Stipend Fund; the Debt Service Fund; and the *capital projects fund types*: Property and Building Fund and Capital Projects Fund (a major fund).
- **Proprietary fund**, which includes the *internal service fund type*, the Insurance Fund.
- **Fiduciary funds**, which include *trust and agency funds*, cover the Pension Trust Fund, and Volunteer LOSAP Fund.

Excluding the exception above, the proposed budget is prepared on the generally accepted accounting principles basis, with all governmental funds accounted for using the modified accrual basis of accounting, with revenues being recorded when measurable and available and expenditures being recorded when the goods or services are received. The District's internal service funds and trust and agency funds are maintained on the accrual basis of accounting. For pension trust funds, the measurement focus is on the determination of net income and capital maintenance. All fund assets and liabilities, current and non-current, are accounted for within the fund.

Message from the Chief Financial Officer, continued

These models provide the foundation for communication of our overall budgetary goals to department managers, who develop the budget after preparation and identification of key performance objectives for their department and program. Overall guidance and philosophy are outlined by the Fire Chief and executive staff.

The District prepares a budget for all funds that are subject to the budget requirements of state law, including the legal requirement for a balanced budget, meaning that total beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, contingency, and ending fund balance. The budgeting process includes citizen input through various stages of preparation, public hearings, and approval of the original budget by the Board of Directors.

BUDGET SUMMARY FOR EXPENDITURES

Expenditures	2011-12 Budget	2012-13 Budget	Increase (Decrease)
Personnel Services	\$68,130,802	\$71,520,425	\$3,389,623
Materials and Services	9,936,268	10,145,035	208,767
Capital Outlay	16,991,959	14,412,567	(2,579,392)
Debt Service	5,915,413	5,839,637	(75,776)
Operating Transfers Out	5,981,422	3,558,592	(2,422,830)
Operating Contingency	12,801,603	12,718,137	(83,466)
Ending Fund Balance	41,335,224	40,733,132	(602,092)
Total Expenditures	\$161,092,691	\$158,927,525	(\$2,165,166)

The proposed budget requirements for fiscal year 2012-13 for all funds totals \$158,927,525, which is \$2,165,166 lower than the \$161,092,691 in the current year. The largest change relates to increases in wages and benefits of employees, which were offset by reductions in capital outlay due to the timing of Capital Bond expenditures and a reduction in budgeted transfers out to capital reserve funds. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2012-13 SIGNIFICANT CHANGES

PERSONNEL SERVICES

Personnel Services increased 4.98% over all funds or \$3,389,623. The majority of the change in personnel services results from the General Fund, which increased 4.20% or \$2,749,474, and the Grants Fund, which increased 58.60% or \$641,928. The General Fund's increase is attributable to scheduled wage and benefit increases tied to CPI-W of 3.6% for the upcoming year. The Emergency Management Fund reflects an increase of \$141,715 due to a change in budgeting method for the costs of a shared position.

MATERIALS AND SERVICES

Materials and Services increased \$208,767 overall. The General Fund reflects an overall adopted increase of \$65,516. While there were decreases in numerous accounts in order to control expenditures, increases in areas such as Other Professional Services (5414), Dispatch (5420), and Elections (5574) offset these decreases for an overall increase in the General Fund. Other Professional Services (5414) was increased over the prior year due to due to expected medical cost increases for firefighter physicals due to the loss of our current provider and the potential need to contract services at a less favorable rate as well as anticipated software engineering and GIS enhancement engineering support. Other accounts were reduced in order to meet budgetary goals. A change in the way the Emergency Management Fund is budgeted contributed to \$35,509 of the increase in Materials and Services. In the past, only the District's net shared cost of the program was budgeted and for 2012-13, the full cost of the program is budgeted and corresponding revenue from other agencies participating in the Office of Consolidated Emergency Management is now reflected.

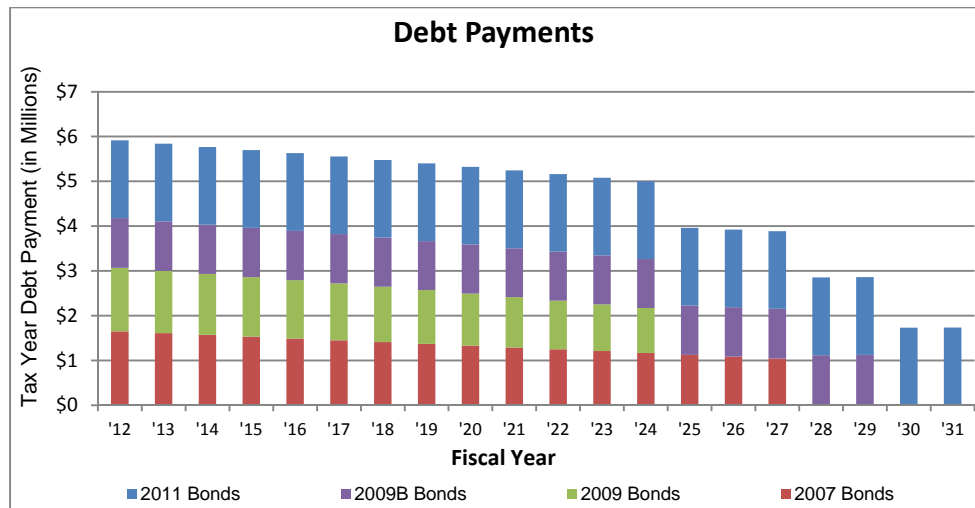
Message from the Chief Financial Officer, continued

CAPITAL OUTLAY

Capital Outlay decreased \$2,579,392 or approximately 15.2% to a total of \$14,412,567. Capital budget requests in the Capital Improvement Fund increased \$375,959 to a total of \$3,004,701. Significant purchases in the Capital Improvements Fund include the scheduled replacement of cardiac monitors for a placeholder amount of \$1,400,000, various fleet and pool vehicle replacements, SCBA cylinders, and furniture for the newly constructed stations and South Operating Center. Budgeted Capital Outlay in the Property and Building Fund decreased \$617,000 in order to dedicate funding toward future station rebuilding after usage of bond proceeds. The Capital Projects Fund decreased \$3,355,434 to a total of \$11,376,866. The prior year's budget was higher due to the budgeted construction project status. Each year of the Capital Bond construction program includes the budget for the station construction planned and land purchases expected to be made. The 2012-13 budget includes the expected construction costs of \$5,895,913 to complete station construction of Station 65; an anticipated restart of Station 68 construction after land use issues are resolved; completion of the Station 56/South Operating Center; \$2,826,870 toward planning, design, permits, and construction and fitness equipment for Stations 35, 51, and 52; and \$2,629,083 toward fire apparatus, including two fire engines, one tender, one light brush rig, and one heavy rescue unit.

DEBT SERVICE

Total budgeted debt service expenditures are scheduled to decrease by \$75,776 to a total of \$5,839,637 to meet estimated principal and interest obligations associated with general obligation debt outstanding. The debt service is budgeted in the Debt Service Fund for the repayment of the Series 2007 bonds, the Series 2009 bonds sold in March of 2009, the Series 2009 B bonds, and the amounts for Series 2011 bonds dated June 2011.



TRANSFERS

Transfers are decreased by \$2,422,830 to \$3,558,592, reflecting planned transfers to capital funds and fiduciary funds. Transfers are made to the Apparatus Fund, Capital Improvements Fund, Emergency Management Fund, Grants Fund, Property and Building Fund, Pension Trust Fund, and the Volunteer LOSAP Fund. The Apparatus Fund is budgeted to receive \$500,000 for future apparatus replacements; the Capital Improvements Fund receives \$2,000,000 of transfers from the General Fund. The Emergency Management Fund will receive \$47,046 for the District's cost share of the program, and the Property and Building Fund will receive \$500,000 for future capital construction for projects outside the Capital Bond program. The Grant Fund has budgeted \$100,000 of matching funds, and the Pension Trust Fund will receive up to \$346,444 from the General Fund to meet pension obligations for pre-1973 and 1976 retirees, and the Volunteer LOSAP Fund has \$65,102 scheduled. As expected, plan assets for the pension plan have been exhausted, and thus, the District will transfer sufficient funds each payroll to meet monthly pension obligations for this closed plan.

Message from the Chief Financial Officer, continued

CONTINGENCIES

Contingencies across all funds are budgeted at \$12,718,137 for 2012-13, a decrease of \$83,466 from the prior year. All Funds' contingencies remained approximately the same. Under Oregon law, ending fund balance may not be appropriated for use during the year, so the contingency appropriation provides for flexibility in operations should an unexpected major natural disaster occur, a major apparatus fail, or other such event occur that cannot be anticipated. Accordingly, the District budgets contingency at a higher level than anticipated to be utilized. All unused contingency reverts to Ending Fund Balance.

ENDING FUND BALANCE

The majority of amounts for Ending Fund Balance are related to the General Fund, \$21,062,473; the Apparatus Fund, \$2,573,264; the Capital Improvements Fund, \$2,863,487; the Bonded Debt Service Fund, \$1,157,919; the Retiree Medical Insurance Stipend Fund, \$75,989; the Property and Building Fund at \$5,000,000; and the Capital Projects Fund at \$8,000,000. The District seeks a stable General Fund balance and conservatively forecasts the actual ending fund balance to be approximately \$33,400,000, which equates to an estimated five months of operating funds.

DEBT ADMINISTRATION

Debt outstanding consists of Series 2007, Series 2009, Series 2009B, and Series 2011 General Obligation Bonds. The District sold \$20,000,000 of Series 2007 bonds in April 2007, and there is \$15,000,000 outstanding. These bonds will mature over a 20 year period. In March 2009, the District sold \$14,000,000 of Series 2009 bonds, of which \$11,520,000 is outstanding. These bonds will mature in 2024. The District sold \$15,000,000 of Series 2009B bonds in June 2009, of which \$13,315,000 remains outstanding as of July 1, 2010, and the bonds will mature in 2029. On May 17, 2011, the District sold \$22,635,000 of bonds, which mature in 2031, leaving \$5,000,000 of issuance authority.

The District's legal debt limit is approximately \$730,000,000, with remaining debt capacity of \$665,000,000 as of June 30, 2011. 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 and possible relocation of stations. Because station siting and relocation planning are dependent upon factors such as land use laws, transportation routes, placement of neighboring jurisdictions' stations, incident count, and population and development growth, we continue to work extensively on a regional basis to ensure the best service to our citizens. Our goal is to locate stations for the most effective emergency response and allow continued alternative staffing configurations depending on the region's call types and run volumes. The bond will fund continued land purchases for new fire stations, the construction of new fire stations, and the reconstruction and seismic improvements of several older fire stations.

Message from the Chief Financial Officer, continued

BUDGET SUMMARY FOR REVENUES

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

Revenues	2011-12 Budget	2012-13 Budget	Increase (Decrease)
Beginning Fund Balance	\$74,490,159	\$72,842,578	(\$1,647,581)
Property Tax, Current Year	76,004,415	77,039,481	1,035,066
Property Tax, Prior Year	1,801,521	1,918,818	117,297
Other Taxes and Interest on Tax	54,110	21,194	(32,916)
Interest on Investments	363,434	338,623	(24,811)
Service Contracts	922,946	1,140,868	217,922
Special Service Charges	2,250	2,250	
Regional Hazardous Response	12,500	12,500	
Accounting Service Revenues	51,200	54,440	3,240
Training Center Revenues	21,502	28,710	7,208
Rental Income	118,350	120,000	1,650
Insurance Refund	68,000	154,791	86,791
Donations and Grants	1,103,314	1,692,180	588,866
Transfers from Other Funds	5,981,422	3,558,592	(2,422,830)
Proceeds From Debt Issuances			
Other Revenues	97,568	2,500	(95,068)
Total Revenues	\$161,092,691	\$158,927,525	(\$2,165,166)

BEGINNING FUND BALANCE

Beginning Fund Balance has decreased 2.21% to \$72,842,578 for all funds. The General Fund's budgeted beginning fund balance was increased by \$700,986, reflecting that we had been able to meet our goal of increasing fund balance each year in order to ensure that we maintain a beginning fund balance of five months of operations. Our General Fund has a targeted goal to provide at least five months of operating funds before we receive our tax collections in late November of each year. The beginning fund balance in the Apparatus Fund increased by \$769,471, as we will not use this fund's savings for fire apparatus until the end of the bond program. The Debt Service Fund increased \$354,675 to meet debt service payments. The decrease in the Capital Project Fund beginning fund balance of \$4,342,065 is a result of the bond proceeds from 2009 being utilized.

PROPERTY TAXES - CURRENT YEAR

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 was renewed by voters in November 2008, and will be levied annually through 2014-15, at the approved rate of \$0.25 per \$1,000 of assessed valuation. Under current law, assessed value is generally significantly less than market value and is based upon the relationship of other similar properties. For 2011-12, the Washington County Assessor estimated the ratio of Assessed Value was 77% and the Clackamas County Assessor reported an 86% ratio. For purposes of our 2012-13 budget, we assumed a 2.1% to 2.4% assessed valuation increase for property in our service area based on data from Washington County, as well as our own analysis of the local economy, and current property tax. A collection rate of 93.7% 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 for payment of the general obligation bonds.

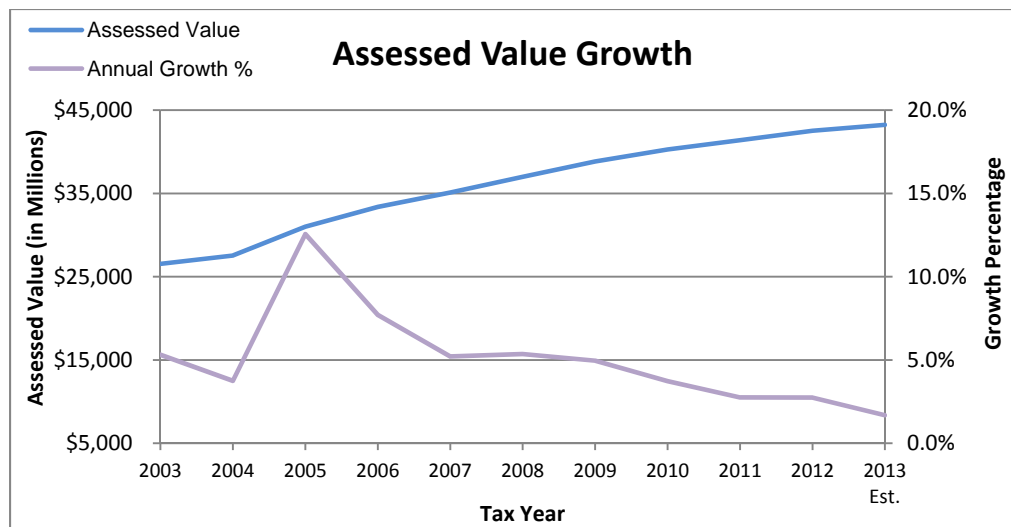
Message from the Chief Financial Officer, continued

How is TVF&R funded?

Permanent tax rate of \$1.5252/\$1,000 AV.

Voter optional Local Option Levy of \$.25/\$1,000 AV.

GO Bond Levy of an estimated \$.1402/\$1,000 AV.



Note, the spike in the growth percentage in fiscal year 2005 was the result of the West Linn annexation.

Taxes levied at \$1.5252 for general operations against an estimated \$42.8 billion in assessed valuation are expected to provide approximately \$61.2 million in collections. The local option levy of \$.25 per thousand dollars of assessed valuation on an estimated \$43.2 billion is expected to provide collections of \$10.1 million. Urban renewal creates the difference in assessed value that is used to levy the District's permanent tax rate versus the assessed value that is used to levy the local option levy and bonded debt levy. We will also levy \$6,060,823 for our general obligation bonds. This bond levy is expected to result in a levy rate of 14.02 cents per thousand dollars of assessed valuation and approximately \$5,678,991 in collections.

PROPERTY TAX-PRIOR YEAR

Total taxes outstanding totaled \$3,342,701 at the fiscal year ended June 30, 2011. At the beginning of the previous fiscal year, that amount totaled \$3,517,610. Of the June 30, 2011 amount, \$1,933,009 was for taxes levied during that fiscal year, while \$1,409,692 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2012 receivables.

INTEREST ON INVESTMENTS

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 25 basis points. The governmental fund types and capital funds are invested in the Oregon Local Government Investment Pool to investment limits and a bank Jumbo Money Market account for governments. Investments are regulated by Board of Director policy, and permitted investment products include the Oregon Local Government Investment Pool, which is a diversified portfolio, commercial paper, bankers' acceptances, and United States Government Treasury and Agency securities, among others. Certain funds are designated for longer term investing by the Board of Directors and may be invested for terms up to 18 months. Oregon law does not allow leveraged investing and the Oregon Local Government Investment Pool does not use derivative securities. The Volunteer LOSAP Fund is managed as a separate trust fund and has its own investment policy, including the above investments and additional permissible investments in equity investments appropriate for long-term pension funding. Their investments are actuarially expected to earn 5% annually by investment policy. However, due to the turbulent equity market, short-term investment projections for 2012-13 are lower than the actuarial projections.

Transfers into and out of pool accounts are made by telephone prior to 1:00 p.m. on a one day ahead basis. This provides a flexible mode for keeping surplus cash invested and is reinforced by a cash management program with our designated banking institution.

Message from the Chief Financial Officer, continued

PROGRAM REVENUE

These revenues are primarily from apparatus maintenance contracts (\$662,161) and the EMS/Health/Wellness program (\$248,725). Fees are collected from several governmental agencies for providing preventive and corrective maintenance to firefighting apparatus and automobiles. The Occupational Health Services program for District employees also contracts with other governmental agencies to provide occupational health services, which serves to reduce the District's costs of providing these required services to our own employees. The EMS/Health/Wellness program is scheduled for \$145,725 in contract revenues with other agencies for health services and \$103,000 of contract fees related to ambulance franchise collaborative agreements for a total of \$248,725.

RENTAL INCOME

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

DONATIONS AND GRANTS

The District has received a multi-year grant for firefighters and applied for additional grants for other projects. The District actively pursues grant funding for projects and equipment and for additional staffing. Donations are sought from community partners to increase safety messaging, community education, and support important programs.

TRANSFERS FROM OTHER FUNDS

A major revenue source for seven funds is, correspondingly, also a major requirement for another fund. In the Non-Organizational category section in the General Fund, transfers are listed as a requirement. Monies are transferred from this fund to seven funds, where they are listed as a resource. These transfers provide operating resources to the Apparatus Fund, Capital Improvements Fund, the Emergency Management Fund, Grant Fund, the Property and Building Fund, the Pension Trust Fund, and the Volunteer LOSAP Fund.

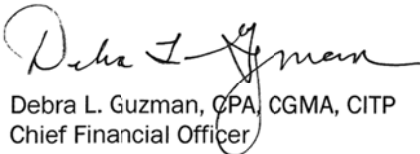
SUMMARY

The adopted budget for fiscal year 2012-13 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2012-13 promises to be a year of many challenges to the organization, as we manage our many bond projects, adjust to the new Integrated Operations business model, and continue to constantly focus on the most effective emergency response service to our citizens.

Recognition is given to all staff members, division heads, 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 2012-13 budget.

Sincerely,

Tualatin Valley Fire and Rescue



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

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Resolution to Adopt Budget

RESOLUTION 2012-04

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT TO ADOPT 2012-2013 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, 2012 and ending June 30, 2013, was approved by the District Budget Committee on May 17, 2012;

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 with the following changes:

WHEREAS, desired July 3, 2012 deployment changes to better serve citizens will result in the transfer of Medic 61 with Car 62, resulting in the transfer of one position from Station 61 to Station 62, which has no net effect on the General Fund budget and certain uniform budgets in stations 50, 51, 61, and 62 were inadvertently not entered, increasing personnel services by \$2,950 as a result of these items; and

WHEREAS, it was discovered that overtime for certain Civil Service testing processes were not budgeted and the adjustment requires a \$16,163 adjustment to personnel services in Civil Services and another \$924 in Human Resources; and

WHEREAS, a position was transferred from North to South Operating Center, transferring \$138,238 of personnel costs between the departments; and

WHEREAS, during budget review, removal of the OHS requested budget items for a medical clinic until further work to define issues resulted in the inadvertent elimination of costs for medical services to current employees and correction requires an increase in Materials and Services of \$163,250 and revenue increase of \$20,000; and

WHEREAS, certain supplies in the Supply department were removed and should be corrected in Materials and Services in the amount of \$1,560; and

WHEREAS, cellular telephone expenses in Communications were duplicated and should be reduced, reducing materials and services by \$38,400; and

WHEREAS, General Fund Contingency is recommended to be adjusted by the increases and decreases of the above budgeted items in the General fund in the amount of \$126,447; and

WHEREAS, in the Capital Improvements Fund, \$34,290 of RIT packs budgeted in 2012 will not be received until 2013, and therefore capital outlay is requested to be increased by \$34,290 and contingency reduced commensurately in the fund; and

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2012-13 fiscal year in the amount of \$118,194,393, and which is now on file in the Command and Business Operations Center at 11945 SW 70th Ave., Tigard, Oregon; and

Resolution to Adopt Budget, continued

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2012, for the purposes shown are hereby appropriated as follows:

GENERAL FUND

By Fund

Personnel Services	\$68,286,143
Materials and Services	9,343,951
Transfers	3,558,592
Contingency	<u>5,502,102</u>

Total	\$86,690,788
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By Function

Command Division	
Personnel Services	\$ 2,039,601
Materials and Services	<u>1,005,077</u>

Total	\$ 3,044,678
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Integrated Operations Division	
Personnel Services	\$ 58,520,303
Materials and Services	<u>3,718,391</u>

Total	\$ 62,238,694
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Finance Division	
Personnel Services	\$ 1,196,744
Materials and Services	<u>457,848</u>

Total	\$ 1,654,592
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Business Operations Division	
Personnel Services	\$ 6,529,495
Materials and Services	<u>4,162,635</u>

Total	\$ 10,692,130
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District Non-Organizational	
Transfers	\$ 3,558,592
Contingency	<u>5,502,102</u>

Total	\$ 9,060,694
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Resolution to Adopt Budget, continued

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 3,420,000
Debt Service - Interest	<u>2,419,637</u>
Total	\$ 5,839,637

APPARATUS FUND

Contingency	\$ <u>500,000</u>
Total	\$ 500,000

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 3,004,701
Contingency	<u>2,648,870</u>
Total	\$ 5,653,571

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 186,458
Materials and Services	44,570
Capital Outlay	<u>21,000</u>
Total	\$ 252,028

GRANTS FUND

Personnel Services	\$ 1,756,395
Capital Outlay	116,350
Contingency	<u>10,000</u>
Total	\$ 1,882,745

RETIREE MEDICAL INSURANCE STIPEND FUND

Personnel Services	\$ <u>48,256</u>
Total	\$ 48,256

INSURANCE FUND

Materials and Services	\$ <u>640,164</u>
Total	\$ 640,164

CAPITAL PROJECTS FUND

Capital Outlay	\$11,376,866
Contingency	<u>2,449,501</u>
Total	\$13,826,367


Resolution to Adopt Budget, continued

	<u>PROPERTY AND BUILDING FUND</u>	
Contingency		\$ <u>1,617,664</u>
Total		\$ 1,617,664

	<u>PENSION TRUST FUND</u>	
Personnel Services		\$ <u>346,444</u>
Total		\$ 346,444

	<u>VOLUNTEER LOSAP FUND</u>	
Personnel Services		\$ <u>896,729</u>
Total		\$ 896,729

APPROVED AND ADOPTED, on June 26, 2012



Clark I. Balfour, President

ATTEST: 

Brian J. Clopton, Secretary-Treasurer

RESOLUTION 2012-05

**RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE,
A RURAL FIRE PROTECTION DISTRICT
TO LEVY AND CATEGORIZE TAXES**

BE IT RESOLVED, that the Board of Directors of Tualatin Valley Fire & Rescue, a Rural Fire Protection District, hereby levies the taxes provided for in the adopted budget in the rate of \$1.7752 per \$1,000 of assessed value for operations (comprised of \$1.5252 permanent rate and \$.25 local option tax rate) and \$6,060,823 for bonds, and that these taxes are hereby imposed and categorized for tax year 2012-13, upon the assessed value of all taxable property with the District.

Subject to the General Government Limitation:


General Fund Levy:	\$1.5252/\$1,000
Local Option Tax Levy:	\$.25/\$1,000

Excluded from the General Government Limitation:

Debt Service Fund Levy	\$ 6,060,823
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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, 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 26, 2012



Clark I. Balfour, President

ATTEST:



Brian J. Clopton, Secretary-Treasurer

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Strategic Plan

2012 STRATEGIC PLAN

The 2012 Strategic Plan is included here to emphasize the alignment of budgeted resources with strategies for improvement. The plan defines a vision for change and provides guidelines for formation and prioritization of strategies, annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan outlines the following:

- TVF&R's strategic purpose, including our mission, vision, principles, and organizational values
- Eight organization-wide goals and corresponding targeted outcomes intended to move the agency toward the stated vision
- An annual organizational report card to evaluate the agency's performance toward the goals and outcomes, based on critical analysis, data review and interviews with key personnel
- Guidance to help managers devise strategies for change, prioritize annual work plans, and develop supporting budgets to advance achievement of the goals and outcomes

MISSION STATEMENT

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

VISION & PRINCIPLES

OUR SHARED VISION

Our 2012 Strategic Plan is designed to support and build on the shared vision and principles familiar to every member of Tualatin Valley Fire & Rescue. Together, we invite all members of the communities we serve, along with our partner governmental agencies, to join us in supporting a shared vision for the safety of our community:

- Where safety from fire, medical, and other emergencies is increasingly achieved through prevention, yet when emergencies occur, speed and quality response are always effective.
- Where homes and businesses are equipped with effective life safety technology and maintained in a manner that ensures early detection, alerting, and intervention.
- Where neighbors and businesses do their part and participate with us in an active emergency preparedness partnership.
- Where cooperative resource sharing and collaborative partnerships ensure a highly effective and efficient emergency response system.
- Where human, financial, and natural resources are stewarded in a sustainable manner.

In fulfilling this community vision, we want our community partners to know that we are committed to being an organization that:

- Anticipates, influences, and adapts to change in order to ensure that excellent services is continually available to every community we serve.
- Remains aligned to the single purpose of serving the greater community good, where the actions of every member model the highest values of public service and, together, we are recognized as an organization that exemplifies the concept of good government.

Strategic Plan, continued

OUR SHARED PRINCIPLES

A plan cannot anticipate every decision that we will make and no amount of training can cover every situation that will confront members of our organization. That is one reason why we have defined three core principles — known to the members of Tualatin Valley Fire & Rescue as the “Chief’s Bull’s-Eye” — as a reminder to all members of our organization that excellence is achieved only when decisions are made consistent with these cornerstones:



Safety and Performance – Employee and volunteer safety shares top priority with getting the job done well. Everyone who comes to work goes home from work, and everyone is expected to perform their jobs at the highest level possible. We will create safer communities by reducing the risk of emergencies through prevention and preparedness programs.

Despite our best efforts of prevention, when response is required, it will be effective and purposeful. We will seek innovations and external partnerships to increase efficiencies and maximize resources, and will serve as role models for implementing change in our industry.

Customer Service – Serving our community is a privilege. Whether it’s a true emergency or a situation where a citizen has simply exhausted their personal resources, we will exceed the expectations of our community. We treat our coworkers with dignity and respect, and when diverse opinions emerge, we are consensus builders who do what is best for our organization and community.

Professionalism - We recognize that we are accountable to the public we serve and will be good stewards of the finances and resources entrusted to us. We will conduct ourselves in a manner that brings credit to the organization and the fire service while both on and off duty.

While our vision and principles work together to shape what we do, they are only the beginning. Together, we have worked with our Board of Directors, our Division Managers, and all members of TVF&R to define a Strategic Plan that can still better fulfill our mission “creating safer communities through prevention, preparedness, and effective emergency response.”

ORGANIZATIONAL VALUES

The Board, management, and members of TVF&R are committed to upholding the following values in how we run our organization and work with each other:

- We value healthy and safe communities and working environments.
- We value responsibility and initiative by every individual and by our organization as a whole.
- We value outstanding customer service as defined by the “Chief’s Bull’s-Eye.”
- We value careful stewardship of financial and natural resources.
- We value honesty and integrity.
- We value teamwork and the strength of decisions developed through open and collaborative processes.
- We value a workforce that reflects the diversity of our community.
- We value cost-effective innovation and risk-taking (taking a chance, not a hazard) in the pursuit of excellence.
- We value each individual’s effort to achieve their highest potential and support continuing education and skill development throughout each employee’s career.
- We value a positive work environment for all employees and volunteers.
- We value respect and tolerance.
- We value collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation and region-wide planning with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.


STRATEGIC GOALS, TARGETED OUTCOMES AND ANNUAL ORGANIZATIONAL REPORT CARD

The following identifies the District's eight strategic goals and corresponding targeted outcomes within the context of the District's annual report card, which is an assessment of achievement toward those goals and outcomes. While similar to the terms "goals and objectives" found in a traditional strategic plan, the District purposely selected the terms, "goals and outcomes" to emphasize that measurement of organization-wide impact is part of the annual assessment process. To use a simple example, the number of emergency calls taken is a measure of activity, while improved speed of emergency response is a measure of impact. While impact is the more meaningful measure, the reader will find both types referenced in the report card narrative.

The decisions used to create the goals and outcomes include the requirements that they be:

- **Aligned with the stated mission, shared vision, core principles, and values.** The point of the goals and targeted outcomes is to define specific, measurable results that indicate movement toward realizing the organization's mission, principles, vision, and values.
- **Outcomes must be specifically measurable.** Each targeted outcome statement must be measurable so that it is possible to objectively determine the degree to which the goal is being achieved.
- **Organization-wide in scope.** Goals and targeted outcome statements are *not* individual or division work assignments. Rather, they are shared results that the entire organization, and in some cases even the entire community, can work toward. Therefore, each division within the organization should be able to define compelling, important work it can contribute under many, if not all, of the statements listed.
- **Built on consensus and common ground.** These outcomes are intended to address the shared agreement within the organization and involved community about the organization's current strengths, weaknesses, and needs associated with the unfulfilled elements of our mission.
- **Few in number.** The goals and outcomes should be significant enough to encompass the mission, principles, vision, and values of the organization, while being few enough to maintain a focused simplicity on the strategic change we value most.

Each year, staff completes a comprehensive assessment of the goals and outcomes in the form of a "report card." This review measures progress towards achievement of each goal and, through the "call for action" component, highlights target areas where divisional strategies, work plans, and budget requests should be focused to expedite achievement of that goal.

Goal I: Reduce the number and severity of emergency incidents.	Trend
	 Better

ANALYSIS OF TARGETED OUTCOMES

A. TVF&R baselines for speed of emergency response, including dispatch time, met or exceeded.

Based upon the Commission on Fire Accreditation International's (CFAI) recommendations and in an effort to more closely align with industry standards, the District conducted a complete rewrite of the *Standards of Coverage* document for 2011. Due to significant changes in the methodologies for analyzing and reporting response performance in 2011, it is not possible to accurately compare 2010 and 2011 baseline performance. Moving forward, the District will have the ability to accurately monitor and compare performance through a true "apples-to-apples" comparison. Table 1.1 shows the 2011 TVF&R baseline objectives at the 90th percentile for the first arriving unit for all Code 3 incidents.

Strategic Plan, continued

Table 1.1 2011 Baseline Objectives for First Arriving Units/All Code 3 Incidents at 90th Percentile

Planning Zone	Alarm Processing* Time Interval (in minutes): Incident Initiation (9-1-1 pick-up) to Dispatch	Turnout* Time Interval (in minutes): Dispatch to Enroute for First Arriving Unit	Travel Time Interval (in minutes): Enroute to Arrival for First Arriving Unit	Total Response Time interval (in minutes)
Metro/Urban	2:10	2:25	6:15	9:20
Suburban			6:20	9:20
Rural			7:05	10:00

* The location of the incident does not influence performance during the Alarm Processing and Turnout Time intervals; therefore, an overall objective is applied.

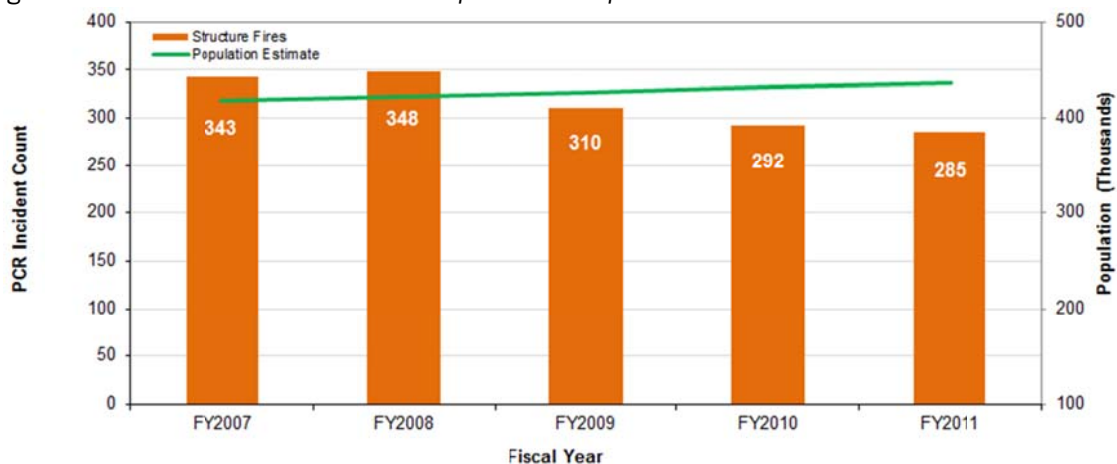
In an effort to gauge the most recent past performance, TVF&R conducted a review of fiscal year 2010 and fiscal year 2011 response data. The review showed an increase in total response time due almost entirely to longer alarm processing (i.e., dispatch) times. This increase is likely the result of a purposeful change instituted at the dispatch center in May 2010 to better triage 9-1-1 calls. It is important to note that this is a relatively short timeframe for evaluation (12 months). Furthermore, any evaluation should consider whether the new triage procedures resulted in more efficient deployment of resources and whether that offsets any potential increase in processing time.

Moving forward, the wording of this outcome should be revised to read, "Improved or maintained the TVF&R baseline trend for the total response time of all Code 3 incidents within all Planning Zones."

B. Per-capita rate and severity of fires reduced.

Despite a slight increase in population, the number of structure fires per 1,000 residents fell over three percent from fiscal year 2010 (0.68) to fiscal year 2011 (0.65), continuing the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011 (0.82-0.65), a decline of 20% .

Figure 1.1 Structure Fire Incidents and Population Comparison



Though few in number, civilian fatalities have increased in recent years; however, no fire-involved firefighter fatalities have occurred. With the exception of 2009, when a single structure fire accounted for a \$7.5 million loss, property and contents loss has been fairly consistent.

Table 1.2 Fire Fatalities/Structure Fire Property and Contents Loss

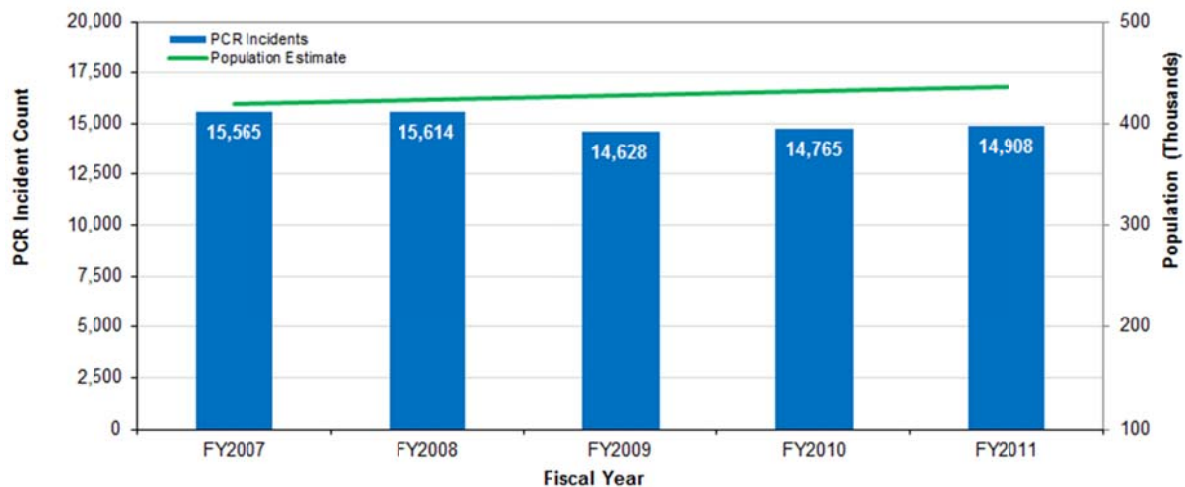
Fiscal year:	2007	2008	2009	2010	2011
Civilian Fatalities	1	1	0	3	2
Firefighter Fatalities	0	0	0	0	0
Structure Fire Property/Contents Loss	\$10,642,717	\$7,408,879	\$15,733,100	\$8,061,145	\$7,490,065

As indicators of severity, these are somewhat rudimentary measurements, which emphasize the work left to be done to better ascertain the measurable attributes of severity. Moving forward, the wording of this outcome will be revised to state, “Reduced per-capita rate and severity of structure fires.”

C. Per-capita rate of emergency medical services (EMS) calls reduced.

The number of incidents that generated patient care reports (PCR) per 1,000 residents fell slightly from 34.20 in fiscal year 2010 to 34.18 in fiscal year 2011. This is consistent with the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011 (37.16 to 34.18), a decline of 8%.

Figure 1.2 Incidents with Patient Care Reports (PCRs) and Population Comparison



D. Severity of specific EMS calls with measurable outcomes (e.g., cardiac arrest) reduced.

To the extent that the severity of existing EMS calls can be reduced, that impact will be best achieved through improvements in EMS performance. Similar to Outcome A on page 31, the initial challenge is to establish baselines that can be tracked over time in order to assess system performance. During the last year, changes regarding how cardiac-related data (e.g., STEMI¹) is tracked by Washington County EMS have resulted in consistent and detailed performance data for the “door to balloon” time interval, which is key to assisting efforts to measure and provide care that is fast and effective.

Moving forward, the focus of the outcome will be redirected toward key treatment protocols that affect severity, and will read, “Improved EMS performance for key treatment systems (e.g., cardiac arrest, STEMI, stroke, trauma, and respiratory distress).”

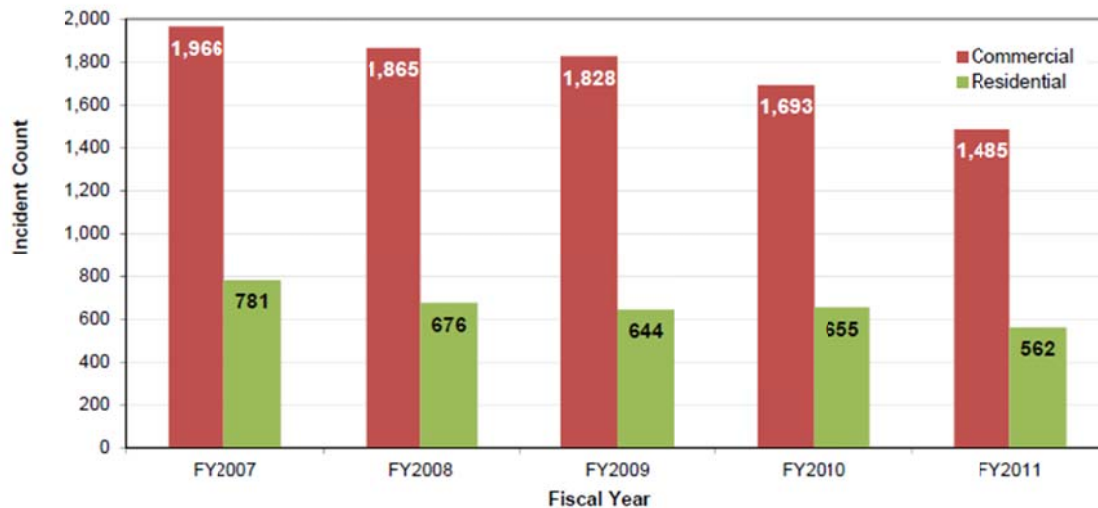
E. Percentage of false alarms, inaccurate location, or inaccurate situation found calls reduced.

False automatic alarms were reduced by 12.8% in fiscal year 2011 as compared to fiscal year 2010, continuing the downward trend of the five-year period from fiscal year 2007 through fiscal year 2011, which reflects a 25.5% decrease.

¹ ST Segment Evaluation Myocardial Infarction

Strategic Plan, continued

Figure 1.3 Incidents with False Automatic Alarms – Commercial and Residential



Because no standardized method for determining “inaccurate situation found” calls is in place, this outcome will be reworded to state, “Reduced the percentage of false alarms, inaccurate location, and inaccurate dispatched call types.”

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.

The District continues to take purposeful steps to be consistent with the industry standards as outlined within CFAI’s guidance documentation. The EMS and Operations Quality Improvement (QI) Committees continue to make recommendations on placement of alternative response units to meet the response performance expectations outlined in the *Standards of Coverage* document. As addressed in the analysis of targeted outcomes above, TVF&R needs to regularly evaluate total response times to ensure that baseline performance does not degrade.

Efforts to relocate Stations 68 and 65 continue, consistent with improving overall response times. The District initiated a new 24-hour Battalion Chief unit (C7) out of Central Integrated Operations, housed at Station 53, which has reduced response times for command officers throughout the service area.

2. Implement false alarm, inaccurate location, and inaccurate situation found reduction strategies.

False alarm reduction programs have been effective, resulting in a decline in false alarms of more than 25% since fiscal year 2007; this improvement has been achieved in part through teamwork involving Deputy Fire Marshals (DFMs) and personnel assigned to the car units, as well as the Board of Directors’ adoption of the 90-Second Verification Ordinance for commercial properties.

TVF&R worked with the Washington County Consolidated Communications Agency (WCCCA/dispatch) to expand call triage protocols to reduce “inaccurate situation found” calls by allowing dispatchers to better identify the actual type and location of the call and more accurately deploy the right type of resource for each call. TVF&R recommends further studies to determine the efficacy of this change.

It is important to note that the District does not have a standardized method for measuring “inaccurate location” or “inaccurate situation found” calls (which, would be better termed as “inaccurate dispatched call type”).

- 3. Expand District prevention efforts aimed at EMS and other non-fire events. This includes research of innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health services, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.**

The EMS Division has recently fostered a number of relationships geared toward better connecting patients to the care they require.

- On-scene support from mental health professionals for TVF&R crews has increased following a collaborative planning process involving law enforcement, dispatch, hospitals, and mental health providers that was focused on improving care for individuals with mental illness.
- Educational and training efforts involving the District, Oregon's Department of Human Services (DHS), and several large senior care facilities have emphasized better triaging of true 9-1-1 calls from those who would benefit from additional evaluation or non-emergent requests for assistance. The number of calls from these facilities has decreased.
- The District participated in the Washington County Multi-Discipline Team specific to developing collaborative efforts to address solutions for identified citizens who have significant health or welfare issues.
- The District participated in efforts to transform Oregon's healthcare approach, which will result in a new community-based structure for patient care.

- 4. Develop and implement a station-based community risk-reduction model.**

TVF&R's community risk-reduction program is in the early stages of development. Initial steps included research and development of the District's vision, concept, and framework; first-due incident data; and station risk analysis tools. Subsequent actions included appointment of a program manager, re-emphasis of the DFM station liaison role, in-service briefings for Company Officers, beta testing with three pilot stations, and Battalion Chief training.

TVF&R will highlight lessons learned from the pilot stations as part of the broader roll-out to the remaining 18 stations. The program has already recognized some successes with projects such as those at Summerfield (smoke alarms), Valley Catholic Middle School (hands-only CPR), Wilsonville retirement centers (patient care), and at the newly developed Knoll apartment complex (building access and prevention).

- 5. Update the *Standards of Coverage* document, drawing on information and insights gained during the recent re-accreditation process.**

As described in Outcome A, the *Standards of Coverage* document was completely updated and adopted by the Board of Directors at its August 2011 meeting.

- 6. Improve the quality of fire report writing, data collection, and QI review consistent with the standards achieved for EMS.**

The Operations QI team established a Process Action Team that began working on this issue in fall 2011. Progress is anticipated going forward.

- 7. Support efforts to require or encourage installation of residential sprinkler systems.**

Efforts toward this call for action continue. However, with the downturn in the economy, there are few new homes being built. The State of Oregon amended the International Residential Code to remove the provision for mandatory residential sprinklers, which means that persuading builders to install sprinklers in homes will require alternate approaches.

Strategic Plan, continued

CHALLENGES

Forecasts suggest that slowing of the District's historic revenue growth rate will continue. Leadership will be challenged to constrain costs and still provide the high level of performance typical of TVF&R.

The District is in the process of rebuilding and relocating several fire stations, which may adversely affect response performance temporarily.

The State of Oregon continues to suffer from a significant and long-term budget shortfall, which has historically resulted in more people using the 9-1-1 safety net as state services are cut in the areas of senior services, healthcare, mental health, and other critical human services. Regional dispatch systems are underfunded and experiencing end-of-life issues with critical hardware and software, which could have a significant impact on District operations.

OPPORTUNITIES


Continued relocation of fire stations should help reduce or maintain response times, thereby reducing the severity of EMS and fire incidents in those areas. The continued implementation of station-based risk reduction efforts will provide opportunities to further reduce the number and severity of emergency incidents. A proposed comprehensive overhaul of Oregon's healthcare system may provide opportunities to positively affect emergency medical care and new options for response, diagnosis, and treatment of EMS patients.

To better inform and understand issues around incident severity, the District would benefit from efforts to improve the quality of fire reporting, retrieve information from dispatcher comments, and glean information available from insurance claims and hospital patient outcome data.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.
2. Develop metrics for "inaccurate location" and "inaccurate dispatched call type" calls.
3. Expand prevention efforts aimed at EMS and other non-fire events. This includes research on innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health services, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.
4. Develop community risk-reduction efforts; communicate outcomes internally to personnel and externally to the community and key leaders.
5. Improve the quality of fire report writing, data collection, and QI review consistent with the standards achieved for EMS.
6. Support efforts to require or encourage installation of residential sprinkler systems.
7. Educate personnel on significant changes within the *Standards of Coverage*, including data collection/analysis, elements of response performance, and other recommended changes in procedures.

Goal II: Increase the community's participation in their safety and preparedness, and knowledge and support of the District's services.	Trend
	 Better

ANALYSIS OF TARGETED OUTCOMES

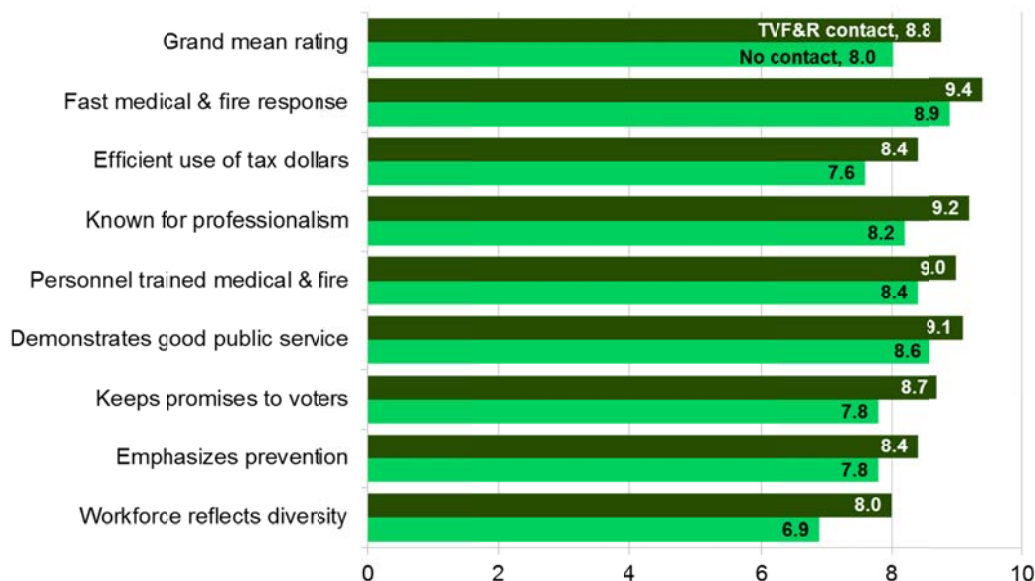
A. Percentage of individuals who participate in fire and life-safety prevention activities increased.

Event data indicates over 62,000 people, or approximately 14% of the service area population, participated in a District fire and life-safety activity in fiscal year 2011. The District participated in 712 safety events, an increase of 42% over the prior year. The following educational activities targeted at-risk populations, reaching approximately 2,000 people:

- Rent Well tenant education program (high-risk renters)
- Safety Kids Day at the Zoo (Head Start)
- Senior safety events
- Safety events at targeted/at-risk apartments
- Somali Family Fire Safety program

In addition to providing a forum for safety education, these activities increased community contact. Based on a fall 2011 public attitude survey, community contact positively influences public perception of TVF&R's performance as shown in Figure 2.1.

Figure 2.1 Effect of Contact with TVF&R on Public Perception



Campbell & DeLong Public Attitude Survey; 2011

B. Prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations increased.

Multi-Family Housing Fire Reduction Program: DFMs continue to inspect all multi-family occupancies and work with landlords and property managers on fire and life-safety code violations. Of the 649 multi-family dwellings in the occupancy database, an estimated 30% have sent managers or maintenance staff to the Multi-Family Housing Fire Reduction landlord training. This percentage remains virtually unchanged over the past six years. Of the 153 complexes that have attended a training session, less than 2% have experienced a significant fire, while slightly over 10% of the 496 complexes that have

Strategic Plan, continued

not attended the training have experienced a significant fire. (“Significant” is described as resulting in fire death and/or severe injury, having multiple alarms or a number of residents affected, and resulting in financial loss.)

Assisted Living Facilities: Efforts over the past two years to educate and collaborate with a large assisted living facility continue to positively affect the facility’s emergency call volume and patient care. TVF&R met with staff from the institution and provided them with education about the facility’s elevated 9-1-1 call volume and number of non-emergency responses and helped them identify issues with their at-risk populations. Subsequent interventions implemented by the facility resulted in improvements in staff resources and patient care practices, as well as a significant reduction in their EMS and good intent (assist) call volume. Lessons learned from this outreach are being applied to other senior care facilities in the District.

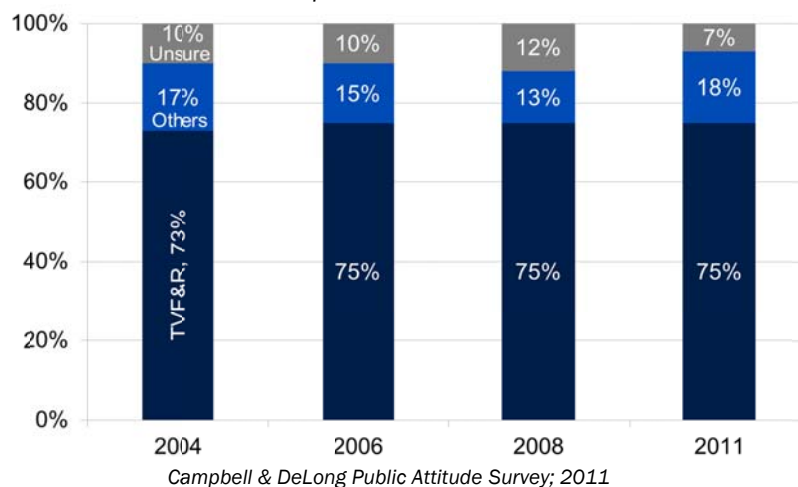
Table 2.1 Incident Response to a single Assisted Living Facility

Situation Found Incident Type	Fiscal Year				
	2007	2008	2009	2010	2011
Fire, Explosion	-	3	-	2	1
Overpressure	-	1	-	-	-
EMS/Rescue Call	136	170	277	168	85
Hazardous Condition	-	-	1	1	-
Service Call	6	9	7	9	1
Good Intent Call	144	162	101	66	20
False Call	10	24	21	15	10
Total	296	369	407	261	117

C. Percentage of adults who can identify TVF&R as their service provider and its role in the community maintained or increased.

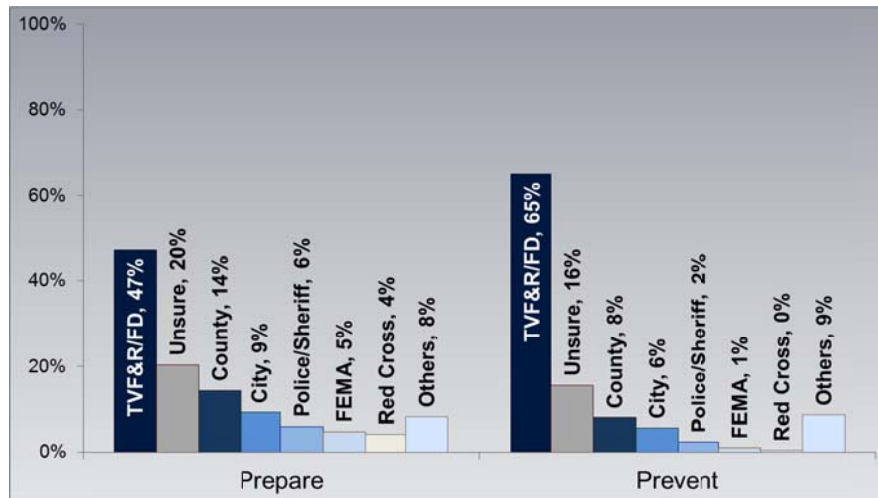
Public attitude research conducted in 2011 explored public awareness of TVF&R as well as its role and standing in the community. When asked *which agency responds to fire calls in your area*, 75% of survey participants indicated “TVF&R” or some form of “Tualatin Valley Fire & Rescue.” This remained unchanged from 2004, 2006, and 2008 surveys.

Figure 2.2 Public Awareness of TVF&R’s Fire Response Role



When survey participants were asked *which agencies are most responsible for emergency prevention*^{*}, 65% indicated “TVF&R” or some form of “Tualatin Valley Fire & Rescue.” When participants were asked *which agencies are most responsible for preparedness in your area*^{*}, 47% said “TVF&R” or some form of “Tualatin Valley Fire & Rescue.”

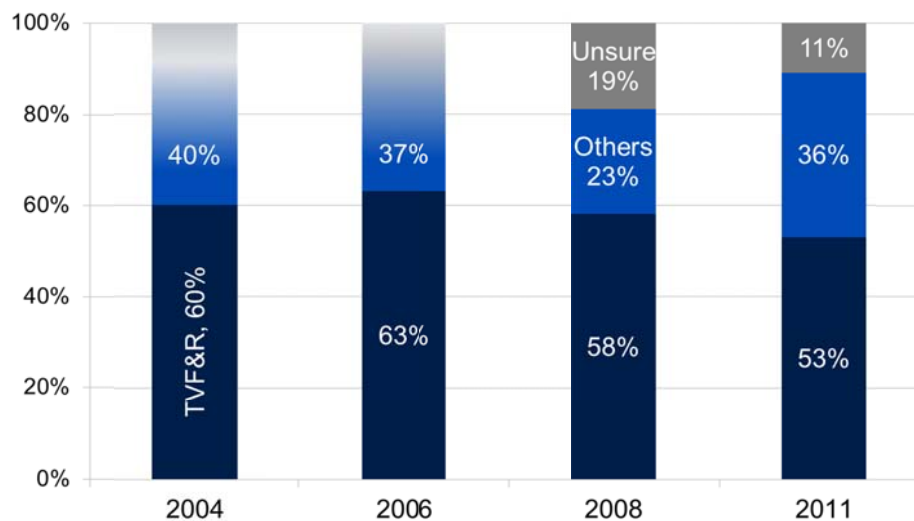
Figure 2.3 Public Awareness of TVF&R’s Prevention/Preparedness Role



Campbell & DeLong Public Attitude Survey; 2011

Recognition of TVF&R’s EMS role shows a troubling multi-year declining trend, with a drop to 53% in fiscal year 2011.

Figure 2.4 Public Awareness of TVF&R’s EMS Role (2011)



Campbell & DeLong Public Attitude Survey; 2011

^{*} Measured for the first time in fiscal year 2011.

Strategic Plan, continued

D. Percentage of individuals who participate in TVF&R's electronic media increased.

The percentage of individuals participating in TVF&R's social media grew for all platforms. Since its implementation in July 2010, followers of the TVF&R Facebook site have almost doubled from 770 to 1,392. The number of followers of the Twitter site grew from 579 to 1,088. Viewership of the videos on TVF&R's YouTube site grew from 116 to 196 subscribers over the past year (67% increase). In addition, those videos have been uploaded a total of 81,573 times (90% increase over 2010). Averaging almost 7,000 visits a quarter, blog.tvfr.com had 24,000 visits in 2010 and already had 20,122 visits by end of the third quarter of 2011. The percentage of direct traffic to the blog has increased from 26% to 34%, and referred traffic from TVF&R's social sites (i.e., Facebook and Twitter) and other websites increased from 21% to 54%. These metrics indicated that visitors are familiar with and purposefully visiting TVF&R's blog.

While the 2011 public attitude survey found that only five percent of respondents relied on social media as a source for information about TVF&R, it is important to note that local media outlets are active consumers of the District's Twitter, blog, and Facebook platforms.

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Use Integrated Operations and station-centric data analysis to further define and implement strategic prevention and preparedness programs for targeted, at-risk populations.

Although still in its infancy, the District's new community risk-reduction program is expected to further define and implement strategic prevention and preparedness programs within first-due areas. Examples of projects in progress or completed include working with assisted care facilities on call validation and potential targeted call type reduction, senior fall prevention, rural addressing outreach and education, and a smoke alarm replacement campaign. Continued improvement of station-based incident reports for data analysis, educational outreach action plans, and related tools will help to measure the community's participation in safety and preparedness.

2. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family Housing Fire Reduction Program.

In spite of current activities, the percentage of TVF&R apartment communities that have not attended a training session remained unchanged at 70% (496 complexes). Recruitment activities included distribution of program flyers during every inspection, dissemination of a monthly invited eNewsletter,

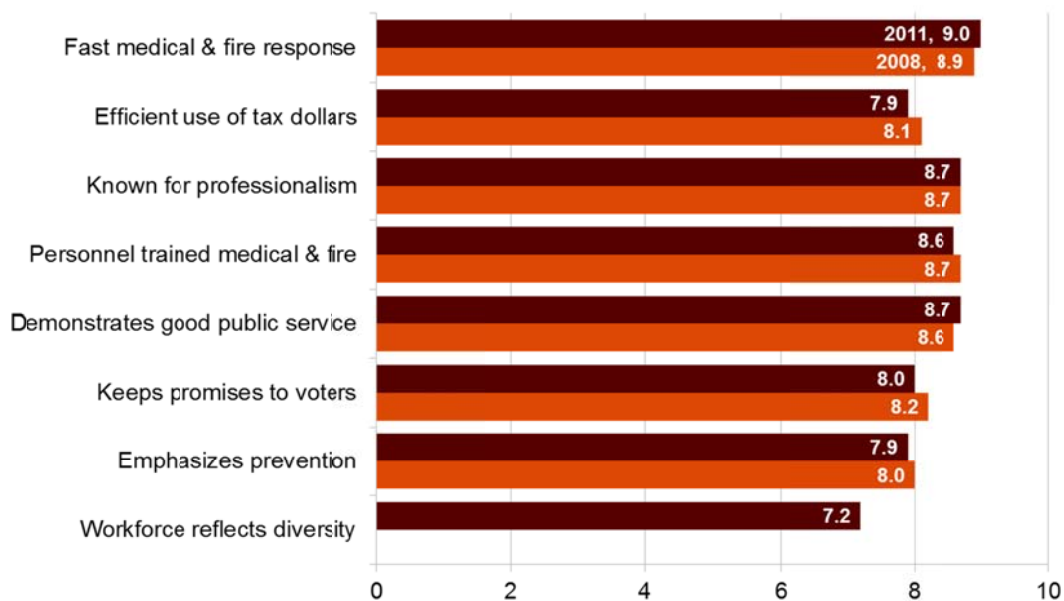
placement of articles and advertising in various rental and housing publications, and provision of speakers at regional property management forums. The following targeted strategies are being evaluated and/or implemented for 2012:

- Working with station officers, DFMs, and Public Affairs Officers to identify and strategize about how to recruit apartment communities that have not attended the training.
- Partnering with Washington County to require landlord training participation for managers of affordable housing units owned and operated by Washington County or local non-profits enrolled in the requested property tax deferral program.
- Identifying and engaging with major property insurers of multi-family occupancies with the intent of motivating them to require landlord participation in the training.
- Developing criteria for a Meritorious Award that acknowledges landlords/property managers who have taken significant actions to ensure a safe community.
- Having a presence in the form of a display booth and table sponsorship at the Metro Multi-Family Housing Association Annual Banquet in May and Spectrum Trade Show in September 2012.

3. Utilize community attitude research to better understand the opinions and priorities of residents, their awareness and support for current and proposed District programs, and their own preparedness for emergencies.

The public attitude survey of fall 2011 asked participants to rate a list of performance values and measure TVF&R in those areas (Figure 2.5). Consistent with responses in the 2004 and 2008 surveys, the participants rated “fast fire and medical response,” “known for professionalism,” and “demonstrates good public service” as having the highest value. Conversely, the ratings for “efficient use of tax dollars” and “keeps promises to voters” slipped slightly. Although this decline could be attributed to the public’s growing cynicism toward government overall, it is a critical reminder that TVF&R must continue to highlight its stewardship of the taxpayers’ investment.

Figure 2.5 Attributes of a Fire/EMS Agency Valued by the Community



Campbell & DeLong Public Attitude Survey; 2011

In the same survey, participants indicated that the following statements created a favorable impression of TVF&R:

- The District deploys specialty rescue teams
- TVF&R’s job is to prevent, prepare, and respond
- TVF&R’s preparedness efforts include preparing its facilities and responders and increasing community preparedness.

It is important to note that, relative to preparedness, a significant percentage of survey respondents had an unrealistic expectation of post-disaster response time (under one hour: 41%; within several hours: 21%). TVF&R must develop and disseminate strategic messages that educate the community about realistic post-disaster response and motivate them to prepare to help themselves and their neighbors.

Participants continue to rate their own preparedness as high and report that their weakest preparedness efforts include knowing what to do when smoke alarms activate in the middle of the night, having a three-day supply of water, and having a plan to reunite family if separated.

Strategic Plan, continued

4. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.

Residential Sprinkler Systems: The Side-by-Side Home Fire Sprinkler Demonstration Burn exposed the benefits of home sprinkler systems to 150 middle school students directly and to their parents through take-home materials. A video of the live demonstration on TVF&R's YouTube site, which was promoted in the take-home materials, was viewed 1,393 times between May and November 2011. In addition, four residential sprinkler billboard ads (underwritten by the National Fire Protection Association and the Home Sprinkler Coalition) were viewed by approximately 155,400 motorists, approximately 3.2 times each, over the month-long display periods.

Capital Improvement Projects: Recognizing that it is fortunate to have capital bond funding to rebuild fire stations and the Command and Business Operations Center, TVF&R has been sensitive to the perception of excessive spending in an economic downturn. For the first time, TVF&R experienced opposition from individual citizens on plans to locate new fire stations within specific neighborhoods. TVF&R increased purposeful messaging around active capital improvement projects. The District created fact sheets and briefings to prepare employees to speak publicly on the bond projects, made available a capital bond report card on TVF&R's website and in the *Safety Matters* newsletter, and uploaded a video showcasing TVF&R's neighborhood fire stations to the District's YouTube site.

CHALLENGES

Resources and Focus: While the responsibility for conducting community outreach efforts was expanded to more workgroups, coordinating and supporting these outreach efforts still proves challenging as all involved must juggle conflicting priorities in their assigned job functions and/or duties. Often emergency responses, inspections, and general workload interfere with or take priority over scheduled planning meetings and outreach activities, which stalls progress and limits opportunities. As a result, most community events are still scheduled in a reactive rather than proactive manner, and participation in most community events is often on an "if we can make it" or "if we find staffing" basis.

Competing demands not only limit options for community interaction, but also affect TVF&R's ability to develop comprehensive, targeted, and sustained educational outreach programs and campaigns in a short period of time. Stakeholders must form and communicate realistic expectations about the amount of time, resources, and focus needed to develop, implement, and manage new programs when the goal is to reach targeted populations with measurable interventions. To do this well, in some cases, a slower and more purposeful process will be appropriate to ensure that the District applies the right amount of focus.

EMS Role: In spite of a concerted communications effort to increase awareness of the District's role in EMS, research indicates a declining trend in community awareness. This is especially problematic in that 80% of the District's business relates to EMS.

Social Media: While the number of followers of TVF&R's social media platforms continues to increase, it is difficult to ascertain the percentage of followers who reside in the District's service area, given the available metrics. Staff must continue to seek ways to reach target audiences (e.g., taxpayers, at-risk populations, targeted demographics). Staff must also look for other communication vehicles to reach desired followers.

OPPORTUNITIES

In general, TVF&R should improve its use of the tools available internally and through partner agencies (e.g., GIS, surveys, demographic data) to help target risk areas. Also, the District should expand the use of teachable moments to reinforce key speaking points.

S.K.I.D.: The Stop Kids from Intoxicated Driving program was renamed as Stop Kids from *Impaired* Driving in an effort to highlighting a multitude of unsafe driving behaviors, including texting and other distractions. TVF&R is exploring a year-long radio campaign with Clear Channel.


Hands-Only CPR Awareness: Through a partnership with Valley Catholic Middle School and the American Heart Association (AHA), TVF&R provided 125 CPR-trained students with a Friends & Family CPR Anytime kit to teach Hands-Only CPR to five friends or family members. Those students were expected to have collectively taught Hands-Only CPR to over 625 individuals before the end of 2011. This program is the first of its kind in Oregon, and the District desires to replicate it in additional middle schools in 2012, as resources allow. TVF&R is also considering implementing a smart-phone application that notifies CPR-trained individuals when a cardiac call is occurring nearby.

Emergency Preparedness: In 2011, the dispatch center enhanced its community notification (public alert) system to include the option of sending a cell phone, email, or text message to individuals affected by, or in danger of being affected by an emergency. TVF&R will be assisting in a public awareness campaign that encourages the public to sign up for public alerts. In addition, TVF&R will have a role in developing a work plan for a coordinated campaign focused on the importance of self-reliance in the early hours and days following a disaster.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Use Integrated Operations and station-based data analysis to further define and implement strategic prevention and preparedness programs for targeted, at-risk populations.
2. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
3. Utilize community attitude research to better understand the opinions and priorities of residents, their awareness and support for current proposed District programs, and their own preparedness for emergencies.
4. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.
5. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.

Goal III: Enhance preparedness for catastrophic and unforeseen events.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

A. District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events improved.

The new Fire Operations Center (FOC) adds capability and capacity; more can be done with fewer staff and situational awareness tools allow enhanced interagency information-sharing. Organizational preparedness is reinforced repeatedly from the executive level, and while it doesn't always filter down, there seems to be a greater sense that it is an organizational priority. However, numerous examples indicate that there is far less awareness of roles, responsibilities, and in-house resources at every level. The greatest challenge at this point is in assessment.

There is a need to develop and implement a strategy for meaningful self-evaluation that would also make sense to an outside observer. Such a method would incorporate after-action reports for exercises and real incidents, and assess the District's performance against its organizational corrective action plans. This could also suggest options for regular assessment; the current model of exercise design and participation meets some needs but may not be the most effective method. This is primarily an emergency management practice issue as opposed to an organizational deficit.

Strategic Plan, continued

Moving forward, the wording of this outcome will be revised to read, "Improved the District's ability to respond to and recover from major emergencies and catastrophic events."

B. District's structural and non-structural seismic mitigation status measurably and sustainably enhanced.

The 2006 capital bond measure included funding for seismic improvements to stations 64, 62, 69, 52, and 51. Work is in progress on these projects during fiscal year 2012 and will continue over two years. In addition to upgrades of the fire stations, the fleet building in Aloha needs seismic reinforcement. A state grant proposal was turned down in fiscal year 2011, so other resources are being considered. Grant funding for additional station upgrades is being researched and evaluated. On a smaller scale, efforts to secure equipment and furnishings continue (e.g., workstations, water heaters, bookshelves, vending machines, computer monitors, etc.). A continuation of seismic assessment and upgrades will be part of an ongoing process to ensure code compliance as well as the safety for District employees.

C. Regional emergency management capabilities enhanced as the result of training and challenging exercises that foster competency among regional partners, particularly District cities and counties.

Much of this outcome depends on factors beyond District control. Any attempt at a regional or just a multi-agency exercise is a trade-off between greater interaction and learning and sacrificing control over exercise length, content, and quality. That does not mean it should not be done, but it is not always win-win. The District has put substantial effort and resources into this for more than a decade, with limited return on investment. Any additional gains, if possible, will likely require disproportionate District investment. The newly implemented Emergency Operations Center (EOC) Planning and Operations courses represent a positive and much-needed development, but even there the District is faced with a very small instructor pool. Regional efforts present a mixed bag: substantial resources are going into a regional preparedness organization that has no response role, and Urban Area Security Initiative (UASI) funding for the region may be in its last year.

A nascent Regional Logistics Support Team program may help bring in consistency and assistance in regional resource ordering, and the regional health preparedness organization continues to lead the way in developing a regional Multi-Agency Coordination Group.

Moving forward, the wording of this outcome will be revised to read, "Fostered enhancement of regional emergency management capabilities."

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Foster collaborative efforts with interagency and intergovernmental partners to effectively prepare for and manage major emergencies and catastrophic events.

The Washington County Office of Consolidated Emergency Management (OCEM) staff and the newly reconstituted OCEM Executive Committee are completing a strategic planning process intended to clarify OCEM roles and goals. In 2011, the first countywide exercise with most agencies playing at the same time and level occurred since 2006. The five-county, UASI-based Regional Logistics Support Program is underway, with initial and follow-up training and team assembly complete. This has also helped move the District toward more regional resource-ordering protocols in disasters.

2. Establish a District emergency disaster recovery plan for critical data and support operations.

The move into CBOC has provided greater capability in this area; the eventual move to TVF&R's new South Operating Center (SOC) will substantially augment redundancy and the security of primary and secondary sites. The continued development of MUNIS means fewer disparate and obsolete systems for which to manage data. The District has initiated a records management process that, if fully developed, will address additional aspects of critical data management.

3. Fully develop division business continuity plans to guide operations and administrative decisions during major emergencies and catastrophic events.

Division-level continuity plans are dependent on division managers, but there is a need for a holistic, systematic approach. The first Fire Chief's Office (FCO) tabletop exercise was held in November in an attempt to generate awareness and start building decision-support expectations and capability. Moving forward, it could be a valuable tool that could ultimately serve Division Managers as well. It will require a consistent level of activity and commitment to follow-through, as well as consistent direction at all levels of the organization.

4. Maximize District preparedness and response, and coordination with interagency and intergovernmental partners through integration of the three operating centers, including a new South BHQ/backup FOC.

This is clearly a work in progress, as efforts continue to firm up definitions on how best to take advantage of the three-center structure in relation to the cities in the service area. The District has been able to engage several cities via Integrated Operations, Emergency Management, Incident Management Teams (IMTs), and joint Board of Directors meetings, but there is little in this that has changed with more operating centers other than more and different personnel. It is also not clear whether this in fact is a needed or valid approach. Until the new SOC/South Battalion Headquarters (SBHQ) is complete, there likely will not be another BHQ-based major exercise. This is due to the combination of learning how best to use the new FOC in CBOC, and the fact that the effort required for a major BHQ-based exercise would not be justified until the new SBHQ is available (the limitations of the temporary SBHQ are known and it would not achieve a major need).

5. Implement and enhance EOC function-specific Incident Command System training within the District and with partners to promote position competency.

Courses in Operations and Planning were completed and rolled out this year, with a full Operations class offered just before the May 2011 exercise. Several Operations and Planning classes were offered this fall. As intended, the courses foster interdisciplinary and interagency training but also offer training tools to individual agencies (a one-day FOC Planning Function course in October drew 18 people and will be offered at least annually in the future). The Operations class should build comfort and competence among

District staff that may end up filling a Fire Branch Director role in a city or county EOC. The greatest remaining challenge is building a qualified instructor pool.

CHALLENGES

District preparedness is an ongoing process that can never actually reach a conclusion, although it can achieve specific objectives. An ongoing process requires ongoing commitment and engagement at every level. As in any organization, executive commitment is indispensable, and appears to be firm, but division-level engagement continues to be highly variable.

The entire region is hampered by the fact that true disasters here are rare and come without warning. Many "best practices" in emergency preparedness are based on hazard domains with greater frequency and with enough warning to mobilize and take action (e.g., "Hurricane Alley"). Maintaining a sense of awareness in the public and the District's staff is challenging; generating action is even more difficult, as it requires the combination of recognizing the hazard, believing that one is vulnerable to it, believing that there are manageable actions that can reduce the vulnerability, and then actually taking those actions. None of this is unique to any one agency and much of it is common to the human race, with the added challenge of extended, harsh, economic constraints for much of the public.

Economic and political pressure are leading most cities and counties to either cut back or hold a thin line; only one city in the service area has at least 1.0 FTE in emergency management, and one more with 0.5, and even in those cities' progress has been limited. It is difficult to effectively measure progress among multiple

Strategic Plan, continued

agencies on an annual basis when progress is slow or varied. The number of joint District/city events can be considered (e.g., training, small drills, large exercises), but that's only part of the equation and it is even tougher to measure preparedness for an external agency.

OPPORTUNITIES

For OCEM and other regional emergency preparedness organizations, there is a need for District leadership to advocate for the development of performance benchmarks. The OCEM strategic planning process may bring focus to that organization, but ultimately that will depend on the executives making it a high priority for their respective organizations, and holding each other accountable as well. The new EOC classes offer not just long-desired training for all, but the material for more thorough training within TVF&R.

The District's role with the Washington and Clackamas County Fire Defense Boards provides an opportunity to advocate for updating and testing of agency fire resources plans, as well as incorporation into their county Emergency Operations Plans.


CBOC's Fire Operations Center (FOC) requires far fewer people to set up and operate than did the FOC in Aloha, furthering the concept of each operating center using its day staff as its primary FOC/BHQ staffing pool. The combination of newer technology in the FOC and substantial effort by Communications staff allows for recurrent radio training (long identified as a priority) to be incorporated with new-employee training without having to add contact-hours or separate scheduling.

The effects of the March 2011 Japanese earthquake and tsunami clearly gained the attention of staff, the general public, and city and corporate leaders, allowing opportunities to influence those organizations' decisions and support emergency preparedness improvements with strategic use of District resources (e.g., IMTs, tabletop exercises, direct consultation). This has been particularly noticeable with the District's private-sector partners (e.g., Providence hospitals (particularly St. Vincent's), Legacy Health Systems, Nike, and several assisted/independent living facilities).

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Advocate for the development of performance benchmarks for regional emergency management organizations in which the District serves as a major participant.
2. Advocate with the Washington and Clackamas County Fire Defense Boards to take the lead on updating and testing their fire resource management plans, in cooperation with their respective emergency management offices, and to incorporate them into their county Emergency Operation Plans.
3. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.
4. Improve emergency preparedness and response coordination through integration of the three operating centers with interagency and intergovernmental partners.
5. Establish a consistent method for evaluating the District's ability to respond to and recover as an organization from major emergencies and catastrophic events.

Goal IV: Foster an environment conducive to the safety and health of all members.	Trend
	 No Change

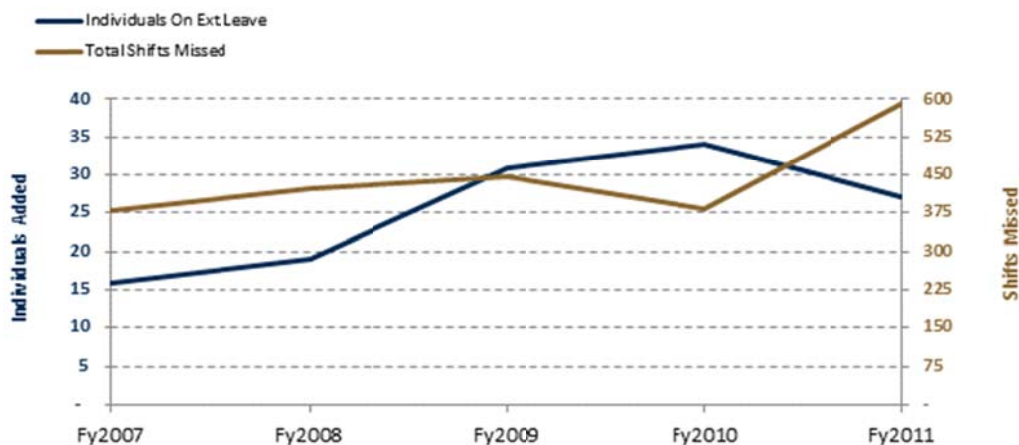
ANALYSIS OF TARGETED OUTCOMES

A. The number and severity of on-the-job illnesses and injuries experienced each year reduced.

The District's "extended leave" designation for on-the-job injuries typically applies to line individuals who miss three or more shifts. The number of new extended leave on-the-job injuries dropped from 34 in fiscal year 2010 to 27 in fiscal year 2011, a 19% reduction.

The number of shifts missed increased from 384 in fiscal year 2010 to 592 in fiscal year 2011, a 54% increase. Because a seriously injured firefighter might miss more than 100 shifts in a year, this data set is sensitive to the impact of a small number of employees. A review of the 2010 and 2011 cases found an increase in the number of employees missing 30 or more shifts (3 in 2010 vs. 8 in 2011) and a decrease in those missing nine or fewer shifts (20 in 2010 vs. 8 in 2011).

Figure 4.1 Extended Leave Injuries and Shifts Missed Comparison



B. The number of members who understand and participate in the District's health and fitness programs maintained or increased.

Line personnel maintained 100% compliance with the mandated wellness initiative requirements specific to pre-physicals and physicals. The annual Wellness Survey has shown a steady increase in line employees who exercise during all shifts, with an increase from 27% in 2004 to 62% in 2010. Findings also indicated participation in aerobic activity three or more times/week increased to 76%, up from 55% in 2000. Participation in resistance training three or more times/week also increased to 47%, up from 32% in 2000. Participation in flexibility training three or more times/week increased 4.5% from 2000, and remains a training priority for the Wellness Division.

While the District has increased wellness offerings and opportunities for non-line employees, specific metrics regarding participation and fitness, similar to those for line personnel, need to be established and tracked to provide better measurement from year to year. A voluntary wellness survey (43 of 126 non-line employees participated) found that 91% of respondents participated in a District wellness initiative, and 89% agreed that having dedicated Wellness personnel assigned to the work site increased their participation. Many of those responding cited increased participation both on and off the job.

Strategic Plan, continued

Moving forward, this outcome will read, “The percentage of personnel who understand and participate in the District’s health and fitness programs maintained or increased.”

C. Awareness of and active involvement in the District’s safety programs maintained or increased.

All federal, state, local, and internal safety mandates were met with 100% compliance, including the mandatory respiratory protection program, annual individual mandatory compliance training, and Oregon-OSHA quarterly site self-inspections. The Safety Committee received training to better understand the site inspections process and plans to develop a related job-aid to assist station captains through future inspections. The site inspection forms were transitioned from static documents to a database linked to the MUNIS work order system. This new record keeping system will allow TVF&R to leverage data and report on length of time from violation through remedy, costs associated with corrections, trend identification, etc.

As part of the Respiratory Protection Program, aging SCBA equipment was replaced, two new rehabilitation units were deployed with new on-board air compressors, new air compressors were added to the District’s two compressor rooms, a Respiratory Protection Administrator was identified, and a dedicated Respiratory and Emergency Equipment Technician was hired. Fire investigators were outfitted with new personal protective equipment (PPE), breathing apparatus, and other safety equipment. A new fire investigation vehicle was deployed featuring separate compartments for contaminated clothing, PPE, water supply, covered seating, etc.

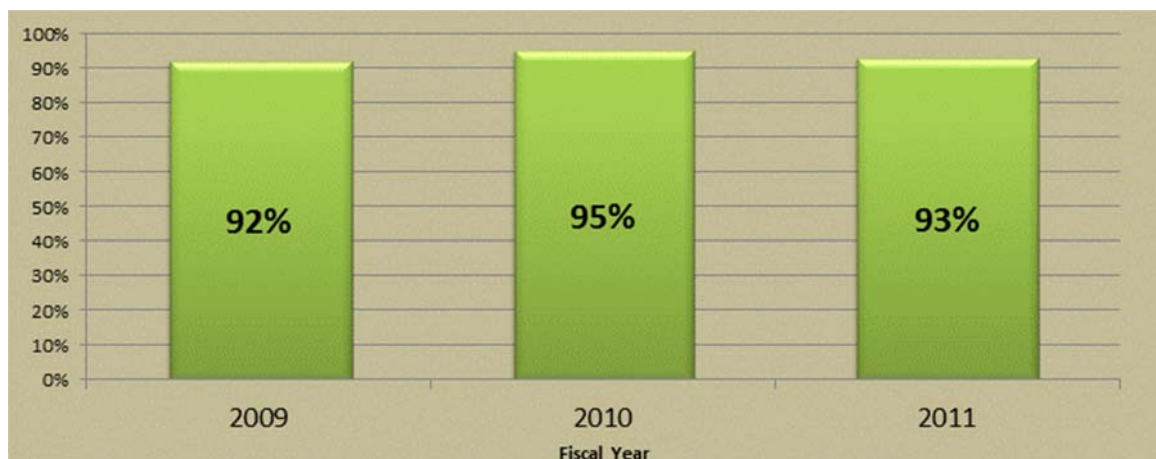
In conjunction with Safety Week (July 2011), all line crews participated in a case study review of rehab and mayday communications protocols. Safety Week activities aimed at general personnel, initially introduced in 2010, included an optional drivers’ training class and simulator in 2011. While this represents an increase in Safety Week opportunities for general personnel, there remains room for improvement in participation.

To shift focus toward improving safety trends and away from simply tracking participation in safety programs, moving forward this outcome will be reworded to read, “Workplace safety trends improved.”

D. The number of members who understand and participate in their own external financial benefit programs maintained or increased.

While no substantial change occurred in the percentage of employees who participate in the 457 deferred compensation program (Figure 4.2), the percentage remains high.

Figure 4.2 Employee 457 Plan Participation



The District's plan participation rate is significantly higher than the national average of 22%, as reported for 2010 by the National Association of Government Defined Contribution Administrators (Schneyer, F., April 2011, *NAGDCA Offers Statistical Snapshot of Government Plans*. Retrieved from <http://www.PLANSPONSOR.com>.)

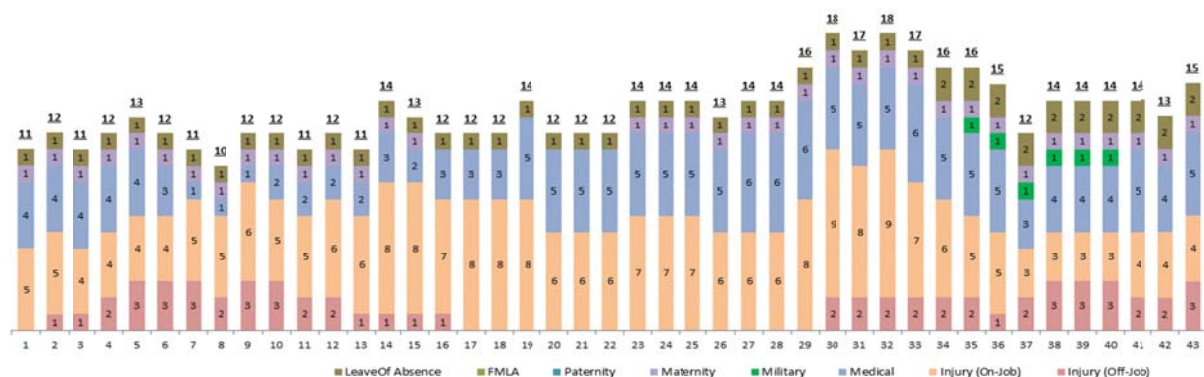
Moving forward, this outcome will read, "The percentage of personnel who understand and participate in their own financial benefit programs maintained or increased."

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. **Monitor recently-established baselines that measure on-the-job injuries, time lost due to injury, illness, and recruit firefighter injury data, to identify trends in types and severity of injuries for all members.**

Along with the tools depicted above, the impacts of extended leave (e.g., time lost, number of claims, cost to District, etc.), are being tracked by week and type with the tool below. Additional data collection tools, including those that address less severe injury and stratify injury data by the type of activity, are yet to be developed as discussed in "Challenges" below.

Figure 4.3 Extended Leave Count by Fiscal Week, Fiscal Year 2011 (Excerpt)



A Safety Committee Project Action Team is tasked with reviewing injuries associated with the Fire Critical Skills Program. Among other factors, they will consider the origin and validity of individual drills, industry research, biomechanics, ergonomics, and any other human factors. Key to their efforts will be addressing if accuracy is being traded for speed.

2. **Educate personnel on fitness and nutrition, which appear to be having a positive effect on body composition, blood pressure, participation, and overall fitness.**

Wellness staff addressed all work groups, including career and volunteer recruit academies, on a variety of wellness-related themes such as fitness, nutrition, injury prevention, and blood pressure/cholesterol checks. For example, staff hosted a "Fitness Forum" prior to each academy exposing recruits to warm-up techniques, moderate-high intensity interval training, nutritional strategies, current fitness status, and physical and emotional expectations.

During the reporting period, a Peer Fitness Trainer (PFT) on temporary assignment to the Wellness Program was tasked with increasing knowledge and participation among non-line personnel. The focus was both fitness activities and nutritional education. Findings of the previously mentioned follow-up survey of non-line personnel found that 74% of respondents reported a positive change in nutritional habits.

Strategic Plan, continued

3. Actively encourage utilization of on-site workout facilities.

Outreach to line personnel to encourage on-site workouts included fitness challenges, items in the monthly wellness newsletters, and “hot topics” information sent out by the Wellness staff. Over the course of the year, PFTs also offered a wide range of fitness opportunities for non-line personnel. Examples include: leading aerobics, yoga, and core strengthening classes; exercise equipment instruction; disseminating “workout of the day” routines; and meeting with individuals, groups, and managers to encourage use of the workout facilities. Based on survey data showing that PFT involvement increased wellness activity, a PFT resource has been assigned to each administrative facility.

Improvements to the standardized list of exercise equipment were finalized with the intent of ensuring a broader complement of quality equipment as an incentive for employees to utilize the facilities.

4. Establish baselines for measuring illness for line personnel and non-line personnel (separately) to determine whether increased participation in the Wellness Program has an effect on time loss for illness.

Despite efforts, no significant progress toward this action item has been made, as no effective method could be identified to establish a correlation between Wellness program participation and time loss due to illness. Additional work needs to be done to define illness and narrow down what can and should be tracked to validate the effectiveness of the District’s Wellness program. Annual surveys on program participation provide only a partial view at this time and can be subjective due to self-reporting.

Moving forward, the District would be better served to refocus this action item on tracking known health baselines that are widely validated to have a positive impact on illness/time loss (e.g., blood pressure, cholesterol, blood glucose, weight management, vaccinations, and annual physicals).

5. Work collaboratively with partner agencies to share and evaluate injury data to identify causes of injury and target evidence-based solutions.

Staff attended preliminary meetings with Clackamas County Fire District #1 (CCFD #1) relative to discussing potential collaborative efforts and injury data comparison. TVF&R has shared injury data and CCFD#1 is working with TVF&R to standardize their data points before sharing their data. When the data is available for direct comparison, the intent is to evaluate opportunities for collaboration using resources from both agencies to affect the rate of injury and reduce related costs. Staff is also working through the Portland Metro Safety Officers group to standardize data points.

6. Improve medical data collection systems to meet occupational health needs.

Staff is evaluating electronic medical record systems (medical e-records) to meet the District’s occupational health needs and National Healthcare Information Technology (IT) initiatives. EMS and IT staff attended a National Health IT conference to help Oregon providers implement health information exchange systems.

Hard-copy employee medical history and pre-physical forms are being digitized and new medical and rehabilitation data will be captured electronically, which will support the eventual transition to medical e-records. Replacement spirometry and auditory software have been selected with an eye toward interfacing with future medical e-records once developed.

7. Update the Wellness Initiative to better reflect an emphasis on prevention and to actively involve all members.

The District’s Wellness Initiative needs to be updated to reflect the initiatives described below and to include the previously mentioned non-line initiatives that were added in 2011.

The Functional Movement Screen (FMS), a tool used primarily for professional athletes, was administered to a large number of line, non-line, and volunteer personnel. Individuals with low FMS scores were referred

to solutions to address target areas for improvement. If follow-up scores validate FMS as a useful preventative tool, it will be incorporated into the Wellness Initiative.

Phase I of the ADAPT/Performance Therapy Project, a rehabilitative care therapy study utilizing “industrial athlete” rehabilitative care offered to line personnel with chronic injuries or returning to work from injury, has been completed (the results of which are discussed under “Opportunities” below). Phase II of the ADAPT study is underway. A comparative analysis of the efficacy of ADAPT versus FMS for preventative and therapeutic purposes will determine how these tools could be utilized within the Wellness Initiative.

CHALLENGES

The system in place to report incidents of damage, injury, unusual events, and near misses is adequate for basic data collection and retrieval, but completing meaningful analysis requires manual manipulation, which is very labor intensive. Reallocation of dedicated staff resources is needed to meet the demand for data comparison and trend analysis. This could include reconfiguring the reporting process away from a static system to take better advantage of electronic tools already available in the District. Any system changes should include a review of the type of risk management information being collected to ensure it meets the leadership team’s expectations moving forward.

The addition of new line personnel has resulted in an increase in use of station exercise equipment, which is aging and already in need of replacement, to meet the new standardized equipment list and capital replacement plan. The increased budget impact needs to be evaluated against the organization’s goals for employee wellness and fitness.

The number of members trained in Critical Incident Stress Management (CISM) and certified to conduct debriefings has declined to a point that acute CISM response and support is jeopardized.

OPPORTUNITIES

There are preliminary signs that the District’s use of aggressive medical case management to help injured employees speed their recovery is working, and there is certainly strong anecdotal support. Given the human and financial implications, this strategy and associated outcomes should be continually monitored.

Positive impacts were reported after the initial phase of the ADAPT therapy study/project; specifically, of the 31 participants, 89% reported their condition improved or much improved after treatment. Moreover, 81% reported their condition improved by greater than 50%. Staff will evaluate the results after the second phase to determine the most appropriate forms of therapy for different types of injuries moving forward.

Given that better clinical outcomes for members and lower costs/risks for the District are desired, on-site occupational health services programs should be pursued to provide higher-quality, more consistent, and sustainable care. Having a contracted Occupational Health Physician perform annual physicals, and stress and injury assessments in-house would have a positive impact on both the timeliness and quality of care.

The possibility of interfacing District medical records with the EPIC system used by most all area hospitals/healthcare providers should be explored for the potential to meet District, local, and state operational needs for healthcare information exchange at a cost savings to all parties.


THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Measure on-the-job injuries, time lost due to injury, and illness to identify and act on trends and causal factors for types and severity of injuries for all personnel.
2. Educate personnel on fitness and nutritional practices known to have positive effects on body composition, blood pressure, participation, and overall health.

Strategic Plan, continued

3. Work with partner agencies to establish, share, and evaluate standardized injury data to identify causes of injury and target evidence-based solutions.
4. Establish an electronic medical data collection system to meet occupational health needs and enhance information exchange with appropriate healthcare providers.
5. Update the Wellness Initiative to better reflect an emphasis on prevention and active personnel involvement.
6. Increase incident CISM response and other peer support resources.
7. Reallocate staff resources and improve tools used to conduct and expand baseline trend analysis on the type, cause, and cost associated with accidents, on-the-job injuries, unusual events, and near misses.
8. Pursue expansion and development of on-site occupational health services programs to include a contracted occupational health physician.

Goal V:	Trend
Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.	 No Change

ANALYSIS OF TARGETED OUTCOMES

- A. Increased employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.**

The scope of the chartered diversity committee, now in place and working, to develop a comprehensive diversity/inclusion plan, encompasses front-end strategic-level decision making, which will largely set the course for District action steps in this area over the next several years.

- B. Increased employee cultural competency to more effectively serve citizens of different backgrounds and cultures.**

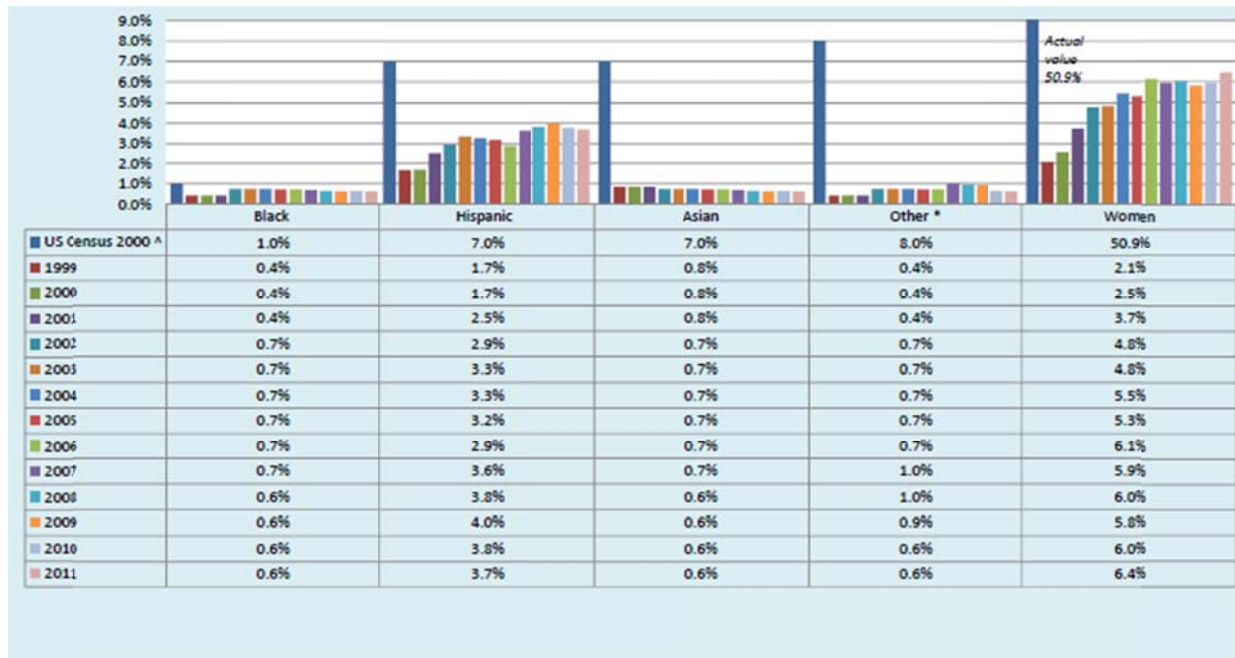
The chartered diversity committee is addressing this issue as part of the multi-year strategy for accomplishing Goal V.

- C. Organizational diversity increased to better reflect the communities' racial, ethnic, cultural, linguistic, and gender diversity.**

The chartered diversity committee also is addressing this issue as part of the multi-year strategy for accomplishing Goal V. While staff continues to take advantage of many opportunities to attract and recruit

a diverse group of candidates for all positions, there have been no new programs or efforts to increase organizational diversity. Progress is anticipated as the committee identifies strategies to address the Calls for Action for next year.

Figure 5.1 Line Personnel Demographics and 2000 US Census Comparison, 2000-2011



¹ Includes bargaining positions in Operations, Training, and Prevention

[^] for TVF&R service area, from demographic study published in 2003 Smoke Alarm Study

* Includes the following designations: American Indian, Alaskan Native, Pacific Islander, and 'Two or more races'

Addressed later in this document as both a challenge and a call for action, the lack of current demographic information for citizens in the District's service area reduces the value of the data presented in the chart above.

Additionally, moving forward, the District intends to expand the focus to broader concepts and attributes of diversity, not just gender, ethnicity and race.

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Complete the multi-year, comprehensive diversity plan including creation of a chartered committee to develop a long-term plan by the end of the 2011-2012 fiscal year. Establish deliverables and related budget for the phases of the plan including implementation, evaluation, and (as necessary) revision.

The Fire Chief identified and selected the chartered committee members and they are currently developing the long-term, multi-year action plan. This group has the responsibility to define why having a diverse workforce is important to employees and citizens of the District, while identifying strategies that address the Calls for Action for next year.

In addition, the transition of leadership for this from an effort driven by the Human Resources Division to a broader District-wide responsibility has been completed. The Assistant Chief of Integrated Operations is heading the chartered committee, which sends a clear message that this goal is being addressed operationally as well as administratively. The chartered committee is comprised of a select group of employees from a variety of departments who have shown that they are strategic, out-of-the-box thinkers. This helps to support the message about diversity being an organizational responsibility and the District's need to change the way it approaches all of the identified Outcomes for Goal 5.

Strategic Plan, continued

CHALLENGES

There are many challenges associated with this goal, including honestly identifying and looking to shift the cultural norm within the District as well as to begin to change that paradigm within the fire service. Most fire departments suffer from a lack of diversity among their firefighters and struggle to develop the answers and methodology to correct and change that situation. Studies show that the demographics within the District's boundaries are becoming more diverse, yet the District is not keeping pace internally and is not providing the right tools to help personnel overcome cultural barriers among many minority communities. This begs the question of what District personnel need to enhance their understanding of the cultural differences of citizens within its jurisdiction and their varying requirements and needs in an emergency situation.

One challenge for the chartered diversity committee is to recommend where to begin as the District pursues answers to all three targeted outcomes. In order to actively recruit more diversity, it would be helpful to have a more diverse workforce. In order to attract and retain a diverse workforce, the District must have a culture that supports individual differences.

With the growing diversity within its boundaries, the District recognizes there is room for improvement in the ability to understand and engage citizens in ways that show understanding and respect for their culture, especially in emergency situations when those differences can be most evident and important.

Finally, without current demographic information regarding the ethnic and cultural differences of the citizens TVF&R serves, it is difficult to measure the trends in the changing ethnic diversity among the communities within the District's service areas and the current levels of success the District is making in meeting the outcomes of this goal.

OPPORTUNITIES

It will fall to the chartered diversity committee to build a plan that offers the District the opportunity to look at diversity in a new way. Is the District willing to think outside the box and take some risks as it reassesses ways to adapt to its community's various cultural attributes? There are fire departments that have had some success in increasing the diversity of their workforce; who are they and what have they done to be successful when most other fire departments are not? The District has the opportunity to learn more about the cultures in the communities it serves, and by engaging with those communities, it increases the opportunity to spread the word about the profession of firefighters and the fire service. Additionally, the District would benefit from initiating and engaging in conversations with other public safety agencies around commonplace experiences and successful practices in this arena. For example, TVF&R will be participating in a diversity "think tank" forming through the Metro Fire Planners as a result of related discussions at their 2011 conference.


TVF&R must enhance its workforce's understanding of individual and group differences, and strengthen the trust of residents of all ethnicities and backgrounds. The creation and implementation of a comprehensive diversity/inclusion plan is necessary to integrate efforts related to workforce culture, cultural competence, and recruitment outreach, and realize meaningful organizational impact.

The development of a more culturally competent workforce only enhances the ability of District employees to effectively serve its communities, broadening the affect staff has on incident scenes, in various business situations, and in forming favorable opinions about the District going forward.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Finalize, implement, and communicate to all personnel the multi-year diversity plan.
2. Capture trends specific to employee awareness regarding the benefits of a diverse workforce, as well as employees' cultural competency.
3. Pursue updated service area demographics based on 2010 census data.

Goal VI: Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
	 No Change

ANALYSIS OF TARGETED OUTCOMES

A. District's compliance toward industry certifications, standards, and best practices (e.g., CFAI accreditation, ISO rating, GFOA status, DPSST certification, Moody's rating) maintained or increased.

Compliance at the higher-end of industry standards has been maintained in all areas.

Table 6.1 Industry Standards Compliance

Fiscal Year	2009	2010	2011
Commission on Fire Accreditation International (CFAI) Accredited Agency Status	✓	Re-accredited August 2010	✓
Insurance Services Office (ISO) Rating ¹	2/3/10	2/3/10	2/3/10
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	✓	✓	✓
GFOA Certificate of Achievement for Excellence in Financial Reporting	✓	✓	(pending)
Oregon Dept. of Public Safety Standards and Training (DPSST) Certification	✓	✓	✓
Moody's Investor's Service Credit Quality Rating ²	Aa1	Aaa	Aaa

¹ Rating in incorporated areas = 2; rating in unincorporated areas = 3; rating in unincorporated areas 5+ miles from fire station = 10

² Moody's changed rating schedule between fiscal year 2008-09 and fiscal year 2009-10; highest possible rating for governmental agency changed from "Aa1" to "Aaa" (title change, not rank change).

B. A training and operational focus emphasizing the critical importance of individual accountability for competency and craftsmanship achieved.

Creation of a third battalion in January 2011, reduced the span of control for Battalion Chiefs and increased crew contact and conversation. An informal survey of Battalion Chiefs indicates a generally high level of motivation and curiosity among line personnel. Creation of the Integrated Operations Centers and re-emphasis of the Station Liaison program is designed to strengthen connections and accountability between prevention staff and crews.

Turnover at all levels of the organization and promotions has highlighted the challenges and shared responsibility of preparing the next generation of District leadership (e.g., exhausted Civil Service lists, limited "bench strength").

The three-year trend for accidents involving District apparatus, vehicles, and facilities shows a 33% reduction from 65 in fiscal year 2008 to 43 in fiscal year 2010. This data does not distinguish between fault and no-fault situations.

There is room for improvement in accountability and tracking for individual National Incident Management System (NIMS) compliance.

Strategic Plan, continued

C. Major innovation efforts (e.g., capital bond program, community risk-reduction, MUNIS software, etc.) completed and institutionalized.

Capital projects continue to be completed within scope and budget. On a program level, significant progress has been made documenting the organizational structure, procedures, business standards and controls, and financial reporting required to successfully manage multiple concurrent construction and apparatus purchase projects.

While core business functions in Finance, Human Resources, and Logistics have been migrated to the MUNIS software, challenges remain in adapting to workflow requirements and learning (“mature with”) the system. As reported below, while steps have been taken, community risk-reduction remains a work in progress.

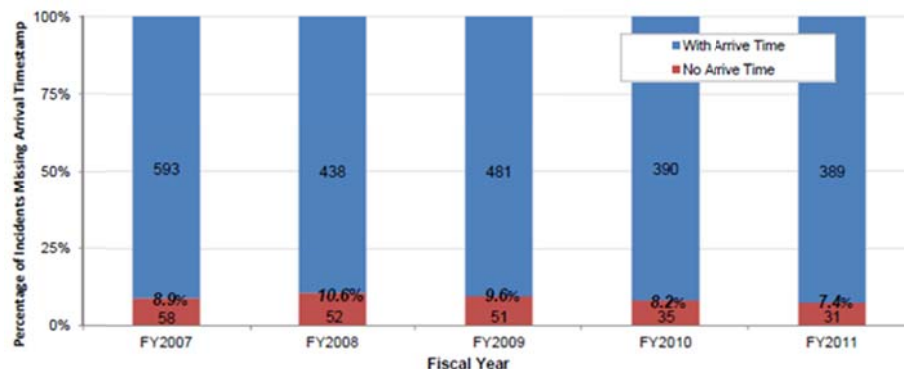
Moving forward, this outcome will be refined to read, “Major innovation efforts institutionalized.”

D. Overall performance improved based upon processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.

In terms of business practices, focused attention applied to the Capital Projects Program has resulted in improvements to the quality and transparency of financial reports and controls, improved project management, and enhanced internal and external communications.

A variety of initiatives are focused on improving emergency operations. The Operations Quality Improvement Team (OPS QI) participated in the rewrite of the Standards of Coverage, offering valuable recommendations on effective response force (ERF) and parameters for a “Working Fire.” Additionally, they established a Process Action Team (PAT) focused on improving the quality of fire reports and led an effort to improve compliance with the “arrive” timestamp, which is critical to producing reliable response data. Utilizing single unit fire incidents as a sample, missing arrival timestamps decreased 0.8% in the last year and 3.2% over the five-year high point in fiscal year 2008.

Figure 6.1 Single Unit Fire Incidents Missing an Arrival Timestamp



Three EMS Operations Quality Improvement initiatives are noteworthy:

- Identification of a decrease in airway management success by District Paramedics resulted in a Spring 2011 training for Advanced Life Support (ALS) employees (follow-up on the affect is being tracked via the airway registry and will require at least a year to evaluate given the small number of intubations).
- Training and improvement in announcing the “at patient side” benchmark with compliance increased from 42% to 65% in just over one year.
- Changes to how cardiac-related data is tracked by Washington County EMS resulted in consistent and detailed performance data for the “door to balloon” time interval, which enhances the ability to measure and provide care that is fast and effective.

PROGRESS TOWARD 2011 CALLS FOR ACTION

- 1. Institutionalize the concept of “community risk-reduction,” and keep District employees and key external partners apprised and engaged in the “why” and the “what” of these and other innovation efforts.**

Prevention and preparedness have long been emphasized at TVF&R, but after the priority of response. As evidenced by the creation of Integrated Operations and incorporation of the Emergency Management Program into the Fire Chief’s Office, the District’s strategic focus is gradually shifting to a more balanced approach. As it relates to community risk-reduction efforts, specific accomplishments this past year included: appointment of a program manager, re-emphasis of the Deputy Fire Marshal (DFM) station liaison role, Company Officer in-service training, beta testing of community risk-reduction meetings and strategy development with three stations, and Battalion Chief training. By early 2012, each station should be working collaboratively with their Public Affairs Officer and DFM station liaison to implement community-based projects that emphasize proactive interventions to reoccurring problems or opportunities. Projects already underway include: safety trainings with staff at senior care facilities, rural addressing and access issues, working with managers of a new subsidized housing facility to develop effective emergency procedures and encourage resident education, and partnering with Valley Catholic Middle School and the American Heart Association to provide Hands-Only CPR training to students, their families, and other area residents. After a slow start, where program development and communication were sporadic, the program’s goals and strategies are now highlighted in academies, crew and staff briefings, on a SharePoint site, and in meetings with local elected officials.

- 2. Leverage innovation to help safeguard the long-term viability and vitality of District services.**

Car unit response to designated Code 1 incidents accounted for 6% of all incident response in fiscal year 2011, resulting in improved system response reliability and a cost-effective response model for low intensity incidents. Active engagement by DFMs and District-initiated changes in alarm verification procedures are presumed to be contributing to a continued decline in false fire alarms (13% decline in fiscal year 2011; 26% decline fiscal year 2007-fiscal year 2011). Both efforts have advanced the District’s deployment focus of getting the right resource with the right staffing to the right call at the right time.

A third-party recruiting process for career firefighters was implemented in January 2011, resulting in a constantly refreshing list of candidates and a reduction of staff time expended on this activity equivalent to approximately .25 FTE. The annual cost is \$3,500.

- 3. Reinforce the importance of individual craftsmanship and excellence, and their connections to safety, customer service, and the organization’s fiscal health.**

Strong leadership provided by several District firefighters set a highly productive and positive tone for two new academies. The personal responsibility these individuals assumed for the success of 25 new recruits and the examples of excellence they set were noteworthy.

The past year brought significant change to TVF&R, including implementation of the Integrated Operations Division, introduction of the community risk-reduction concept, and promotion of new Chiefs and Company Officers. The pace of change challenged individual craftsmanship as many employees adapted to new management, new responsibilities, and a new way of doing business over a short period of time.

Some aspects of community risk-reduction have an internal focus and a connection to craftsmanship. For example, an increased emphasis on improving rural addressing and access issues helps improve emergency response and situational awareness. Proactive work conducted by Station 67 has helped improve the District’s already positive working relationship with the Beaverton Police Department.

The rollout of the Asset Management Program (AMP) makes greater use of data to ensure that the potential impacts of major District purchases are evaluated in a comprehensive manner (fiscal, operational, logistical, and training). Because the program focuses on people and process ahead of the material items, it is hoped that employees will take more interest and ownership.

Strategic Plan, continued

A growing awareness of the budget process and its connection to strategic priorities has increased the number of employees who feel a sense of ownership for this work. MUNIS-generated reports make it easier for budget managers to control and track current expenditure activity; and multi-year financial projections provide a clearer picture of the financial future and equip leadership with an understanding of the long-term impacts of key budget decisions.

4. Manage successful implementation of organizational change initiatives (e.g., bond projects, community risk-reduction strategies, Integrated Operating Centers, Respiratory Protection Program, Fleet Services Enterprise, competency-based leadership/career development, etc.).

The Capital Projects Program initiated construction on a new set of projects (Stations 56, 65, 68, and the South Operating Center). Progress on Station 68 is delayed pending resolution of a land use appeal filed by an adjacent property owner. The Bond Project Management Team was established to better organize staff associated with the program. Structured in a manner similar to the Incident Command System (ICS), the team includes Fire Chief's Office personnel in the Incident Command role, construction and apparatus personnel in the Operations role, and Logistics, Finance, and Communications representatives supporting the Public Information function. Having clearly defined roles and responsibilities has helped streamline processes, limit span of control, and ensure consistent information sharing among stakeholders.

Formal Fleet Enterprise Intergovernmental Agreements were reached with Clackamas County Fire District #1, Gladstone Fire Department, Lake Oswego Fire Department, and Hillsboro Fire Department. A satellite District maintenance facility opened at Clackamas County Fire District #1.

Progress continues on the Respiratory Protection Program: Policies have been updated, a program administrator has been established, SCBA units were replaced, two new rehabilitation units with mobile air-filling capability are now active, and larger air bottles are being deployed.

5. Improve accuracy and timeliness of data collection and analysis in all areas.

Examples of improvement in the accuracy and timeliness of data collection include the previously mentioned increase in "arrived" and "at patient side" benchmark compliance. Deployment of on-demand incident response reports for each station prompted important discussions about the need to code more consistently, with the best example being occupancy type. A commitment to "data craftsmanship" is present in both the OPS and EMS QI efforts.

A general concern remains regarding individual commitment to data accuracy, particularly as it applies to report writing. Organizational efforts explaining the impact of inaccurate coding on the community and the organization must continue. Opportunities also need to be explored for providing formal training (e.g., report writing training for new Company Officers).

CHALLENGES

Multiple indicators suggest that the District will function in a challenging financial environment for the foreseeable future. When combined with upward pressures on expenditures, the economic environment makes the job of managing and forecasting District finances increasingly complicated and important. It is critical that employees understand and support efforts aimed at creating efficiencies and controlling costs.

Successfully navigating change is time consuming. Whether learning to use MUNIS software or working as part of an integrated team to identify and intervene with community risks, new organizational priorities compete with an individual's existing work tasks. Care must be taken to ensure that time remains for the drilling, training, and focused individual learning that are essential to developing the knowledge and skill required of emergency responders and of those who support them.

A significant number of organizational change initiatives rolled out over the last eighteen months. An employee focus group (May 2011) indicated that although most personnel are optimistic about the changes, they're uncertain of their roles in the organization. While acknowledging that the organization's mission has not

changed, participants identified a sense of disruption associated with new locations, new chains of command, and general reorganization issues. Most understood that trying something new takes adjustment time.

While the findings of the focus groups are arguably an inevitable part of any major organizational change, they provide a healthy reminder of the importance of focus, planning, and regular communication, when initiating change. Critical efforts such as the roll-out of the community risk-reduction initiative run the risk of being viewed as “flavor of the week” when significant gaps in activity and communication leave employees wondering about direction and commitment.

Talent development and succession planning must be emphasized to prepare for the next round of retirements, as well as to encourage and grow an increasingly young workforce. On a related note, there is a concern that there is waning interest in the District’s formal QI initiatives and committee work in general. Those who are active are dedicated, but they need reinforcement.

OPPORTUNITIES

Partnerships with Clackamas County Fire District #1, the Beaverton Police Department, Valley Catholic Middle School, and others provide opportunities for the District to develop innovative, measurable initiatives that contribute to the organization’s long-term success and make the communities safer.

Key to community risk-reduction is the belief that firefighters, in partnership with their DFM station liaison and Public Affairs Officer, are in the best position to observe and respond to risk in the communities they serve. With time, this has the potential to encourage a new era of individual and organizational creativity as teams problem-solve ways to help the public avoid preventable emergencies and better prepare for the unavoidable ones. Improved quality of incident report writing and continued refinement of data tools, such as a replacement for the current occupancy database, and the potential of a major expansion in access to geographic information system (GIS) technology, will strengthen the analysis that must serve as the foundation for these efforts.


The District has been introduced to a competency-based leadership development program and recognizes the opportunity to develop a more general talent management system. Such a system integrates competencies into its job classification system, job descriptions, recruitment and selection processes, performance management, workforce and succession planning, and several other areas, with the promise of engaging employees more meaningfully in business performance outcomes. This program requires dedicated project leadership to develop the components of the system and align them with existing talent management strategies.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Reinforce the District’s culture as one that emphasizes preparedness and prevention in addition to response.
2. Keep District personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District’s focus on prevention, preparedness, and response.
3. Encourage innovation in all areas to help safeguard the long-term viability and vitality of District services.
4. Reinforce the importance of individual ownership and craftsmanship and their connections to the Chief’s Bull’s Eye and the organization’s fiscal health.
5. Manage successful implementation of organizational change initiatives; maintain once implemented.
6. Improve accuracy and timeliness of data collection and analysis in all areas (e.g., upgrades to Fire RMS/occupancy database, improvements to safety data collection and analysis, continued MUNIS education, OPS QI and EMS QI initiatives, report writing training).
7. Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management with the promise of engaging employees in more meaningful business performance outcomes.

Strategic Plan, continued

Goal VII: Leverage use of existing resources and seek efficiencies for the greatest community good.	Trend
	 Better

ANALYSIS OF TARGETED OUTCOMES:

A. Partnerships that create efficiencies developed and maintained.

Partnerships continue to be a priority strategy for achieving efficiencies in District business practices and service delivery. Examples of new or expanded business collaborations include:

- standardized fleet services delivered to several area departments;
- increased participation in state and industry purchasing cooperatives;
- a partnership with Energy Trust of Oregon (ETO), focused on improved energy conservation in District facilities; and,
- private sector support for the quarterly landlord workshops.

Emergency service delivery benefited from:

- adding a third area hospital to a consortium focused on improving cardiac outcomes;
- turning over board-up and security services at emergency scenes to a private vendor (following a competitive process); and,
- multi-agency collaborative efforts focused on improving the quality and efficiency of services provided to individuals with mental illness who are involved in emergencies.

B. The value of state, federal, and foundation grants that enhance TVF&R's ability to better serve customers maintained or improved.

The first year of funding from the federal Staffing for Adequate Fire & Emergency Response (SAFER) grant allowed nine additional firefighters to be trained and deployed during the summer and fall of 2011. The two-year, \$1.63 million grant is the largest ever received by the District.

Moving forward, this outcome will be refined to read, "Pursued state, federal, and foundation grants for strategic service enhancements."

C. Greater financial diversification developed.

While several steps were taken to diversify revenue sources, the District remains almost entirely reliant on property taxes. Securing the SAFER Grant was a positive step, but funds are only available for two years and a third year match is required of the District. Formal intergovernmental agreements (IGAs) for fleet services have been reached with Clackamas County Fire District #1, Hillsboro Fire Department, Lake Oswego Fire Department, and Gladstone Fire Department. These IGAs are based on a full cost recovery model and have expanded the service capacity of the District. Finally, statewide healthcare reform holds the possibility of a new service and revenue model, but remains conceptual only at this time.

Consideration was given to dropping this outcome due to the historic inability to make a meaningful change, but District leadership retained it because the objective remains important even if progress comes slowly.

D. Environmentally friendly practices for daily operations increased.

A variety of conservation initiatives were completed this year. Successful application was made to the ETO to complete a comprehensive energy use study of all District facilities. The study benchmarked utility consumption, identified possible conservation projects and anticipated return on investment timelines, and may result in additional ETO funding for specific improvements. With the move to CBOC, several technology enhancements have resulted in a reduction in hardware and space needs, as well as power

consumption and staff support. They include: Virtualization technology that reduced the number of physical servers, magnetic storage of nightly backups that replaced a large tape library, and shared multifunction printers that resulted in reduced staff support needs and lower materials and capital costs. There is room for improvement in how staff takes advantage of other efficiency features built into the CBOC building.

Metered use of cleaning materials in stations continues to expand with clothes washing machines (can extend appliance lifetime) being the newest to be tested. Performance requirements for contract custodial and landscaping firms continue to emphasize use of environmentally friendly products. District personnel should be encouraged to continually increase their individual environmentally friendly behaviors.

Moving forward, the wording of this outcome will be revised to read, "Environmentally friendly practices and behaviors for daily operations increased."

E. Cost control and reduction strategies demonstrated.

District initiatives focused on cost control and reductions include:

- Proactive case management of injured employees reduced waiting times for treatment and provided greater support and structure for rehabilitation activities. In many cases, this resulted in a faster return to work.
- IT staff estimate the first-year savings (fiscal year 2010 versus fiscal year 2011) associated with the CBOC shared multifunction printers at \$38,000-\$40,000.
- Increased vendor-direct purchasing has reduced the number of inventoried products in the District warehouse, as well as handling by Supply personnel, and allows for contract purchase prices. Expansion to janitorial supplies and clothing/uniforms is being researched and tested.
- A third-party recruiting process for career firefighters was implemented at a cost of \$3,500 in January, 2011. In addition to providing a constantly refreshing list of candidates, this change has resulted in a reduction in work equivalent to .25 FTE.
- MUNIS tools were used for the first time to identify and make reduction in materials and services requests during the fiscal year 2012 budget process.
- Strategies were identified to extend the replacement cycle for apparatus.

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Encourage innovative ideas for financial diversification.

Providing fleet services to other agencies is not new to TVF&R, however, the Intergovernmental Agreements adopted in August 2011 with Clackamas County Fire District #1, Gladstone Fire Department, Hillsboro Fire Department, and Lake Oswego Fire Department added a new element of structure via detailed work scopes and carefully calculated full-cost recovery. Additional agreements for other services, such as communications and technology, are being researched. The District is also actively participating in the planning process for healthcare restructuring in Oregon, which could produce an impact. Even with initiatives such as these, TVF&R will remain heavily reliant on property tax revenue for the foreseeable future.

2. Implement sustainable practices in acquisition, operation, and disposal of resources to minimize environmental footprint.

While the activities highlighted in Outcome D (above) suggest the District is making progress in its efforts in this area, the lack of any kind of environmental benchmark makes measuring the impact impossible. With this in mind, initial steps have been taken to develop a greenhouse gas inventory for District operations.

Strategic Plan, continued

3. Ensure internal and external collaborative efforts to continue to implement open-standards technology, allowing for future electronic integration with external partner agencies' systems.

Rapid changes in technology in the last year have significantly reduced the challenges of connectivity and sharing data between agencies. The best example is the growing utilization of web-based data storage and software services (Cloud) hosted externally and accessible – with permission – to other users. The Cloud is not a one-size fits all solution, however, and attention must still be paid to the selection of internal systems that promote information sharing.

The District is exploring a significant expansion in its geographic information system (GIS) capabilities. GIS uses property specific references as a way to organize, analyze, and present data and is widely adopted among external partners.

4. Develop and track data to gauge the impact of efficiency efforts.

An honest appraisal would describe this as possessing possibility but little real progress. Purchasing patterns and cost comparisons are available through both internal and external systems. MUNIS report capabilities are still being developed for management purposes. The shift to vendor-direct purchasing for day-to-day items should yield better reporting (e.g., cleaning supplies on a per square foot basis). A positive step that did occur is the benchmarking of utility use for District facilities.

CHALLENGES

The transition to vendor-direct purchasing has resulted in a workload shift to station personnel. This change is complicated by the “double entry” demands of the vendor system and MUNIS. Potential solutions are being researched, but the days when the Supply Department’s warehouse served as the store front for all District needs are changing. Going forward, a concerted effort should be made to communicate the context for the change by Supply (i.e., flat staffing for many years, increasing service demands), as well as the benefits. Benefits include: The ability to focus on mission critical items (e.g., turnouts, thermal imagers, gas monitors); time to follow-up on warranty issues; and the ability to engage in key purchase planning activities and the workload associated with the bond program.

Greater attention needs to be paid to the behavioral change that is part of doing business in a more environmentally sustainable manner. As an example, smart systems designed into CBOC increase the building’s energy efficiency (e.g., light harvesting, heat transfer, light sensors). When individuals override these systems to meet more personalized light or temperature requirements, these efficiencies can be lost. Another area for improvement is expanded use of the District recycling program.

OPPORTUNITIES

A priority should be placed on establishing an all-in-one (superstore) interface between authorized vendors and the MUNIS ordering systems to eliminate double-entry and ensure staff time is utilized to the greatest level of efficiency.


Increased service sharing among local governments is a likely outcome of the constrained fiscal environment. Where appropriate, the District should be prepared to respond with full cost proposals. Alternatives to the traditional method of contracting prior to annexation (i.e., “date then marry”) should be considered as it relates to how neighboring agencies can partner with TVF&R. Emphasis should be placed on understanding ways economies of scale can be achieved without affecting local service levels, funding realities, or governance structures.

The District’s sustainability efforts require a clearer sense of purpose (goals) and some ability to measure the impact (benchmarks). Following up on the energy audit funded by ETO, consideration should be given to allocating funds necessary to provide matching dollars for projects identified with positive return on investment scores and highlighted for additional funding by ETO.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Encourage innovative ideas and partnerships to achieve financial diversification, cost control, and service enhancements.
2. Establish District goals to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.
3. Seek opportunities to advance electronic information system integration with partner agencies.
4. Track and analyze the impact of efficiency efforts.

Goal VIII:	Ensure ongoing financial and business operations stability and predictability.	Trend
		 No Change

ANALYSIS OF TARGETED OUTCOMES

- A. Five months of operating funds in the ending fund balance maintained to support the District's dry period financing requirements.

The ending fund balance exceeded the goal of five months of General Fund expenditures.

Table 8.1 Ending Fund Balance History

Fiscal Year	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Actual
Beginning Fund Balance	26,368,346	30,880,694	32,752,110	32,870,970
Total Revenue	91,931,441	97,614,684	102,041,012	105,386,459
Total Expenditures	61,050,747	64,862,574	69,170,042	71,512,610
Ending Fund Balance	30,880,694	32,752,110	32,870,970	33,873,849
Months of Operating Expenses	6.1	6.1	5.7	5.7

- B. Expenditures monitored, maintained, and adjusted so that a balance is achieved between revenue and expenditure growth rates on both a current operational and long-term forecasted basis.

The District's only significant revenue source is property taxes. Because this revenue source is not under the organization's control, it is critical that long-term forecasts and expenditure trends maintain a long-term balance of expenditures in line with revenue. In 2011, the return to the tax rolls of the City of Tualatin's urban renewal district allowed the District to cover expenditures by increasing taxable assessed valuation to a total of 3.97%, even though overall assessed valuation increased only 2.73%. The fiscal year 2012 valuation increase of 2.73%, with expected lower collections due to appeals, increases the challenge of balancing expenditures within available revenue. Forecasted cost increases in Oregon Public Employee Retirement System (PERS), healthcare, workers' compensation, dispatch center charges, and facility maintenance costs are coming at a time of curtailed revenue increases.

While the economic environment is problematic, the tools available to District leadership and managers to monitor and manage the organization's finances are improved. Monthly financial statements including expenditures by directorate and department are compared to a monthly benchmark for revenue and expenditures trends. All non-salary expenditures are verified to the budget for validity and budget availability, and all budget managers monitor their own departments to avoid exceeding the budget.

Strategic Plan, continued

In addition, newly developed budget reports allow managers at all levels to drill down to the original budget detail for cost comparisons as they make their purchasing decisions.

C. Actual financial performance measured against the financial modeling and forecasting tools and adequate plans in place for various fluctuations.

The District continues to monitor trends for revenues and expenditures and create new financial models to plan for options. As soon as tax levy data is released, revenue forecasts are updated. Expenditure monitoring and discussion of trends takes place monthly with staff and the Board of Directors.

D. District Moody's Aaa bond rating preserved.

This was achieved as part of the June 2011 bond issuance. The District's prudent fiscal management is cited in this excerpt from the Moody's opinion:

PRUDENT MANAGEMENT MAINTAINS STRONG FINANCIAL POSITION

The District continues to demonstrate a strong financial position as demonstrated by substantial reserves and prudent budgetary management. Over the last five years, general fund reserves averaged 51.2% of general fund revenues, which is above average compared to many highly rated peers. The District relies on property tax revenues for 97.9% of general fund revenues, mostly from its permanent levy rate of \$1.5252/1,000 of AV. The District also benefits from a local option levy of \$0.25/1,000 of assessed value that remains in place until 2014.

E. Financial forecasts include long-term financing and levy plans, long-term equipment, apparatus, facility maintenance and replacement plans, and the changes needed to serve the District's changing population and service roles.

TVF&R's management relies heavily on forward-looking financial models and forecasting tools, historical data, and findings of the annual audit process for critical decision making related to budgeting and business operations. Facility maintenance, apparatus replacement schedules, and IT/Communications plans were prepared as part of the budget process and will continue to be refined by Logistics and Integrated Operations staff.

Levy renewal forecasting is in process, as is the planning for the final phase of general obligation bonds and any potential decisions on future bond sales.

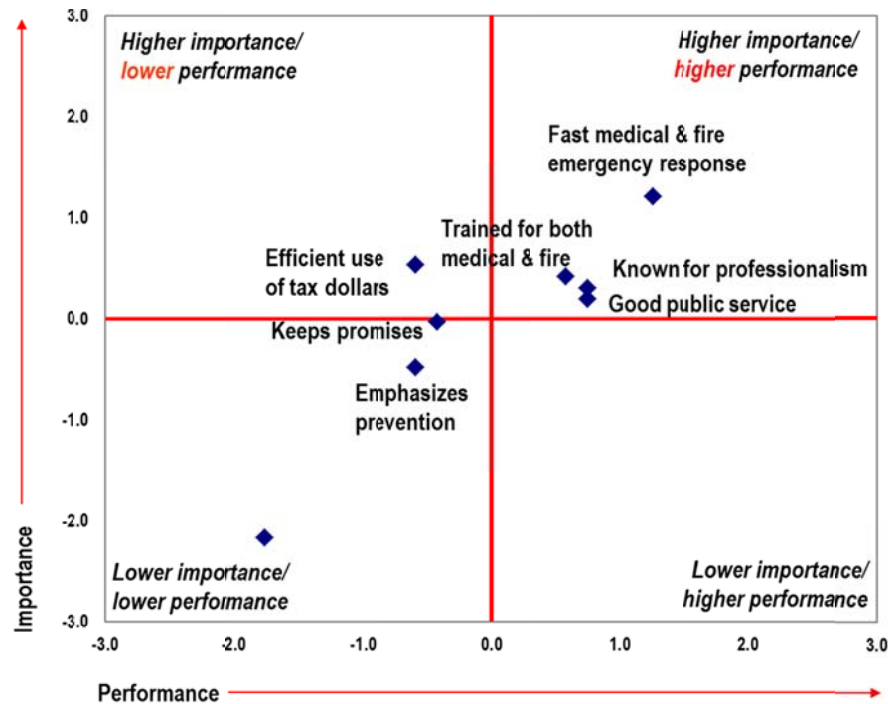
Moving forward, this outcome will be refined to read, "Developed and maintained financial forecasts that include long-term financing and levy plans; long-term equipment, apparatus, facility maintenance and replacement plans; and the changes needed to serve the District's changing population and service roles."

PROGRESS TOWARD 2011 CALLS FOR ACTION

1. Develop outreach efforts to promote awareness of the value of service provided by TVF&R and its performance.

Continual messaging about TVF&R and its value to citizens is performed through a variety of traditional and social media sources, and through direct District communications and outreach. In spring 2011, focus groups were utilized to gain insight into the level of public awareness and knowledge about TVF&R programs; insights gained helped inform content for the spring 2011 *Safety Matters* newsletter. The findings of the fall 2011 public attitude survey underscored the importance of personal contact with TVF&R personnel in building awareness of the value of District services. A strong correlation exists between the importance that survey respondents place on attributes of their ideal fire and EMS providers and their actual rating of TVF&R's performance (Figure 8.1).

Figure 8.1 Public Perception: Importance/Performance Matrix (2011)



TVF&R Community Survey 2011

www.cdri.com

District performance underperformed public importance relative to the “efficient use of tax dollars” and “keeps promises to voters” attributes. While these may be more a casualty of public mistrust of government, the finding highlights a community perception that merits continued focus and thoughtful strategies by the District.

2. **Plan for differing deployment models in financial forecasts to explore different service delivery models; collaborate with Union leadership to achieve mutual goals for the District and employee financial stability.**

Receipt of the SAFER grant award accelerated the District's ability to add staffing to response units and achieve desired deployment levels. Keeping the current staffing levels post-SAFER grant will be challenging and different models may need to be considered. The District's upcoming labor negotiations will need to be focused on achieving the goals of District and employee financial stability. The Union and District support of the deferred compensation match should serve to improve employee long-term financial stability. Current General Fund reserves, including the PERS rate reserves, are expected to provide a measure of stability in the next three to five years.

3. **Expand reporting mechanisms that can be easily understood and shared among employees and budget managers, thereby communicating the financial “health” of the District and allowing the managers to effect positive financial change.**

A surge of data has become available with the implementation of the MUNIS system. All employees now have the ability to look up non-salary data in a variety of ways, using either the MUNIS system itself or using Sequel Server Reporting Services reports. In addition, budget managers now have the ability to browse through some payroll records, further enhancing their management abilities. These reports are real-time, easy-to-use, report on multiple years for comparability and allow staff the ability to drill down into individual account details.

Strategic Plan, continued

- 4. Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.**

TVF&R is fortunate to enjoy a healthy, collaborative relationship with Local 1660. This partnership has availed opportunities to grow the District in strategic and innovative ways such as the car units deployment in the spring 2010. This program has yielded positive feedback from the District management, staff, and the public. In addition, the 2011 public attitude survey indicated that the public has come to expect this level of performance. Both management and labor groups continue to dialog about innovations, current issues, economic factors, and the future of the District in a manner that resembles more of a partnership rather than opposing forces.

- 5. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.**

The economic risks that impact TVF&R the most are the continuing escalation of payroll-related costs such as labor costs, workers' compensation insurance, PERS pension contributions, and healthcare premiums. Long-term modeling using various scenarios is performed each year to raise awareness of where the pitfalls might be, and to cause management to address potential risks before they occur.

- 6. Refine and develop long-term capital plans (IT/Communications, Fleet, Facilities Maintenance, and Integrated Operations) supporting the overall District financial forecast. Recognize that the District must proactively adjust them as it adjusts its service delivery.**

It is understood that capital items need the longest planning period in order to deliver large-dollar items in a timely, proactive manner, rather than as a reaction to a sudden need. As the environment changes, the organization tries to adapt in a thoughtful way. It is critical that long-term capital plans continue to be refined, even after they are developed, to ensure all aspects of the business are continually addressed.

- 7. Proactively plan and message for levy elections and debt financing.**

The District is approximately two years out from consideration of levy renewal. Messaging and planning at this stage is targeted around increasing awareness and knowledge of District services. Among the objectives for the 2011 focus groups and public attitude survey were gaining an understanding of community values and critique of District performance, as well as useful messaging moving forward.

CHALLENGES

Long-term real estate troubles have resulted in an increasingly narrow gap between real market value (RMV) and assessed value (AV). The District's AV growth has provided long-term financial stability, but that growth is becoming more constricted as the RMV of more property is nearing AV levels thus constraining the expected 3% AV growth. For 17.2% of property in Washington County as a whole, RMV already has declined to the point where it meets the AV level for the tax year 2011-12.

Forecasted increases in PERS rates, along with forecasted increases in workers' compensation rates, healthcare cost trends, dispatch center fees, and the consumer price index (CPI) are all above revenue trends.

Increasing pressure on the District's tax base through the formation of competing service districts' and schools' use of local option levies in urban renewal areas, will add additional pressures to the general governmental ten dollar rate cap in the years ahead. Urban renewal districts within the service area have a direct negative impact upon future collections during the life of the urban renewal project.

Negotiations for a new labor contract after June 30, 2012, are a critical component of District and employee financial stability. The District and the Union must work collaboratively to ensure commitments are sustainable into the future.

Providing services and being noted for business practices that successfully match or exceed the understood community value/importance will continue to be a challenge.

OPPORTUNITIES

All challenges are an opportunity to create new solutions and partnerships with other governments. By forecasting issues far ahead, it may be possible to influence outcomes that will provide novel solutions such as medical care delivery, legislative changes, or new partnerships with other governments. Requests from neighboring agencies have offered opportunities for new revenue sources.

THE 2012 CALL FOR ACTION

To advance action toward this goal, leadership calls for strategies to:

1. Develop outreach efforts to promote awareness of the value of service provided by TVF&R and its performance.
2. Expand reporting mechanisms that can be easily understood and shared among personnel and budget managers, thereby communicating the financial "health" of the District and allowing the managers to effect positive financial change.
3. Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.
4. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.
5. Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery).
6. Proactively plan and message for levy elections and debt financing.

Budget Policies

OPERATING BUDGET POLICIES

Tualatin Valley Fire and Rescue is committed to providing high quality services to the community at an acceptable level of taxation. Specific policies that drive the budget preparation are:

- The District will maintain high service levels in emergency services operations, which includes 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 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/Administrator on the status of these goals. The budget highlights key performance objectives and performance against the District's prior goals. The budget is designed to educate the community about TVF&R's objectives, priorities, and the goals set for the organization. It is also designed to serve the needs of District employees by providing budgetary accounts and descriptions of funded programs.
- The District's **balanced budget policy** is that a budget is considered balanced when the funds' total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance.

THE BUDGET AS A POLICY DOCUMENT

The Budget Process. Prior to the budget process each year, staff updates the multi-year **financial forecast** to identify critical issues and set preliminary goals. Staff analyzes ongoing and long-term capital needs and future staffing requirements. These forecasts are performed with consideration of future economic variables including labor costs, PERS rate increases, healthcare, interest, and inflation rates.

The local option levy of \$.25/\$1,000 of assessed valuation was approved as a renewal by District voters in November 2008 in order to maintain firefighter and support staffing, and fund technology and capital equipment. This levy authority will be in effect through 2014-15.

The 2012-13 annual budget is designed to reflect the District's **Strategic Plan** for the 2012-13 fiscal year. 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."

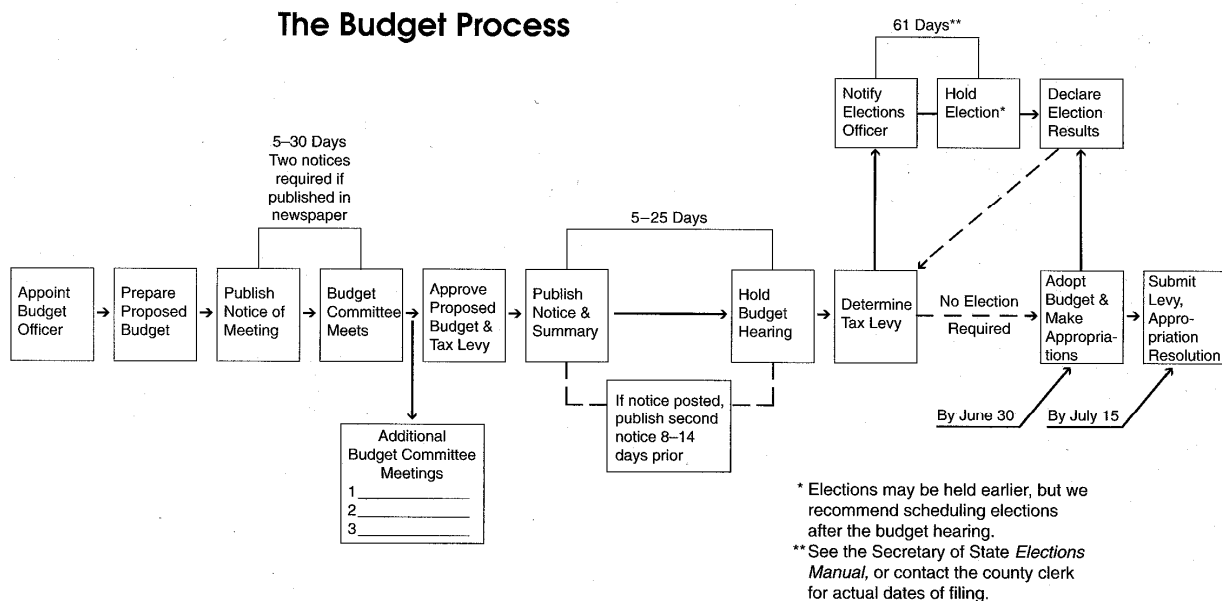
Accounting and budget policies are similar to the prior year. The **strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the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

Budget Policies, continued

The budget, or financial plan, began in earnest in the late **fall of 2011**, when **planning sessions** were held between Assistant Chiefs, Division Chiefs, Directors, and Budget and Union Managers. Here, programs and plans were outlined, and strategies for implementing these programs were developed. These plans were refined in the following months, and goals and objectives were developed for each worksite location, department, and program. During this time, **forms and budget preparation information** were distributed. The Executive Staff discussed proposed new programs or personnel with the Budget Officer for overall planning and directions.

The worksite manager completed the **budget proposal requests** utilizing an electronic format. The information provided contained the prior year budgeted expenditure amount for each line item, the actual expenditure, and the current year budget. The worksite manager filled in the requested amount and this information was sent to their Division Chief or Assistant Chief, who reviewed and analyzed the budget requests before sending them to the Budget Officer. The department manager also included backup information related to requested line item accounts. The Finance Division entered this data into the budget modules and sent the updated budget document back to the requesting party for review. The data is primarily oriented around the ensuing year.

The Chief of the proposed department's budget then **reviewed the requested budget** for his or her program and/or worksite with the Budget Officer and other staff. The results of the negotiation and review were then presented to the Executive Staff and Fire Chief for review and final approval. The budget module allowed several named budget versions and thus, the review committee could compare "Requested" budgets with "Budget Officer Recommended" budgets and all available current and prior year data. Revised requests were entered into the data processing budget module and corrected worksite and/or program budgets were sent back to the requesting party. From this revised budget, the Budget Officer and Executive Staff worked through several refinements to ensure the budget met both key strategic goals in program funding and in overall financial health of the District.



BUDGET CALENDAR

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

BUDGET ADOPTION

A **final budget** was developed in **April of 2012**. From this adjusted data, the Finance Division prepared the annual budget document, which was then assembled for presentation to the **Budget Committee** after being reviewed by the Fire Chief's Office. Changes to the budget due to new information and Budget Committee recommendations may be incorporated through the **June 26, 2012 adoption of the budget** by the governing Board.

BUDGET AMENDMENTS

The process for **amending the budget** is provided for by Board policy contained in the Board Policy Manual and by state budget laws as outlined in Chapter 294 of the Oregon Revised Statutes. The governing body's spending authority within existing appropriations (set at personnel services, materials and services, and capital outlay by the levels in the adopting resolution on pages **24-27**) may be increased by (1) transferring amounts among appropriations in the same fund, or (2) transferring from an appropriation in the General Fund to an appropriation category in another fund. The governing body must enact a resolution or ordinance providing for the transfer. This enactment must be made before any over-expenditure has incurred. Once a transfer is authorized, increased expenditures can occur.

Budget Policies, continued

SUPPLEMENTAL BUDGETS

By transferring appropriations, the District usually has enough flexibility to carry out the programs prescribed in the adopted budget. There may be times when an adopted budget gives no authority to make certain expenditures or when revenues are received for which the governing body has no previous knowledge. In these cases, it is possible to use a **supplemental budget** to authorize expenditures or spend additional revenues in a current fiscal year. Supplemental budgets cannot be used to authorize a tax levy.

The governing Board of Directors may adopt a supplemental budget through a resolution if the supplemental budget does not exceed ten percent of the fund's most recent amended budget appropriation. For supplemental budgets greater than that or that do not meet a legal budget law exception, a longer process is required. A special hearing must be held by the governing body and the proposed supplemental budget must be published before this hearing.

The District may utilize budget transfer resolutions during the year as more information becomes available.

THE BUDGET DOCUMENT AS AN OPERATIONAL GUIDE

It has been the philosophy of the Board of Directors to have sufficient resources on hand at the beginning of the fiscal year to carry the District up to the time when tax turnovers are received from the county tax assessors' offices. This tax collection turnover generally begins in the third week of November. The District anticipates that it will receive approximately **93.7** 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 four directorates, which then have department cost centers that range from individual stations to support departments. The cost centers related to Integrated Operations are grouped by the three Operating Centers for budget presentation purposes. The individual cost centers included in the jurisdiction of each Operating Center are included for day-to-day management by the individual captains and program managers, who are responsible for their assigned budgets. Each manager will also manage capital requests from the capital funds ranging from the Apparatus Fund to the Capital Projects Fund. The summary of requirements from these funds is shown in the cost center line item budget, but the budget document explains the capital utilization in the specific fund area of the budget.

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 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.

Budget Policies, continued

Funds included in the annual budget document are *governmental, internal service, and fiduciary trust fund types*. Included in the former are those funds that require a tax levy such as the **General Fund** and the **Bonded Debt Service Fund**. The **Apparatus Fund**, **Capital Improvements Fund**, **Emergency Management Fund**, **Grants Fund**, **Retiree Medical Insurance Stipend Fund**, **Property and Building Fund**, and **Capital Projects Fund**, which are *governmental fund types*, do not require a tax levy. Rather, the sources of revenues for these funds are largely transfers from the General Fund and interest earnings on unexpended cash on hand. The **Pension Trust Fund** and the **Volunteer LOSAP Fund** are budgeted as *fiduciary trust fund types*. The **Insurance Fund** is an *internal service fund type*.

Important parts of TVF&R's financial system, but which are not parts of the budget process, are the **Capital Assets Account Group** and the **Long-Term Debt Account Group**. Capital assets for the District total over \$70 million at depreciated cost or donated value. The long-term debt account group records the District long-term obligations for compensable time-off accrued by employees as well as long-term debt, such as general obligation bonds.

The District's policy is to annually inventory all capital assets.

Capital expenditures within the **Capital Improvements Fund** were proposed while keeping in mind the effect that these items would have upon operations and operating expenditures. Budgeted within the Capital Improvements Fund are replacement items as well as new capital items to provide District personnel with the tools with which to perform their tasks in an efficient, productive, and cost effective manner. Items budgeted in the capital funds are compared with the long-term capital plan, where their replacement and expected lives must be estimated. Not all items in the **Capital Plan** can be funded, but it will also provide a frame of reference for decisions. Because the majority of items are capital replacement, there is usually no significant operating budget effect, which must be planned for. Certain new equipment to be funded as part of the local option levy will require planning as to operating budget effects to incorporate into the District's overall capital replacement plan.

BASIS OF ACCOUNTING

The *governmental fund types* are budgeted and accounted for on the **modified accrual basis** of accounting, whereas revenues are recorded in the accounting period in which they become measurable and available and expenditures are recorded at the time liabilities are incurred, except for:

- Interfund transactions for services, which are recorded on the accrual basis
- Interest expense on general obligation bonds, which is recorded as due

Significant revenues, which are measurable and available at June 30 under the modified accrual basis of accounting, will be property tax revenues, which are collected within sixty days subsequent to year end.

The Pension Trust Fund and Volunteer LOSAP Fund are budgeted on the **accrual basis** of accounting, whereas revenue is recognized when earned and expenses are recognized when incurred.

The bases of accounting described above are in accordance with generally accepted accounting principles.

The purpose of this section and the summary below is to outline the financial structure of the District. Listed are the primary funds, the respective major sources of revenue for that fund, and the types of services provided within the fund.

Budget Policies, continued

GENERAL FUND

The **General Fund** accounts for the basic financial operations of the District, which are not accounted for in other funds. It is considered a major fund.

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

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

DEBT SERVICE FUND

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

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

APPARATUS FUND

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

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Transfer from other District funds▪ Earned interest from invested surplus cash▪ Sales of surplus apparatus	<ul style="list-style-type: none">▪ Purchase of emergency response vehicles, including fire and rescue apparatus and hazardous materials 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. The District's proposed budget for 2012-13 reflects continued usage of general obligation bond proceeds in the Capital Projects Fund to fund those apparatus, rather than from the Apparatus Fund.

CAPITAL IMPROVEMENTS FUND

This fund accounts for the resources provided for and expenditures related to capital assets having a useful life of more than one year and a dollar value in excess of a predetermined amount.

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

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

EMERGENCY MANAGEMENT FUND

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Intergovernmental revenues	<ul style="list-style-type: none">▪ Disaster preparedness

GRANTS FUND

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

RETIREE MEDICAL INSURANCE STIPEND FUND

This fund was established for the purpose of accounting for post-retirement health care stipends to retired or disabled employees.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Transfers from other District funds	<ul style="list-style-type: none">▪ Post Employment Health Plan▪ Contributions to pre-2000 retirees' post-employment benefits

PROPERTY AND BUILDING FUND

This fund, a *capital projects fund* type, accounts for the expenditures for building site acquisition and construction projects.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Transfers from other District funds▪ Interest on invested surplus cash▪ Sales of surplus buildings and property	<ul style="list-style-type: none">▪ Major infrastructure repairs and maintenance▪ Future station construction

Budget Policies, continued

CAPITAL PROJECTS FUND

This fund accounts for the resources and expenditures related to the proceeds of general obligation bonds and the respective projects for which the resources are targeted. It is considered a major fund.

Sources of Funds	Use of Funds
<ul style="list-style-type: none">▪ Proceeds from debt issuance▪ Interest revenue	<ul style="list-style-type: none">▪ Land for fire stations, new fire stations, and seismic reconstruction of other stations and Operating Centers, and emergency response apparatus

INSURANCE FUND

This fund was established for the purpose of accounting for revenues and expenses for claims associated with insurance retention and risk management.

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

PENSION TRUST FUND

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

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

VOLUNTEER LOSAP TRUST FUND

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

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

CAPITAL PROGRAM

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

- Reduce the number and severity of emergency incidents.
- Enhance preparedness for catastrophic and unforeseen events.
- Leverage use of existing resources and seek efficiencies for the greatest community good.
- Ensure ongoing financial and business operations stability and predictability.

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

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

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

Because the equipment and capital infrastructure to support quality service to the District's citizenry is expensive, staff must plan for its best utilization considering cost of ownership, expected useful life, ease of use and training, and its funding. It is this strategic goal of “**Leverage use of existing resources and seek efficiencies for the greatest community good**” that drives the objective of standardizing as much of the District's firefighting and support equipment as possible. Standardizing fire apparatus, tools, and support equipment reduces training costs, maintenance costs, inventory support costs, and can reduce initial purchase costs.

Because the strategic goal of “**Ensure ongoing financial and business operations stability and predictability**” drives the District's financial planning policies, long-term financial forecasts are regularly prepared that consider funding sources, personnel, and capital infrastructure needs, among other areas. The District has utilized this planning process for apparatus, station construction, and other capital requirements to set aside reserve funds for these ongoing projects. Because of the costs of these items, the capital budget could range from a low of \$4 million a year to over \$10 million a year. Accordingly, the District plans funding on a multi-year plan to ensure citizen needs are met.

Budget Policies, continued

The District, which was formed through the combination of several smaller fire departments, is a regional service provider, serving nine cities and regions in three counties in Oregon. Until 1998, the District had been able to utilize its previous tax base and operating efficiencies achieved from the mergers to set aside reserve funds to fund the majority of its capital needs. However, in 1997, the Oregon voters passed Measure 50, which significantly affected the District's primary revenue source – property taxes. The Measure reduced 1997-98 property tax revenues over 16.5% and restricted the growth of tax collections in future years below prior legal levels. In 1998, voters overwhelmingly approved a \$10,000,000 bond to be issued in two phases to provide capital funding. In addition, voter approval was achieved to supplement operating requirements through a four year local option tax levy that ended 2004-05, and which has been consecutively renewed through November 2014-15. Proceeds of this levy have been utilized to add additional firefighters, support personnel, and to provide supplemental capital funding. In November 2006, TVF&R asked its voters for approval of a series of bond issues to be made to provide construction, station renovation, and response apparatus funding. The District received voter approval in the amount of \$77.5 million dollars of general obligation bonds authority, which is expected to fund capital projects through approximately 2018.

The District utilizes several **reserve funds**, as defined under Oregon laws for purposes of managing capital purchases. These include the Capital Improvements Fund, Property and Building Fund, Capital Projects Fund, and Apparatus Fund. The **Capital Improvements Fund** has accounted for items or projects generally costing less than \$50,000. This has included automobiles and light trucks, firefighting equipment, fire hose, office equipment and furniture, building equipment that includes appliances as well as physical fitness items, data processing software and equipment, communications equipment, and emergency medical services equipment. Purchases in this fund are also largely items considered to be non-bondable capital items.

The **Apparatus Fund** has been utilized to fund fire engines, fire trucks, special rescue and hazardous materials response apparatus, water tenders, brush units, and other specialized fire response apparatus. Within the **Property and Building Fund**, land acquisitions and improvements were accounted for as well as major building improvements or construction. With the issuances of the Series 2007, Series 2009, Series 2009B, and Series 2011 general obligation bonds, the **Capital Projects Fund** has been utilized for these purposes beginning in 2006-07, and reserves will be maintained in the Apparatus and Property and Building funds for future years and projects in between bond sales. In addition, the Property and Building Fund is planned to be utilized for projects not planned within the bond. The Board of Directors recently approved an update to the long-term capital plan through 2017, which identifies projects and funding requirements beyond the 2006 bond authority and utilization of the reserve funds.

POLICY STATEMENT

Effective financial management of available resources requires that budgetary plans for any one fiscal year be consistent with intermediate and long-range plans. Because capital acquisitions and programs generally require a well-developed plan covering a span of several years, a capital program and related budget should be developed. The District has an evolving multi-year capital replacement plan in place that forecasts capital needs and related budget requirements for each projected fiscal year. The District's primary focus is to maintain the vehicle replacement schedule, identify years in which station land purchases and construction should be performed, as well as perform ongoing equipment capital replacement based upon estimated population increases and commercial and planned community developments.

Specific budgetary and operating policies are as follows:

Apparatus Policies:

1. Standardize new vehicle purchases to the maximum extent possible.
2. Utilize a rotation system to maximize the useful lives of apparatus.
3. Purchase response vehicles designed for a specific and planned use.
4. Consider future service, planning, and demographic trends.
5. Consider "life cycle costing" in the initial purchase evaluation. Perform ongoing and regular preventative maintenance on apparatus to maximize the longest effective and useful life.
6. Maintain a fleet with an average age not to exceed 12 years.

Facility Policies:

1. Construct fire stations accordingly to stage of surrounding development:
 - a) Construct 50-year facilities in areas that are largely developed.
 - b) Develop temporary, resalable facilities in areas that are rapidly developing and may have road condition and population shifts as the area develops.
2. Incorporate community rooms into fire stations to assist the communities, cities, and law enforcement agencies with achieving community oriented goals not specific to the fire service.
3. Consider "life cycle costing" in the design of new facilities.
4. Utilize cooperative relationships with other governments, where possible, to jointly site facilities and share in costs of construction.
5. Construct facilities that can house career and volunteer firefighters as well as male and female response personnel.
6. Achieve "good neighbor" relationships when designing, developing, and working out of fire stations.
7. Provide regular preventative maintenance on facilities to ensure longest useful life.
8. Consider apparatus, potential personnel deployment, and response times effect of standardization when designing facilities.
9. Consider environmental policy initiatives in facility design and repair and maintenance.

Equipment Policies:

1. Equip District firefighters with the tools and equipment necessary to maximize the margin of safety and survivability in an inherently dangerous job.
2. Consider safety, training ease, life cycle costing, and length of useful life when evaluating equipment purchases.
3. Standardize equipment where possible to save training costs, increase safety, and support mobile workforce working throughout the fire station system.
4. Provide regular preventive maintenance and provide resources for replacement of equipment with predictable useful lives.

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

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

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

RELATIONSHIP OF CAPITAL BUDGET TO ANNUAL OPERATING BUDGET

In the process of the District's capital replacement program, an evaluation is made on how the capital expenditure decisions will affect annual operations and specifically, the General Fund. The impact on the General Fund is an important factor because the majority of resources in the Capital Improvements, Property and Building, and Apparatus Funds have been from transfers from the General Fund. The District is particularly concerned about the level of recurrent capital expenditures for land, buildings, apparatus, vehicles, and equipment that can be financed on a "pay-as-you-go" basis from operating funds versus the capital expenditures that should be funded from **General Obligation Bond proceeds**. Measure 50 has fundamentally changed the way the District must finance capital to either debt issuances or supplemental tax levy authority.

Budget Policies, continued

The majority of the District's fixed assets are of a type that can be forecast on a **replacement cycle**. Included in these items, however, are the high cost fire engines, fire trucks, brush units, water tenders, special purpose vehicles, and equipment that have a high cost per unit. It is in this area that expenditure decisions become more difficult in that these high cost items require funding over and beyond the fiscal capacity of the District's annual operating budget.

Specific considerations are as follows:

1. Capital expenditures may need to be financed on a "pay-as-you-use" basis. Debt will not be issued to fund purchases with a shorter useful life than the debt repayment schedule.
2. It is recognized that the political and economic impact of the investment in long-term projects or equipment extends far into the future.
3. Long-term capital items or project investment decisions are often irreversible, except at considerable financial cost.

CAPITAL PROJECT SUMMARY

The summary of 2012-13 approved capital projects is as follows. Detailed capital outlay descriptions, as well as the operating impact from each project, can be found within the individual funds.

Fund	2012-13
Capital Improvements Fund	
Building and Improvements	\$23,125
Vehicles and Apparatus	217,000
Firefighting Equipment	366,690
EMS Equipment	1,403,800
Office Equipment and Furniture	264,882
Building Equipment	39,732
Physical Fitness Equipment	34,988
Shop Equipment	22,000
Communications Equipment	152,064
Data Processing Software	120,000
Computer Equipment	360,420
Total Capital Improvements Fund	3,004,701
Emergency Management Fund	
Vehicle and Apparatus	21,000
Total Emergency Management Fund	21,000
Grants Fund	
Communications Equipment	10,000
Total Grants Fund	10,000
Capital Projects Fund	
Buildings and Land Improvements	8,747,783
Fire Apparatus	2,629,083
Total Capital Projects Fund	11,376,866
Total Capital Outlay for 2012-13	\$14,412,567

DEBT POLICIES

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

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

Specific **debt policies** are:

1. Long-term borrowing is confined to meet the needs outlined in the capital program.
2. Long-term capital projects may not be financed by the issuance of debt obligations for periods unless correlated with the projected useful life of the project or item.
3. Revenue sources that will be used to pay long-term debt will be conservatively forecasted to ensure that such debt is adequately financed.
4. Long-term debt will be used only when it has been determined that future generations of citizens and/or taxpayers will derive benefit from the improvement.
5. The District's total general obligation debt will not exceed 1.25% of the true cash value of assessed property.
6. The District will continue to maintain effective communications with bond rating agencies to keep them informed of its financed condition, and to obtain a review of its bond rating when it is indicated that a regrade would be prudent.
7. The District will maintain its policy of full financial disclosure on financial reports and any bond prospectus.
8. A separate debt service fund will be maintained for the District's bonded obligation.

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Salary Administration

REPRESENTED EMPLOYEES

The District's current three-year labor contract expires June 15, 2015. All employees falling under the collective bargaining agreement between IAFF Local 1660 and Tualatin Valley Fire and Rescue are paid according to this contract. The scheduled rates for all bargaining unit positions follow this summary.

NON-REPRESENTED EMPLOYEES

The District's compensation program is designed to attract, retain, motivate, and reward the best possible workforce; promote fairness and equity among employees; ensure market sensitivity; represent fiscal responsibility; and pay for employee performance.

Components of Salary Administration

The District's non-represented salary administration program consists of the following:

Base Wages: The District's base wage model represents a two-tiered model for Managerial and Administrative Support personnel.

- **Management:** Management includes positions at the Battalion Chief 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 management structure includes five pay ranges, each with a 30% width and separated by 5%. As of June 30, 2012, the pay range for line Battalion Chiefs working a 24/48 schedule is being analyzed and is not yet complete at budget printing. (The Fire Chief is not included on this chart as his salary is determined by his contract.) Individual pay is dependent upon performance.
- **Administrative Support:** The administrative support group includes all other non-represented positions. These positions are more closely related to outside comparators, making ranges in this category dependent upon both internal and external comparators. This group includes 13 ranges, constructed with a 30% width and separated by 7.5% between pay range midpoints. An employee's position within the range is generally reflective of experience, performance, and qualifications; however, employees shall not be paid below the minimum of their salary grade, or higher than the top of their salary grade. The Human Resources Department is responsible for placement of any new positions into the salary grade chart and for review and reclassification of any current positions.
- **Pay-for-Performance:** A second component to the non-represented system is the salary increase program. The District believes that regular employee pay increases should be based on performance - the better an employee performs, the more value they add to the organization, and the more they should be paid. This program is tied to the performance appraisal system. The employee's salary increase is based on the performance rating that he or she receives during the performance appraisal process, and the employee's position within the salary range. Thus, individual pay is dependent upon performance. An employee will not be paid at a rate higher than the top of their salary grade. The Performance Matrix Chart outlining these allowed increases follows this summary.
- **Other Rewards:** The District has an Outstanding Employee of the Quarter award program. Nominations are solicited District-wide, reviewed by a peer review committee, and the names of the nominees and Outstanding Employee of the Quarter announced. The winner is also recognized by the District's Board of Directors at a monthly Board Meeting.

Salary Administration, continued

Salary Range Adjustments: Traditionally, Tualatin Valley Fire and Rescue has adjusted the non-represented manager and administrative support salary ranges annually by the same total percentage change that will affect the bargaining unit salary structure. In order to avoid wage compression between the top Union supervisory position and the first level of non-Union management that supervises Union positions, the midpoint of the lowest non-Union management salary grade has been typically calculated as ten percent above top pay for a Captain. Management ranges have been directly connected to the Union pay structure, and therefore, management ranges have typically been increased corresponding to the Union range increases to maintain this equivalency.

The administrative support ranges are more closely related to outside comparators, so ranges in this category are dependent upon both internal and external comparators. Again, these ranges have traditionally been adjusted by the same percentage applied to the management ranges.

The District operates under a total compensation model upon which all future salary offers would be based. Total compensation is the combination of salary, employer-paid benefits, deferred compensation match, employer's PERS contribution, the employer-paid PERS pick-up, and the value of leave accruals. When computed, this results in a significantly greater number than salary alone. When utilizing a total compensation model for negotiating or determining pay rate, the organization is prepared for larger total compensation costs rather than that used for the traditional compensation planning, which often looks at just salary alone. Total compensation encompasses all those items noted above. The effect is to incorporate increases in insurance premiums and other benefits into the employee's total compensation package, thus also serving to communicate to the employee the true cost and value of that package.

PERFORMANCE MATRIX

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceptional Achievement	8%	7-8%	6-7%	5-6%*
Expectations Exceeded	6-7%	5-6%	4-5%	3-4%*
Valued Contributor	4-5%	3-4%	2-3%	2-3%*
Expectations Almost Attained	0%	0%	0%	0%
Below Expectations	0%	0%	0%	0%

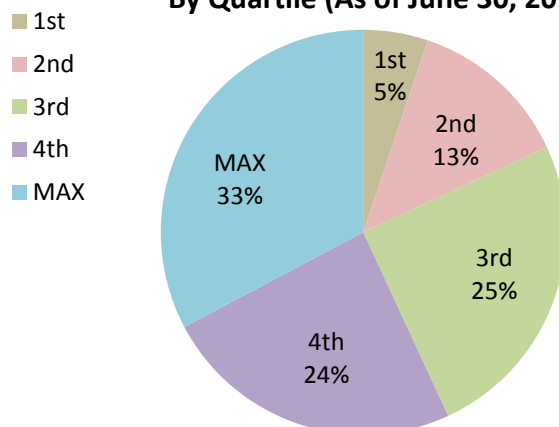
*Not to exceed range maximum

Instructions for Use: When a supervisor has completed the performance appraisal for an employee, he or she then determines an appropriate salary increase for that individual. The supervisor should match the individual's performance with the corresponding increase as shown in the matrix above. If the requested salary increase is different than the amount matched in the salary increase matrix, the increase should be reviewed in advance by the Director of Human Resources.

This recommendation is then forwarded with the performance appraisal (and self-appraisal) to the next level of department supervision (the Director, Assistant Chief, etc.) for his or her approval of both the performance appraisal and the pay increase. If this level of supervision falls below the Assistant Chief (AC) or Chief Financial Officer (CFO), the pay increase request and appraisal must be approved by a supervisor at the AC or CFO level. Both documents should then be forwarded to the Director of Human Resources for review and approval.

Once approved, the appraisal and approved pay increase are returned to the immediate supervisor, who then holds the performance appraisal interview with the employee. The supervisor should follow those standards as provided through performance management training given and information available on the Human Resources site on the District's intranet. Finally, the immediate supervisor should have the employee sign their performance evaluation, provide them with a copy, and then forward both the performance appraisal and pay increase document to Human Resources for implementation and filing in the employee's personnel file.

**Nonunion Staff Placement in Range
By Quartile (As of June 30, 2012)**



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2012 – JUNE 30, 2013)

Grade	Min	Mid	Max	Position
5	8,948	10,527	12,106	Deputy Chief
4	8,522	10,026	11,530	Assistant Chief, Chief Financial Officer
3	8,117	9,549	10,981	
2	7,730	9,094	10,458	Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director, Planning Chief
1	7,362	8,661	9,960	Assistant Fire Marshal, Battalion Chief (*), Public Education Chief Officer

* 30% width, Grades separated by 5%, Midpoint of Grade M1 calculated as 3.1% above 2011 Grade M1 Midpoint. Line Battalion Chief compensation has not been finalized as of June 30, 2012, but will not exceed this level.

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2012 – JUNE 30, 2013)

Grade	Min	Mid	Max	Position
13	6,992	8,226	9,460	IT Manager
12	6,504	7,652	8,800	Construction Projects Manager, Financial Operations Manager
11	6,050	7,118	8,186	Facilities Operations Manager, Fleet Services Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Senior Database Administrator, Senior Systems Administrator
10	5,628	6,621	7,614	Emergency Management. Program Manager, Management Analyst, Media Services Manager, Operations Business Manager, Partnership and Public Information Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,235	6,159	7,083	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	4,870	5,729	6,588	Data Analyst, Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,530	5,329	6,128	Communications Technician, Executive Assistant, Facilities Maintenance Lead Technician, Facilities Maintenance Technician (LME), Fleet Technician, Nurse, Senior Employment Coordinator
6	4,213	4,957	5,701	Facilities Maintenance Technician, Service Desk Specialist II, Wellness Program Coordinator
5	3,919	4,611	5,303	Administrative Supervisor, EMS Specialist, GIS Specialist, Records Analyst, Supply Operations Supervisor
4	3,646	4,289	4,932	Accounting Specialist, Communications Program Assistant, OHS Program Assistant, Operations Technician, Service Desk Specialist
3	3,392	3,990	4,589	Apparatus Maintenance Assistant, Facilities Maintenance Administrative Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Assistant-Fire Prevention, Logistics Assistant, Respiratory and Emergency Equipment Technician, Response Aid Program Specialist
2	3,155	3,712	4,269	Accounting Assistant, Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	2,935	3,453	3,971	Administrative Assistant, Maintenance Utility Worker, Supply Assistant, Supply Driver

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 3.1% above 2011 Grade 1 Midpoint.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2012 – DECEMBER 31, 2012)

53-HOUR (24-ON/48-OFF) SCHEDULE (Kelly shift 1 every 16 shifts). Based on Annual Hours 2,739.38 (Monthly 228.28 Pay Period 114.14)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	18.5365	21.6507	22.7776	23.9046	25.1058	26.3811
Monthly	4,231.51	4,942.42	5,199.67	5,456.95	5,731.16	6,022.29
Engineer	19.7969	23.0891	24.2902	25.5507	26.8409	28.1458
Monthly	4,519.24	5,270.79	5,544.97	5,832.71	6,127.24	6,425.13
Lieutenant	21.3392	24.9279	26.2774	27.5229	28.9763	30.3999
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Captain	23.5191	27.4488	28.9021	30.3405	31.9272	33.4547
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.8537	2.1651	2.2778	2.3905	2.5106	2.6381
Monthly	423.15	494.24	519.97	545.69	573.12	602.23
Hazmat Spec (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Tech Rescue (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Water Rescue (6%)	1.1122	1.2990	1.3667	1.4343	1.5063	1.5829
Monthly	253.89	296.54	311.98	327.42	343.87	361.34
Hazmat Tech (4%)	0.7415	0.8660	0.9111	0.9562	1.0042	1.0552
Monthly	169.26	197.70	207.99	218.28	229.25	240.89
FTO (3%)	0.5561	0.6495	0.6833	0.7171	0.7532	0.7914
Monthly	126.95	148.27	155.99	163.71	171.93	180.67

40-HOUR SCHEDULE

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	24.4116	28.5128	29.9969	31.4812	33.0631	34.7426
Monthly	4,231.51	4,942.42	5,199.67	5,456.95	5,731.16	6,022.29
Engineer	26.0715	30.4072	31.9890	33.6489	35.3481	37.0666
Monthly	4,519.24	5,270.79	5,544.97	5,832.71	6,127.24	6,425.13
Lieutenant	28.1027	32.8288	34.6060	36.2463	38.1603	40.0352
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Captain	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay Step			33.6489	35,3481	37,0666
Monthly				5,832.71	6,127.24	6,425.13
Deputy Fire Marshal 1	28.1027	32.8288	34.6060	36.2463	38.1603	40.0352
Monthly	4,871.31	5,690.54	5,998.60	6,282.94	6,614.71	6,939.70
Deputy Fire Marshal 2	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
HazMat Specialist	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Plans Examiner	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04
Training Officer	30.9735	36.1487	38.0626	39.9569	42.0465	44.0581
Monthly	5,368.94	6,266.02	6,597.77	6,926.13	7,288.34	7,637.04

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.4412	2.8513	2.9997	3.1481	3.3063	3.4743
Monthly	423.15	494.24	519.97	545.69	573.12	602.23
Hazmat Spec (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Tech Rescue (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Water Rescue (6%)	1.4647	1.7108	1.7998	1.8889	1.9838	2.0846
Monthly	253.89	296.54	311.98	327.42	343.87	361.34
Hazmat Tech (4%)	0.9765	1.1405	1.1999	1.2592	1.3225	1.3897
Monthly	169.26	197.70	207.99	218.28	229.25	240.89
FTO (3%)	0.7323	0.8554	0.8999	0.9444	0.9919	1.0423
Monthly	126.95	148.27	155.99	163.71	171.93	180.67

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JANUARY 1, 2013 – JUNE 30, 2013)

52-HOUR (24-ON/48-OFF) SCHEDULE (Kelly shift 1 every 13 shifts). Based on Annual Hours 2,697.12 (Monthly 224.76, Pay Period 112.38) Monthly amounts calculated as 1% above July 1, 2012 amounts

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	19.0151	22.2096	23.3657	24.5218	25.7540	27.0622
Monthly	4,273.83	4,991.84	5,251.66	5,511.52	5,788.47	6,082.51
Engineer	20.3080	23.6853	24.9173	26.2103	27.5338	28.8725
Monthly	4,564.43	5,323.50	5,600.42	5,891.03	6,188.51	6,489.38
Lieutenant	21.8901	25.5715	26.9558	28.2335	29.7244	31.1848
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Captain	24.1263	28.1575	29.6483	31.1238	32.7515	34.3184
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.9015	2.2210	2.3366	2.4522	2.5754	2.7062
Monthly	427.38	499.18	525.17	551.15	578.85	608.25
Hazmat Spec (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Tech Rescue (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Water Rescue (6%)	1.1409	1.3326	1.4019	1.4713	1.5452	1.6237
Monthly	256.43	299.51	315.10	330.69	347.31	364.95
Hazmat Tech (4%)	0.7606	0.8884	0.9346	0.9809	1.0302	1.0825
Monthly	170.95	199.67	210.07	220.46	231.54	243.30
FTO (3%)	0.5705	0.6663	0.7010	0.7357	0.7726	0.8119
Monthly	128.21	149.76	157.55	165.35	173.65	182.48
Internship FTO (1%)	0.1902	0.2221	0.2337	0.2452	0.2575	0.2706
Monthly	42.74	49.92	52.52	55.12	57.88	60.83

40-HOUR SCHEDULE

BASED ON ANNUAL HOURS 2,080 (MONTHLY 173.34, PAY PERIOD 86.67)

Monthly amounts calculated as 1% above July 1, 2012 amounts

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	24.6558	28.7980	30.2969	31.7960	33.3937	35.0901
Monthly	4,273.83	4,991.84	5,251.66	5,511.52	5,788.47	6,082.51
Engineer	26.3323	30.7113	32.3089	33.9854	35.7016	37.4373
Monthly	4,564.43	5,323.50	5,600.42	5,891.03	6,188.51	6,489.38
Lieutenant	28.3837	33.1571	34.9520	36.6088	38.5419	40.4355
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Captain	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay Step			33.9854	35.7016	37.4373
Monthly				5,891.03	6,188.51	6,489.38
Deputy Fire Marshal 1	28.3837	33.1571	34.9520	36.6088	38.5419	40.4355
Monthly	4,920.03	5,747.45	6,058.59	6,345.77	6,680.86	7,009.09
Deputy Fire Marshal 2	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
HazMat Specialist	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Plans Examiner	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41
Training Officer	31.2832	36.5102	38.4432	40.3565	42.4669	44.4987
Monthly	5,422.63	6,328.68	6,663.75	6,995.39	7,361.22	7,713.41

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.4656	2.8798	3.0297	3.1796	3.3394	3.5090
Monthly	427.38	499.18	525.17	551.15	578.85	608.25
Hazmat Spec (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Tech Rescue (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Water Rescue (6%)	1.4793	1.7279	1.8178	1.9078	2.0036	2.1054
Monthly	256.43	299.51	315.10	330.69	347.31	364.95
Hazmat Tech (4%)	0.9862	1.1519	1.2119	1.2718	1.3357	1.4036
Monthly	170.95	199.67	210.07	220.46	231.54	243.30
FTO (3%)	0.7397	0.8639	0.9089	0.9539	1.0018	1.0527
Monthly	128.21	149.76	157.55	165.35	173.65	182.48

General Fund

Fund 10

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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$57,031,104	\$60,203,979	\$65,536,669	\$68,286,143
Materials and Services	7,457,909	7,783,312	9,278,435	9,343,951
Operating Transfers Out	4,681,029	3,525,319	5,981,422	3,558,592
Operating Contingency			5,602,643	5,502,102
Ending Fund Balance	32,870,969	33,873,849	18,938,453	21,062,473
Total Expenditures	\$102,041,011	\$105,386,459	\$105,337,622	\$107,753,261

2012-13 SIGNIFICANT CHANGES

The General Fund **personnel** strength for the 2012-13 fiscal year is budgeted at **450.39** full-time equivalent (FTE) positions. A net of 2.26 FTE positions are added from the 2011-12 budget, due primarily to increased relief firefighter personnel of 2.57 FTE to fund additional time off. Other positions added or reduced were: 1.0 Administrative Assistant added in the Training Division, 1.0 FTE added in Supply to assist with station ordering and inventory management, and eliminated positions of 1.0 FTE in Information Technology, 1.0 FTE in the Fleet department, and a .31 FTE reduction in the recruit budget.

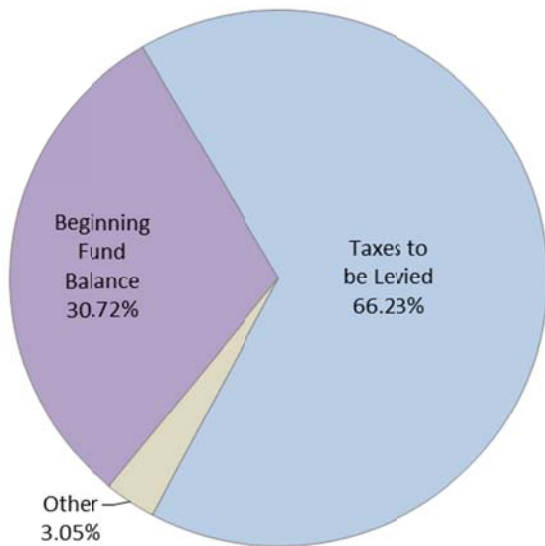
The District's labor contract for the period beginning July 1, 2012 is tied to CPI-W and a commensurate increase in the ranges of non-Union personnel is budgeted for 2012-13. Union medical insurance is budgeted to the maximum allowed in the contract, although in prior years, Union management of this insurance resulted in less than contract maximum. The District continues its practice of budgeting non-Union wages and benefits at expected actual costs and Union positions at top step to facilitate the transfer and filling of all shifts. A commensurate 3.1% range increase and deferred compensation match program change to equal the CPI-W increase and effective cost of the Union plan change is budgeted for non-Union personnel. In addition, for the past several years, the District has charged itself a higher budgetary amount for its PERS rate in preparation for the next few bienniums' rate increases. The difference was added to the PERS Rate Reserve Fund. For 2012-13, the District has budgeted its expected actual blended PERS rate forecasted with the mix of actual employees and does not expect to add significantly to the reserve fund. The reserve fund is expected to be utilized beginning in the 2013-2014 biennium to more slowly implement, on a budgetary basis, the significant rate increases forecasted for future bienniums.

Within Materials and Services, cost increases in areas such as Dispatch (5420), Other Professional Services (5414) for GIS engineering work and outsourced medical services and election expenses were partially offset by reductions in numerous other accounts as we continue to focus on cost reductions.

Operating transfers out were budgeted at a decrease as a means to protect the ending General Fund balance for lean years ahead. The transfers are primarily made to fund future board approved capital needs for apparatus, and equipment and station infrastructure beyond capital bond funded projects.

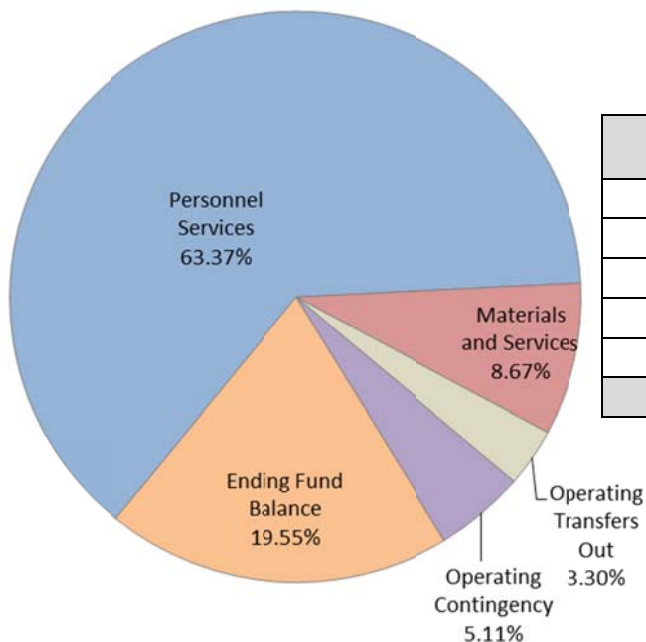
General Fund, continued

GENERAL FUND RESOURCES BY BUDGET CATEGORY



Resources	2012-13 Budget	Percent of Budget
Beginning Fund Balance	\$ 33,103,408	30.73%
Taxes to be Levied	71,360,490	66.24%
Previously Levied Taxes	1,792,818	1.66%
Taxes in Lieu of Property Taxes	862	.00%
Interest on Investments	164,556	.15%
Interest on Property Tax	20,050	.02%
Program Revenue	935,886	.87%
Regional Hazmat Responses	12,500	.01%
Special Service Charges	56,690	.05%
Training Classes	28,710	.03%
Rental Income	120,000	.11%
Insurance Refunds	154,791	.14%
Miscellaneous Revenue	2,500	.01%
Total Resources	\$107,753,261	100.00%

GENERAL FUND REQUIREMENTS BY BUDGET CATEGORY



Requirements	2012-13 Budget	Percent of Budget
Personnel Services	\$ 68,286,143	63.37%
Materials and Services	9,343,951	8.67%
Operating Transfers Out	3,558,592	3.30%
Operating Contingency	5,502,102	5.11%
Ending Fund Balance	21,062,473	19.55%
Total Requirements	\$107,753,261	100.00%

General Fund, continued

CONSOLIDATED BUDGET SUMMARY BY REQUIREMENTS FOR THE GENERAL FUND BY DIRECTORATE AND DEPARTMENTS

Requirements	Personnel Costs	Materials & Services	Other	2012-13 Budget
Command Directorate				
Board of Directors	\$1,000	\$118,820		\$119,820
Civil Service Commission	48,227	21,406		69,633
Fire Chief's Office	1,837,344	832,426		2,669,770
Emergency Management	153,030	32,425		185,455
Total Command Directorate	2,039,601	1,005,077		3,044,678
Business Operations Directorate				
Human Resources	854,375	99,134		953,509
Planning	626,745	87,143		713,888
Logistics	311,757	97,507		409,264
Fleet Maintenance	1,566,809	704,808		2,271,617
Facilities Maintenance	880,473	73,644		954,117
Information Technology	1,081,998	933,792		2,015,790
Communications	434,284	1,959,900		2,394,184
Supply	506,271	188,357		694,628
Media Services	266,783	18,350		285,133
Total Business Operations Directorate	6,529,495	4,162,635		10,692,130
Finance Directorate				
Finance	1,196,744	457,848		1,654,592
Total Finance Directorate	1,196,744	457,848		1,654,592
Integrated Operations Directorate				
Integrated Operations Administration	167,579	304,557		472,136
North Integrated Operations	18,585,303	962,955		19,548,258
Central Integrated Operations	15,783,721	572,201		16,355,922
South Integrated Operations	13,462,469	642,248		14,104,717
EMS / Health / Wellness	1,446,682	558,376		2,005,058
Training/Safety	1,398,520	339,977		1,738,497
External Training	25,293	7,552		32,845
Recruits	979,937	108,495		1,088,432
Volunteer Program	34,000	218,380		252,380
Relief Pool Personnel	6,636,799	3,650		6,640,449
Total Integrated Operations Directorate	58,520,303	3,718,391		62,238,694
Non-Organizational				
Operating Transfers Out			\$3,558,592	3,558,592
Operating Contingency			5,502,102	5,502,102
Ending Fund Balance			21,062,473	21,062,473
Total Requirements	\$68,286,143	\$9,343,951	\$30,123,167	\$107,753,261

General Fund, continued

GENERAL FUND PERSONNEL SUMMARY

Program	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	9.50	12.00	11.00	10.00	(1.00)
Emergency Management	1.00	1.00	1.00	1.00	0.00
Total Command Directorate	10.50	13.00	12.00	11.00	(1.00)
Business Operations Directorate					
Human Resources	6.00	6.00	6.00	6.00	0.00
Planning	0.00	5.00	5.00	5.00	0.00
Logistics	6.00	3.00	2.00	2.00	0.00
Fleet Maintenance	10.00	11.00	15.25	14.25	(1.00)
Facility Maintenance	9.00	8.00	8.00	8.00	0.00
Information Technology	9.00	9.00	9.00	8.00	(1.00)
Communications	4.00	4.00	4.00	4.00	0.00
Supply	5.00	5.00	4.50	5.50	1.00
Media Services	2.00	2.00	2.00	2.00	0.00
Total Business Operations Directorate	51.00	53.00	55.75	54.75	(1.00)
Finance Directorate					
Finance	10.50	9.50	9.50	9.50	0.00
Total Finance Directorate	10.50	9.50	9.50	9.50	0.00
Integrated Operations Directorate					
North Integrated Operations	0.00	13.00	13.00	14.00	1.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00	0.00
Station 61 (Butner Road)	14.00	14.00	14.00	13.00	0.00
Station 62 (Aloha)	14.00	13.00	13.00	14.00	0.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00	0.00
Station 65 (West Slope)	12.00	12.00	12.00	12.00	0.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00	0.00
Station 67 (Farmington Road)	24.00	25.00	25.00	25.00	0.00
Station 68 (Oak Hills) ⁽¹⁾	12.00	9.00	9.00	9.00	0.00
Central Integrated Operations	0.00	13.50	13.50	13.50	0.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	0.00
Station 35 (King City)	14.00	14.00	14.00	14.00	0.00
Station 50 (Walnut)	12.00	13.00	13.00	13.00	0.00
Station 51 (Tigard)	24.00	24.00	24.00	24.00	0.00
Station 53 (Progress)	14.00	14.00	14.00	14.00	0.00
Station 69 (Cooper Mountain) ⁽¹⁾	9.00	9.00	9.00	9.00	0.00
South Integrated Operations	0.00	12.38	12.38	12.38	0.00
Station 34 (Tualatin)	14.00	12.00	12.00	13.00	1.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00	0.00
Station 56 (Elligsen Road)	12.00	13.00	13.00	12.00	(1.00)
Station 57 (Mountain Road)	9.00	12.00	12.00	12.00	0.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00	0.00
Station 59 (Willamette)	12.00	12.00	12.00	12.00	0.00
EMS / Health / Wellness	6.00	9.00	8.50	8.50	0.00
Training/Safety, External Training & Recruits	14.20	17.00	15.50	16.19	0.69
Integrated Operations Admin. (reorganized)	16.00	0.00	0.00	0.00	0.00
Relief Pool Personnel	36.50	42.00	42.00	44.57	2.57
Total Integrated Operations Directorate	337.70	371.88	369.88	374.14	4.26
Community Services (reorganized)	5.00	0.00	0.00	0.00	0.00
Fire Prevention (reorganized)	22.38	0.00	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	437.08	447.38	447.13	449.39	2.26

⁽¹⁾ These stations are budgeted at a total of nine FTE per station in the General Fund. Three additional FTE are budgeted in the Grant Fund due to FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant funding.

NON-ORGANIZATIONAL**Operating Transfers**

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

Fund	2012-13 Budget
Apparatus Fund	\$500,000
Capital Improvements Fund	2,000,000
Emergency Management Fund	47,046
Grants Fund	100,000
Property and Building Fund	500,000
Pension Trust Fund	346,444
Volunteer LOSAP Fund	65,102
Total Transfers	\$3,558,592

Because it is critical to maintain ending fund balance at five full months of expenditures, the District will elect to not fully fund transfers out to the reserve funds if property tax collections are below targeted levels needed.

Operating Contingency

The Operating Contingency appropriation allows the District the ability to transfer appropriations into other appropriation categories during the year through either resolution or a supplemental budget process. The District, by law, is authorized to do so only for expenditures not anticipated or determinable at the time of budget adoption. The appropriation of Operating Contingency allows for a measure of disaster preparedness. During 2012-13, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2013-14.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$21,062,473. While listed as a requirement, it is actually a resource for the ensuing fiscal year and cannot be expended in this fiscal year. It is the District's philosophy to provide funding for the ensuing year's requirements until levied taxes are received, which is a period of approximately five months. When calculating the budgeted ending fund balance necessary, the District includes an expectation that a percentage of budgeted funds will not be expended based upon historical expenditure ratios. It is believed the actual ending fund balance will be sufficient to provide operating reserves in the 2013-14 fiscal year.

General Fund, continued

Historical Data				Budget for Next Year 2012-13		
Actual First Preceding Year 2009-10	Actual First Preceding Year 2010-11	Revised Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 32,752,110	\$ 32,870,970	\$ 32,402,422	Beginning Fund Balance	\$ 33,103,408	\$ 33,103,408	\$ 33,103,408
1,626,166	1,915,434	1,691,863	Previously Levied Taxes	1,792,818	1,792,818	1,792,818
5,513	829	12,852	Taxes in Lieu of Property Tax	862	862	862
161,997	160,927	165,651	Interest on Investments	164,556	164,556	164,556
40,266	19,608	41,174	Interest on Property Tax	20,050	20,050	20,050
97,879	464,662	922,946	Program Revenue	915,886	915,886	935,886
268,562			Contract Revenue			
12,990	75,487	12,500	Regional HazMat Response	12,500	12,500	12,500
53,034	58,856	53,450	Special Service Charges	56,690	56,690	56,690
16,993	39,078	21,502	Training Classes	28,710	28,710	28,710
133,650	125,002	118,350	Rental Income	120,000	120,000	120,000
415,446	655,797	68,000	Insurance Refund	154,791	154,791	154,791
115,955	62,016		Donations and Grants			
297	850		Surplus Property			
104,458	77,900	2,500	Miscellaneous	2,500	2,500	2,500
			Total Resources,			
35,805,316	36,527,416	35,513,210	Except Taxes to be Levied	36,372,771	36,372,771	36,392,771
		69,824,412	Taxes Necessary to Balance	71,360,490	71,360,490	71,360,490
66,235,696	68,859,043		Taxes Collected in Year Levied			
\$ 102,041,012	\$ 105,386,459	\$ 105,337,622	Total Resources	\$ 107,733,261	\$ 107,733,261	\$ 107,753,261

Historical Data				Budget for Next Year 2012-13		
Actual First Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 57,031,104	\$ 60,203,978	\$ 65,536,669	Personnel Services	\$ 68,266,106	\$ 68,266,106	\$ 68,286,143
7,457,909	7,783,313	9,233,435	Materials and Services	9,217,541	9,217,541	9,343,951
4,681,029	3,525,319	5,981,422	Operating Transfers Out	3,558,592	3,558,592	3,558,592
		5,647,643	Operating Contingency	5,628,549	5,628,549	5,502,102
32,870,970	33,873,849	18,938,453	Ending Fund Balance	21,062,473	21,062,473	21,062,473
\$ 102,041,012	\$ 105,386,459	\$ 105,337,622	Total Requirements	\$ 107,733,261	\$ 107,733,261	\$ 107,753,261

General Fund, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
5001 Salaries & Wages Union	21,534,139	22,029,706	23,431,455	24,277,387	24,277,387	24,279,246
5002 Salaries & Wages Nonunion	7,497,190	7,662,464	8,304,645	8,628,341	8,628,341	8,628,341
5003 Vacation Taken Union	2,709,598	2,917,082	3,043,495	3,112,694	3,112,694	3,112,693
5004 Vacation Taken Nonunion	443,648	520,001	812,795	657,614	657,614	657,614
5005 Sick Leave Taken Union	645,256	792,158	960,683	836,009	836,009	836,009
5006 Sick Taken Nonunion	118,826	166,981		131,290	131,290	131,290
5007 Personal Leave Taken Union	269,117	282,072		311,342	311,342	311,342
5008 Personal Leave Taken Nonunion	36,494	42,073		56,265	56,265	56,265
5010 Comp Taken Nonunion	23,908	23,869				
5015 Vacation Sold	138,465	44,597	264,419	343,889	343,889	343,889
5016 Vacation Sold at Retirement	81,474	35,879	254,426	87,264	87,264	87,264
5017 PEHP Vac Sold at Retirement	246,700	46,539	225,400	154,663	154,663	154,663
5020 Deferred Comp Match Union	380,123	841,328	1,007,574	1,122,252	1,122,252	1,122,253
5021 Deferred Comp Match Nonunion	122,975	141,828	333,623	386,452	386,452	386,452
5030 Volunteer Incentive/Reimburse	32,988					
5041 Severance Pay		10,000				
5054 Other/FTO Premium			1,200	1,304	1,304	1,304
5101 Vacation Relief	2,571,983	2,991,307	2,813,128	3,011,453	3,011,453	3,011,453
5102 Duty Chief Relief	184,303	239,292	277,340	277,948	277,948	277,948
5105 Sick Relief	526,984	651,672	493,113	735,144	735,144	735,144
5106 On the Job Injury Relief		125,542		168,034	168,034	168,034
5107 Short Term Disability Relief		72,327		113,341	113,341	112,383
5110 Personal Leave Relief	312,172	365,980	314,985	380,697	380,697	380,697
5115 Vacant Slot Relief	506,366	369,651				
5118 Standby Overtime	24,264	27,886	20,492	28,878	28,878	28,878
5120 Overtime Union	735,178	882,648	752,099	753,849	753,849	770,936
5121 Overtime Nonunion	37,668	31,174	49,202	39,050	39,050	39,050
5123 Comp Time Sold Nonunion	4,759	304				
5201 PERS Taxes	7,173,687	7,538,263	8,580,463	9,117,604	9,117,604	9,117,006
5203 FICA/MEDI	2,776,547	2,938,170	3,315,403	3,494,475	3,494,475	3,494,246
5206 Worker's Comp	799,459	1,253,216	1,282,565	1,380,851	1,380,851	1,380,797
5207 TriMet/Wilsonville Tax	247,607	266,393	299,817	320,577	320,577	320,556
5208 OR Worker's Benefit Fund Tax	14,353	14,392	32,281	19,113	19,113	19,113
5210 Medical Ins Union	5,001,328	4,994,951	6,389,015	6,004,409	6,004,409	6,004,410
5211 Medical Ins Nonunion	1,056,132	1,086,420	1,301,019	1,321,371	1,321,371	1,321,371
5220 Post Retire Ins Union	183,250	193,750	197,781	198,123	198,123	198,123
5221 Post Retire Ins Nonunion	90,452	87,014	92,850	97,650	97,650	97,650
5230 Dental Ins Nonunion	148,534	152,588	183,061	181,139	181,139	181,139
5240 Life/Disability Insurance	102,149	97,958	118,062	123,681	123,681	123,681
5250 Unemployment Insurance	5,320	9,531	18,000	12,000	12,000	12,000
5260 Employee Assist Insurance	12,134	9,698	11,670	11,880	11,880	11,880
5270 Uniform Allowance	107,552	125,190	189,365	214,283	214,283	217,233
5280 Physical Exams/Shots	131	15				
5290 Employee Tuition Reimburse	63,135	60,150	106,443	90,790	90,790	90,790
5295 Vehicle Allowance	64,757	61,920	58,800	63,000	63,000	63,000
Total Personnel Services	57,031,104	60,203,979	65,536,669	68,266,106	68,266,106	68,286,143

General Fund, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
5300 Office Supplies	51,158	35,850	71,218	41,700	41,700	41,700
5301 Special Department Supplies	173,146	156,422	222,304	226,464	226,464	231,524
5302 Training Supplies	77,501	66,114	109,430	85,482	85,482	85,482
5303 Physical Fitness	12,515	8,958	12,000	12,000	12,000	12,000
5304 Hydrant Maintenance	5,000		1,318	2,150	2,150	2,150
5305 Fire Extinguisher	5,388	5,238	8,403	6,100	6,100	6,100
5306 Photography Supplies & Process	615	297	1,825	200	200	200
5307 Smoke Detector Program	3,516	2,547	6,300	6,300	6,300	6,300
5311 Haz Mat Response Materials		103	3,530	3,300	3,300	3,300
5320 EMS Supplies	239,810	279,440	332,166	329,935	329,935	337,935
5321 Fire Fighting Supplies	126,650	75,239	129,715	121,294	121,294	121,294
5323 Food Service	11,524					
5325 Protective Clothing	106,912	129,277	171,688	155,438	155,438	155,438
5330 Noncapital Furniture & Equip	88,798	133,913	181,121	173,092	173,092	173,092
5340 Software Expense/Upgrades	28,055	13,354	12,340	11,872	11,872	11,872
5350 Apparatus Fuel/Lubricants	259,704	320,740	438,100	427,690	427,690	425,740
5361 M&R Bldg/Bldg Equip & Improv	563,285	751,329	843,598	745,704	745,704	745,704
5362 Storage Tank Expense	1,622		12,360			
5363 Vehicle Maintenance	438,749	339,918	521,155	517,506	517,506	517,506
5364 M&R Fire Comm Equip	11,391	31,192	40,134	36,788	36,788	36,788
5365 M&R Firefight Equip	134,926	83,894	151,910	108,551	108,551	108,551
5366 M&R EMS Equip	22,957	24,825	47,981	43,286	43,286	42,536
5367 M&R Office Equip	58,441	81,376	100,812	98,555	98,555	98,555
5368 M&R Computer Equip & Software	431,772	444,399	494,327	544,358	544,358	544,358
5400 Insurance Premium	264,282	268,969	323,650	328,626	328,626	328,626
5410 General Legal	182,477	187,595	197,600	215,600	215,600	215,600
5411 Collective Bargaining	14,127	12,232	25,000	20,000	20,000	20,000
5412 Audit & Related Filing Fees	41,525	27,034	46,000	46,000	46,000	46,000
5413 Consultant Fees	117,913	138,750	189,100	169,100	169,100	169,100
5414 Other Professional Services	505,350	559,591	471,484	566,672	566,672	721,122
5415 Printing	34,813	36,912	44,397	43,100	43,100	43,100
5416 Custodial & Bldg Services	56,271	106,546	154,263	145,069	145,069	145,069
5417 Temporary Services	258,821	151,448	164,688	107,992	107,992	107,992
5418 Trustee/Administrative Fees	22,488	24,744	33,800	32,800	32,800	32,800
5419 Chaplains Reimbursement	15,223	15,822	20,000			
5420 Dispatch	1,342,918	1,393,250	1,527,754	1,579,995	1,579,995	1,579,995
5421 BOD Allowance	4,750	6,450	6,250	6,000	6,000	6,000
5430 Telephone	289,339	288,605	264,764	297,968	297,968	259,568
5432 Natural Gas	120,773	122,463	151,401	143,943	143,943	143,943
5433 Electricity	334,023	391,119	442,917	436,475	436,475	436,475
5434 Water/Sewer	102,386	126,156	129,740	141,190	141,190	141,190
5436 Garbage	46,733	47,412	58,325	55,714	55,714	55,714
5437 Cable Access	263,696	250,056	229,096	229,774	229,774	229,774
5445 Rent/Lease of Building	96,410	97,447	99,351	104,402	104,402	104,402
5450 Rental of Equip	16,045	7,791	11,810	12,790	12,790	12,790
5461 External Training	51,432	59,217	111,632	92,314	92,314	92,314

General Fund, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
5462 Travel and Per Diem	125,315	114,955	158,810	160,488	160,488	160,488
5471 Citizen Awards	4,570	2,691	4,625	4,100	4,100	4,100
5472 Employee Recog & Awards	12,608	10,993	19,150	19,904	19,904	19,904
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	7,376	7,558	9,500	9,500	9,500	9,500
5480 Community Events/Open House	14,055	10,341	22,120	19,270	19,270	19,270
5481 Community Education Materials	16,042	25,848	28,477	32,869	32,869	32,869
5482 Badges/Pencils/Handout/Hats	21					
5484 Postage UPS & Shipping	13,698	38,110	59,678	47,099	47,099	47,099
5500 Dues & Subscriptions	40,952	42,599	60,661	56,018	56,018	56,018
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing	2,810	35,653	6,460	41,817	41,817	41,817
5570 Misc Business Exp	35,023	50,815	67,944	56,652	56,652	56,652
5571 Planning Retreat Expense	8,130	3,404	11,550	7,650	7,650	7,650
5572 Advertis/Public Notice	41,259	43,515	58,360	56,500	56,500	56,500
5573 Inventory Over/Short/Obsolete	(3,809)	(4,431)	6,000	6,000	6,000	6,000
5574 Elections Expense		58,361		80,000	80,000	80,000
5575 Laundry/Repair Expense	96,628	30,866	127,343	125,385	125,385	125,385
Total Materials & Services	7,457,908	7,783,312	9,278,435	9,217,541	9,217,541	9,343,951
5800 Transfers Out	4,681,029	3,525,319	5,981,422	3,558,592	3,558,592	3,558,592
Total Op Transfer Out	4,681,029	3,525,319	5,981,422	3,558,592	3,558,592	3,558,592
5900 Contingency			5,602,643	5,628,549	5,628,549	5,502,102
Total Contingency			5,602,643	5,628,549	5,628,549	5,502,102
5999 Budgeted Ending Fund Balance	32,870,969	33,873,849	18,938,453	21,062,473	21,062,473	21,062,473
Total Ending Fund Bal	32,870,969	33,873,849	18,938,453	21,062,473	21,062,473	21,062,473
Total General Fund	102,041,011	105,386,459	105,337,622	107,733,261	107,733,261	107,753,261

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Board of Directors

Fund 10 • Directorate 01 • Division 10 • Department 120

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services				\$1,000
Materials and Services	\$34,631	\$92,679	\$41,200	118,820
Total Expenditures	\$34,631	\$92,679	\$41,200	\$119,820

2012-13 SIGNIFICANT CHANGES

The significant increase in this budget is due to budgeting elections expense for Board Member elections, as it is an election year. Consultant fees of \$12,000 are budgeted for legislative expenses. Additional budgeted expenses include \$3,600 legal expenses for monthly Board meetings and workshops, \$6,000 allowance for Board member meeting reimbursements, \$1,500 for Board Member conference registrations, \$4,000 in travel and per diem, and \$2,000 for dues and subscriptions for District membership fees to the Special Districts Association of Oregon and the Oregon Fire District Directors Association, among others.

STATUS OF 2011-12 SERVICE MEASURES

- Provide policy direction to the District.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Board policy review, input at Board and Budget Committee meetings, and action upon request.
Status or Outcome: Board policies are reviewed by the Board of Directors on a monthly basis and are either updated or maintained as is.

- Provide direction to the District on the Washington County urbanization process.

Goal(s): VII, VIII
Service Type(s): Essential
Measured By: Participation in phase II of the process with regional partners focusing on unincorporated urbanized areas.
Status or Outcome: Process continues, as there are several Urban Reserves that have been designated that will have some form of impact - positive or negative - on the District.

Board of Directors, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Strategic regional coordination** – In an effort to establish safer communities and ensure ongoing service provisions, emphasize policy positions that maximize preparedness for catastrophic events, and leverage existing systems/infrastructure in which the District has already invested. Specific attention should be paid to regional radio, regional CAD, regional preparedness (UASI, MACS), and regional risk reduction strategies.

Goal(s)/Call(s) for Action: III, VII, VIII
Budget Impact: Resource neutral
Duration: Year 1 of 5
Budget Description: None
Partner(s): Washington County Consolidated Communications Agency (WCCCA), C800, Office of Consolidated Emergency Management (OCEM), Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties.
Status or Outcome: Ongoing. Current discussions include regional radio planning. CAD planning and significant progress towards the development and implementation of the Regional Disaster Preparedness Organization.

2011-12 ADDITIONAL ACCOMPLISHMENTS

- Randy Lauer was sworn in as a new Board Member of the District (Position 4), and Brian Clopton was reelected (Position 5). Both will serve four year terms.
- Board of Director officer appointments were made: Clark Balfour – President, Robert Wyffels – Vice President, and Brian Clopton – Secretary/Treasurer.
- Participated in joint Board/Council meetings with the Washington County Commissioners, Clackamas County Commissioners, City of West Linn, Clackamas County Fire District #1, City of Wilsonville, and City of Tualatin.

2012-13 SERVICE MEASURES

- **Provide policy direction to the District.**

Goal(s): VII
Service Type(s): Mandatory
Measured By: Board policy review, input at Board and Budget Committee meetings, and action upon request.

- **Provide direction to the District on the Washington County urbanization process.**

Goal(s): VII, VIII
Service Type(s): Essential
Measured By: Participation in phase II of the process with regional partners focusing on unincorporated urbanized areas.

2012-13 CHANGE STRATEGIES

- **Strategic regional coordination** – In an effort to establish safer communities and ensure ongoing service provisions, emphasize policy positions that maximize preparedness for catastrophic events, and leverage existing systems/infrastructure in which the District has already invested. Specific attention should be paid to regional radio, regional CAD, regional preparedness (UASI, MACS), and regional risk reduction strategies.

Goal(s)/Call(s) for Action:	III, VII, VIII
Budget Impact:	Resource neutral
Duration:	Year 2 of 5
Budget Description:	None
Partner(s):	Washington County Consolidated Communications Agency (WCCCA), C800, Office of Consolidated Emergency Management (OCEM), Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties.

Board of Directors, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10120 General Fund						
5270 Uniform Allowance				1,000	1,000	1,000
Total Personnel Services				1,000	1,000	1,000
5300 Office Supplies	26	60	75	100	100	100
5301 Special Department Supplies	154	474	150	200	200	200
5306 Photography Supplies & Process		150				
5410 General Legal	2,242	2,619	3,600	3,600	3,600	3,600
5413 Consultant Fees	12,000	12,000	12,000	12,000	12,000	12,000
5414 Other Professional Services		5				
5415 Printing	81	18				
5421 BOD Allowance	4,750	6,450	6,250	6,000	6,000	6,000
5461 External Training	870	799	2,000	1,500	1,500	1,500
5462 Travel and Per Diem	5,005	1,915	5,000	4,000	4,000	4,000
5480 Community Events/Open House		50				
5500 Dues & Subscriptions	1,955	500	1,925	2,000	2,000	2,000
5570 Misc Business Exp	3,655	4,704	6,000	5,220	5,220	5,220
5572 Advertis/Public Notice	3,893	4,575	4,200	4,200	4,200	4,200
5574 Elections Expense		58,361		80,000	80,000	80,000
Total Materials & Services	34,631	92,679	41,200	118,820	118,820	118,820
Total General Fund	34,631	92,679	41,200	119,820	119,820	119,820

Civil Service Commission

Fund 10 • Directorate 01 • Division 11 • Department 110

PROGRAM DESCRIPTION

This activity accounts for the District's employee Civil Service program. The budget supports the employment application processes, testing, job description review, and hearings processes, all of which are handled by a Civil Service Examiner and a five person Civil Service Committee, as appointed by the Board of Directors.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$10,554	\$58,489	\$42,571	\$48,227
Materials and Services	21,547	21,833	28,415	21,406
Total Expenditures	\$32,101	\$80,322	\$70,986	\$69,633

2012-13 SIGNIFICANT CHANGES

The 2012-13 budget depicts an overall increase in personnel costs of \$5,656 due to the the cost of overtime relief for personnel participating in promotional interview processes. The District has also partnered with National Testing Network (NTN) to implement an open and continuous firefighter testing process.

Highlights within Materials and Services represent funding of \$13,934 in Other Professional Services for the contract with the Chief Examiner of \$9,600, and \$4,334 to administer the open and continuous testing process; \$2,000 of Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements. Account 5471, Citizen Awards, \$1,300, provides nominal awards for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$2,172, represents the anticipated number of meals provided to interview panels and assessment testers.

STATUS OF 2011-12 SERVICE MEASURES

- **Continue to refine and improve examinations** in order to identify the best candidates to fill Civil Service vacancies.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Examination outcomes, which produce eligible lists, enabling the District to select among highly qualified candidates.
Status or Outcome: Ongoing

- **Complete and implement** revisions to Civil Service classification specifications.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Completion and implementation of remaining Integrated Operations line classification specifications using firefighter as basis.
Status or Outcome: Battalion Chief classification specification revised, leaving the Captain class specification remaining to be revised in the most recent format.

Civil Service Commission, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Recruit new Civil Service commissioner.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Board of Directors recruitment and appointment of a new Commissioner should there be a vacancy during the fiscal year.
Status or Outcome: Resignation once indicated will not occur as anticipated during this or next fiscal year.

STATUS OF 2011-12 CHANGE STRATEGIES

- Implement and manage new open and continuous testing processes for firefighters.

Goal(s): VI
Budget Impact: Decrease anticipated
Duration: Year 1 of 1
Budget Description: More cost effective in an open and continuous testing model
Partner(s): Integrated Operations
Status or Outcome: Complete. The District entered into a contract with National Testing Network early in 2011 to provide application, testing and list management services for firefighter candidates. In the fall of 2011, the District utilized the resulting eligible list successfully to begin its selection process for a subsequent academy.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- As part of a five-year effort to orient the Civil Service Commissioners to the conceptual framework of how the District designs, develops, and conducts promotional examinations, District staff presented the third of three presentations to the Commission.
- Both Training Officer (EMS and Fire) classification specifications were revised and brought before the Commission for approval.

Civil Service Commission, continued

2012-13 SERVICE MEASURES

	FY 08-09	FY 09-10	FY 10-11	FY 11-12 estimated	FY 12-13 projected
Number of Civil Service selection processes completed	9	5	9	10	15
Number of Civil Service examinations (to develop eligible lists)	8	2	5	7	3
Number of Civil Service Commission meetings	3	7	5	5	5
Number of appeals heard before Commission	1	0	1	1	1
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
Ratio of actual time to establish eligible list, to anticipated time to establish eligible list (promotional exams)	--	--	--	--	1.0
Number of classification specifications revised and approved by Commission	0	3	3	2	2
Percentage of employees hired into Civil Service classifications who completed trial service during period	92% (23/25)	86% (12/14)	88% (14/16)	92% (23/25)	90%
Percentage of employees promoted into Civil Service classification who completed trial service during period	100% (12/12)	96% (22/23)	100% (6/6)	93% (14/15)	95%

- Continue to design, develop, and conduct equitable, timely, and effective entrance and promotional examinations for Civil Service classifications to meet the needs of the District.

Goal(s): I/5, V, VI
Service Type(s): Mandatory
Measured By: Equity measured in part by the number of instances of Commission or other regulatory or judicial body's action taken to address exam irregularities. Timeliness for promotional exams measured by ratio of actual duration between request and establishment of eligible list in relation to that established at the outset of the planning process.

- Continue to manage selection processes from eligible lists for Civil Service positions in an equitable manner with effective staffing outcomes.

Goal(s): I/5, V, VI
Service Type(s): Mandatory
Measured By: Equity measured in part by the number of instances of Commission or other regulatory or judicial body's action taken to address exam irregularities. Effectiveness of staffing outcomes measured by percentage of employees hired or promoted into Civil Service classifications who complete trial service.

Civil Service Commission, continued

2012-13 SERVICE MEASURES, CONTINUED

- Continue to update classification specifications as needed to accurately reflect duties and requirements.

Goal(s):	I/5, V, VI
Service Type(s):	Mandatory
Measured By:	Accuracy measured in part by number of instances of Commission or other regulatory or judicial body's action taken to address inaccuracy in classification specifications.
Measured By:	Completion and implementation of remaining Integrated Operations line classification specifications using firefighter as basis.

2012-13 CHANGE STRATEGIES

- **Explore working with Ergometrics** to analyze correlation between test scores and job performance of firefighter candidates hired since the District adopted the FireTEAM test.

Goal(s)/Call(s) for Action:	VI
Budget Impact:	Resource neutral
Duration:	Year 1 of 1
Budget Description:	No direct budget impact expected, as this endeavor should be of mutual benefit to the District and Ergometrics.
Partner(s):	None

Civil Service Commission, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10110 General Fund						
5002 Salaries & Wages Nonunion	300					
5102 Duty Chief Relief	292	6,358	1,989	1,402	1,402	1,402
5120 Overtime Union	6,832	37,954	30,157	22,441	22,441	38,604
5121 Overtime Nonunion			400	800	800	800
5201 PERS Taxes	1,338	8,434	6,496	4,919	4,919	4,919
5203 FICA/MEDI	492	3,304	2,490	1,885	1,885	1,885
5206 Worker's Comp	1,250	2,123	814	444	444	444
5207 TriMet/Wilsonville Tax	49	299	225	173	173	173
5208 OR Worker's Benefit Fund Tax	3	17				
Total Personnel Services	10,554	58,489	42,571	32,064	32,064	48,227
5300 Office Supplies	168		250			
5301 Special Department Supplies	10					
5306 Photography Supplies & Process	22					
5323 Food Service	835					
5410 General Legal	8,940	864	2,000	2,000	2,000	2,000
5414 Other Professional Services	9,425	15,613	15,550	13,934	13,934	13,934
5415 Printing	725		750			
5450 Rental of Equip	103					
5462 Travel and Per Diem	12					
5471 Citizen Awards	196	1,150	2,025	1,300	1,300	1,300
5570 Misc Business Exp	99	3,743	3,840	2,172	2,172	2,172
5572 Advertis/Public Notice	1,011	464	4,000	2,000	2,000	2,000
Total Materials & Services	21,547	21,833	28,415	21,406	21,406	21,406
Total General Fund	32,102	80,322	70,986	53,470	53,470	69,633

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Fire Chief's Office

Fund 10 • Directorate 01 • Division 15 • Department 150

PROGRAM DESCRIPTION

This budget category includes the traditional operations of the Fire Chief/Administrator's office and includes District Command personnel and emergency planning functions. The department provides direction, supervision, coordination, and general support to the District's operations.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,668,706	\$2,212,314	\$1,894,768	\$1,837,344
Materials and Services	284,786	409,802	784,853	832,426
Total Expenditures	\$1,953,492	\$2,622,116	\$2,679,621	\$2,669,770

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	2012-13 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	0.00	1.00	1.00	1.00
Chief Financial Officer	0.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Executive Officer	1.00	1.00	0.00	0.00
Division Chief	1.00	0.00	0.00	0.00
Project Coordinator	1.00	0.00	0.00	0.00
Fire Marshal*	0.00	1.00	1.00	0.00
Business Manager	0.00	1.00	1.00	1.00
Partnership and Public Information Manager	0.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Records Specialist	0.00	1.00	1.00	1.00
Administrative Assistant II	1.00	0.00	0.00	0.00
Administrative Assistant I	0.50	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	9.50	12.00	11.00	10.00

*Note: Fire Marshal moved to Cost Center 10160 – Central Integrated Operations, effective July 1, 2012.

Fire Chief's Office, continued

2012-13 SIGNIFICANT CHANGES

The decrease in Personnel Services for this budget reflects the transfer of the Fire Marshal position to the Central Integrated Operations Division, offset by salary and benefit increases and increased funding in account 5015, Vacation Sold, based on 2011-12 actual expenditures.

Materials and Services increased due to increases in General Legal, account 5410 and 5414, Other Professional Services. The increase in account 5414 is due to a \$50,000 placeholder for GIS enterprise consulting and integration.

The Command and Business Operations Center budget, since 2011-12, reflects the building's costs in the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, 5436; Custodial Services in account 5416 and Building Maintenance account 5361. Items included in Building Maintenance include external contracts for the heating system, UPS systems, HVAC, generator systems, window cleaning, and alarm and access entry monitoring. Account 5350 includes generator fuel expenses for the weekly running and testing of the facility's generators designed to keep the command center running 78 hours without external power. To meet regulations, the generators are cycled weekly. Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413; provides for the District's fire service lobbying contract; and account 5414, Professional Services, reflects funding for demographic research, strategic planning, land use services, GIS integration, and other matters on issues as directed by the Board of Directors. Account 5484, Postage, contains \$29,000 for District-wide annual publication of "Safety Matters."

STATUS OF 2011-12 SERVICE MEASURES

- **Participate in intergovernmental initiatives** with the potential to enhance service provisions, increase cooperation, and/or create efficiencies or cost savings for the District.

Goal(s): I, VII
Service Type(s): Management
Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts
Status or Outcome: On July 1, 2011, TVF&R entered into a one-year intergovernmental agreement to provide fleet services to Clackamas Fire District #1.

- **Administration of the District's records management system** as required by local, state, and federal guidelines.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.
Status or Outcome: The District's records management system includes the establishment of a TVF&R-specific Records Retention Schedule, management of records policies and procedures, creation of designated records storage, and education and training provided to District personnel. The system is led by the Records Specialist and a representative from each division has been appointed to serve as a member of the Records Management Committee.

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Direct the management of all bond projects** in accordance with established schedules, laws, budget, and ensure strategic communication and community outreach.

Goal(s): II, VI, VII, VIII
Service Type(s): Management
Measured By: The District Capital Bond program will be completing the Command and Business Operations Center (CBOC) and planning, with some construction starting on Station 56/South Operating Center (SOC), Station 65, and Station 68, this fiscal year.
Status or Outcome: With the exception of Station 68, capital construction projects scheduled for this time period have been completed on time and on budget. (Station 68's land use application was put on hold in the fall of 2011, following an Oregon Land Use Board of Appeals [LUBA] ruling). Proactive community outreach has been a priority for all construction projects to include community meetings, knock-and-talk events, letters from the Fire Chief, email notices, and a capital construction report card featured in the 2011 Safety Matters mailed to every home in TVF&R's service area. A Bond Management Organizational structure was created and meets monthly to oversee and discuss the management, finance, logistics, and communication needs of all projects.

- **Administration of the District's risk management process.**

Goal(s): IV, VI
Service Type(s): Essential
Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.
Status or Outcome: Fire Chief's Office staff continues to collect this information and route to the appropriate departments and personnel based upon type and severity of the reported event.

- **Facilitate internal District communications.**

Goal(s): II
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.
Status or Outcome: In May 2011, TVF&R hired Campbell DeLong Research, Inc. (CDRI) to conduct several employee focus groups. While the primary purpose was to inform the design of community focus group research for external communications, there was valuable feedback pursuant to successful internal communications. This feedback was incorporated into a formal Internal Communications Plan with activities designed to reinforce TVF&R's mission, core values, and direction; clarify the organizational path and provide tools to employees; and ensure consistent messaging across the District.

Fire Chief's Office, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Diversity** – Establish a chartered committee to develop, implement, and nourish diversity at TVF&R.

Goal(s)/Call(s) for Action: V/A
Budget Impact: Increase required
Duration: Year 1 of 5
Budget Description: Resource neutral
Partner(s): District-wide
Status or Outcome: At the direction of the Fire Chief, the Diversity Taskforce has been chartered and is led by the Integrated Operations Assistant Chief, is working to establish internal and external objectives and develop the frame for moving forward with the diversity strategy.

- **Residential Sprinklers** – Implement construction tradeoffs proposal in cooperation with the Home Builders Association in TVF&R's service area.

Goal(s)/Call(s) for Action: I/G
Budget Impact: Resource neutral
Duration: Year 4 of 4
Budget Description: None
Partner(s): Integrated Operations, Home Builders Association
Status or Outcome: The extent of this Change Strategy has been satisfied; it will not move forward to next year.

- **Establish value position** – The District offers value to its citizens. To better understand and enhance the value offered, four key factors must continue to be present and matured: 1) understanding and utilizing the demographics of the service area; 2) communicating strategically with those various demographics; 3) maximizing innovative service programs; and 4) seeking diversification in financial stability. Specific steps should include continued demographic studies, citizen polling, development of audience-based information graphics, and further exploration/implementation of EMS systems, including daily physician services. Lastly, a purposeful long-range financial plan that contemplates all aspects of potential taxation, available alternate revenue, and operating expenses.

Goal(s)/Call(s) for Action: II/D, VII/A, VIII/A, D, and G
Budget Impact: Increase required
Duration: Year 3 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Planning, Finance, Human Resources, strategic external partners
Status or Outcome: Several efforts have been carried out this fiscal period including demographic data utilization; broad reaching communication efforts and mitigation innovation, such as the partnership established with Washington County Housing Authority; and development of new long-term financial plans. While efforts have been made, work still needs to be done around information graphics and EMS system integration.

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Community preparedness is core** – TVF&R's mission is to establish, enhance, and support safer communities, not only in its service area, but across the region. This work must be done through multiple roles of community risk reduction, preparedness (individual, community, and organizational), response, and partnerships. Work with various government agencies at county, regional, and state levels to develop coordinated, multidisciplinary response to disasters and other significant events.

Goal(s)/Call(s) for Action: III/A, D, and E; VI/A
Budget Impact: Increase required
Duration: Year 4 of 5
Budget Description: Staff time, additional materials, supplies, and equipment
Partner(s): Integrated Operations, Planning, Logistics, Emergency Management, Training/Safety, strategic external partners
Status or Outcome: In this year's citizen poll, the District did attempt to test its communities' understanding and support of emergency preparedness and it produced mixed results. This demonstrates the continued need to emphasize this role within the District's communities and to bolster those preparedness efforts already underway.

- **Improve non-EMS data collection** – Improve the District's non-EMS data collection and reporting through training, technology, and a structured review process.

Goal(s)/Call(s) for Action: I/F, VI/E
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Funds for the Integrated Operations Quality Improvement Committee to meet regularly, with the committee's primary goal of understanding the scope of this problem and identifying those processes in need of improvement. Based upon the problem analysis, the committee will develop Process Action Teams (PATs) focused on specific areas (data, review, training, etc.), who will research and recommend solutions. The first year (possibly two) will require a minimal increase in funding (primarily overtime) for meetings and project work. Future funding needs may include modifications to the incident reporting system, mobile data computers, development of training scenarios, or other applications as determined by the needs analysis of the PATs.
Partner(s): Communications, Information Technology, Integrated Operations, Training
Status or Outcome: The Operations Quality Improvement (QI) Committee has established a Process Action Team (PAT) focused on three priorities: fire report review, reporting system updates, and training. Initial report review is underway to establish a base understanding of the fire reporting issues as well as education for the PAT members in the National Fire Incident Reporting System (NFIRS) requirements. Updates to the OnSceneRMS incident reporting system are also being made to assist in automating aspects of the program to prevent data errors when possible. Training documentation is simultaneously being developed and will be disseminated regularly to provide continual education to crews, and eventually create the Training Plan for all personnel.

Fire Chief's Office, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Refine records management** – Develop procedures and tools to improve the District's records management system.

Goal(s)/Call(s) for Action:	III/B, VI/B and C, VII/B
Budget Impact:	Resource neutral
Duration:	Year 1 of 3
Budget Description:	Funding neutral in the first year of analysis with each department to understand the scope of the District's records management needs. Increase in funding may be required in year two or three to implement a formalized electronic records management system.
Partner(s):	All departments
Status or Outcome:	<p>A complete inventory of the District's records was conducted and records not addressed by the State of Oregon in their General Records Retention Schedule for Special Districts were identified. The Records Specialist has been working with the state to create a special schedule for these records in order to determine retention requirements. As the inventory of the District's records was conducted, a need for designated storage for District records was also identified. Several locations were assessed, and storage space meeting state guidelines has been dedicated to future records storage. Shelving and other materials necessary to convert the space have been budgeted for in fiscal year 12-13.</p> <p>With the help of the Records Management Committee, the Records Specialist has begun to revise, create, and implement records management policies and procedures. The Board recently approved the creation of Board Policy <i>Section 12: Business Operations</i>, under which the newly revised Records Management Policy will reside.</p>

2011-12 ADDITIONAL ACCOMPLISHMENTS

- Developed a District communications strategy that addresses both internal and external needs.
- Conducted a Fire Chief's Office tabletop exercise that identified both strengths and weaknesses in District processes, procedures, and policies.
- Completely revised the 2011 Standards of Coverage, and subsequently engaged the Board of Directors for its adoption.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Projected
Reaccreditation Achieved ¹	✓	n/a	n/a	n/a
Accreditation Annual Report Submitted	n/a	✓	✓	✓
Strategic Plan Update	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓
Demographic/Population Study Update	✓	✓	-	✓
Public Attitude Survey Conducted ²	n/a	n/a	✓	n/a
Percentage of Citizens Identifying TVF&R as Their Fire Department	n/a	n/a	75%	75%
Percentage of Citizens Identifying TVF&R as Their EMS Provider	n/a	n/a	53%	58%
Ad Equivalency of News Stories Calculated ²	\$454,114	\$413,633	*	\$400,000
Community Academy Graduates	9	0	9	9

¹ Conducted every five years.

² Conducted every other year.

- **Participate in intergovernmental initiatives** with the potential to enhance service provisions, increase cooperation, and/or create efficiencies or cost savings for the District.

Goal(s): I, VII
Service Type(s): Management
Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts.

- **Direct the management of all bond projects** in accordance with established schedules, laws, budget, and ensure strategic communication and community outreach.

Goal(s): II, VI, VII, VIII
Service Type(s): Management
Measured By: Ongoing. The District Capital Bond program will be completing the Command and Business Operations Center (CBOC) and planning, with some construction starting on Station 56/South Operating Center (SOC), Station 65, and Station 68, this fiscal year.

- **Administration of the District's records management system** as required by local, state, and federal guidelines.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.

- **Administration of the District's risk management process.**

Goal(s): IV, VI
Service Type(s): Essential
Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.

Fire Chief's Office, continued

2012-13 SERVICE MEASURES, CONTINUED

- Facilitate internal District communications.

Goal(s): II
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

- Administration of the District's risk management process.

Goal(s): IV, VI
Service Type(s): Essential
Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.

- Facilitate internal District communications.

Goal(s): II
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

2012-13 CHANGE STRATEGIES

- **Diversity** – Establish a chartered committee to develop, implement, and nourish diversity at TVF&R.

Goal(s)/Call(s) for Action: V
Budget Impact: Increase required
Duration: Year 2 of 5
Budget Description: Staff time, additional materials and supplies.
Partner(s): District-wide

- **Establish value position** – The District offers value to its citizens. To better understand and enhance the value offered, four key factors must continue to be present and matured: 1) understanding and utilizing the demographics of the service area; 2) communicating strategically with those various demographics; 3) maximizing innovative service programs; and 4) seeking diversification in financial stability. Specific steps should include continued demographic studies, citizen polling, development of audience-based information graphics, and further exploration/implementation of EMS systems, including daily physician services. Lastly, a purposeful long-range financial plan that contemplates all aspects of potential taxation, available alternate revenue, and operating expenses.

Goal(s)/Call(s) for Action: II/4, VII/1, VIII/1, 3, and 6
Budget Impact: Increase required
Duration: Year 4 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Planning, Finance, Human Resources, strategic external partners

2012-13 CHANGE STRATEGIES, CONTINUED

- **Community preparedness is core** – TVF&R's mission is to establish, enhance, and support safer communities, not only in its service area, but across the region. This work must be done through multiple roles of community risk reduction, preparedness (individual, community, and organizational), response, and partnerships. Work with various government agencies at county, regional, and state levels to develop coordinated, multidisciplinary response to disasters and other significant events.

Goal(s)/Call(s) for Action: II, III, VI/1
Budget Impact: Increase required
Duration: Year 5 of 5
Budget Description: Staff time, additional materials, supplies, and equipment
Partner(s): Integrated Operations, Planning, Logistics, Emergency Management, Training/Safety, strategic external partners

- **Improve non-EMS data collection** – Improve the District's non-EMS data collection and reporting through training, technology, and a structured review process.

Goal(s)/Call(s) for Action: I/1, 5 and 7, II/1, VI/D, and VI/6
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Maintain funding in Integrated Operations for the Quality Improvement Committee to meet regularly. Increase in funding in Information Technology to upgrade the electronic reporting system (OnSceneRMS).
Partner(s): Communications, Information Technology, Integrated Operations, Training

- **Refine records management** – Develop procedures and tools to improve the District's records management system.

Goal(s)/Call(s) for Action: III, VI/3, 4 and 5, VII/2
Budget Impact: Increase
Duration: Year 2 of 3
Budget Description: Increase in funding in the North Operating Center, Command and Business Operations Center, and Training Center to begin the implementation of a formalized electronic records management system (shelving, storage cabinets, and standardized archival boxes).
Partner(s): All departments

- **Geographic Information System (GIS) Enterprise** – There is a need to integrate all aspects of the District's data with one common element – the spatial element. While this information has traditionally been used for deployment, it can have significant impacts in other areas of the District, including demographic research and financial planning. The District's current GIS model relies on desktop applications tied to specific personnel (Planning Division) in order to access information and conduct research. In a "served" environment, the District can leverage spatial data by defining the data models, table attributes, and graphic outputs for the server, and then allowing users to access the data without impacting Planning staff. This integration modernizes the current GIS model without requiring the addition of staff.

Goal(s)/Call(s) for Action: I/1, 5 and 7, II/1, V/3, VI/2, 3, 4, 5, and 6, VII/3, VIII/2 and 4
Budget Impact: Increase required
Duration: Year 1 of 4
Budget Description: Increase in funding required in the Fire Chief's Office for consulting and integration services, and in Information Technology for hardware support (servers).
Partner(s): Finance, Information Technology, Planning

Fire Chief's Office, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10150 General Fund						
5002 Salaries & Wages Nonunion	872,093	1,344,752	1,100,596	1,040,316	1,040,316	1,040,316
5004 Vacation Taken Nonunion	30,227	68,286	104,509	76,900	76,900	76,900
5006 Sick Taken Nonunion	10,163	14,554		15,380	15,380	15,380
5008 Personal Leave Taken Nonunion	3,766	5,517		6,591	6,591	6,591
5010 Comp Taken Nonunion	3,899	1,920				
5015 Vacation Sold	53,124	17,675	46,350	70,058	70,058	70,058
5016 Vacation Sold at Retirement	58,365					
5017 PEHP Vac Sold at Retirement	187,356					
5021 Deferred Comp Match Nonunion	18,397	36,246	49,507	55,286	55,286	55,286
5121 Overtime Nonunion	3,338	2,576	3,600	2,000	2,000	2,000
5123 Comp Time Sold Nonunion	874					
5201 PERS Taxes	216,158	249,794	255,108	258,476	258,476	258,476
5203 FICA/MEDI	63,788	89,913	101,562	99,065	99,065	99,065
5206 Worker's Comp	14,858	141,423	33,190	23,309	23,309	23,309
5207 TriMet/Wilsonville Tax	6,967	10,060	9,184	9,088	9,088	9,088
5208 OR Worker's Benefit Fund Tax	271	317	389	354	354	354
5211 Medical Ins Nonunion	82,434	145,735	125,318	113,634	113,634	113,634
5221 Post Retire Ins Nonunion	7,052	10,313	9,900	9,000	9,000	9,000
5230 Dental Ins Nonunion	11,016	19,635	17,143	15,543	15,543	15,543
5240 Life/Disability Insurance	7,165	11,804	12,472	11,904	11,904	11,904
5270 Uniform Allowance	876	3,299	1,400	2,000	2,000	2,000
5290 Employee Tuition Reimburse		11,566	1,500			
5295 Vehicle Allowance	16,517	26,930	23,040	28,440	28,440	28,440
Total Personnel Services	1,668,706	2,212,314	1,894,768	1,837,344	1,837,344	1,837,344
5300 Office Supplies	1,147	535	7,200	6,600	6,600	6,600
5301 Special Department Supplies	1,046	1,143	12,200	11,700	11,700	11,700
5305 Fire Extinguisher			100	100	100	100
5321 Fire Fighting Supplies		108				
5325 Protective Clothing		2,778				
5330 Noncapital Furniture & Equip	172	399	5,000	6,790	6,790	6,790
5340 Software Expense/Upgrades		21				
5350 Apparatus Fuel/Lubricants	3,521	4,293	20,750	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv			97,711	91,034	91,034	91,034
5367 M&R Office Equip		6,855	9,710	10,020	10,020	10,020
5400 Insurance Premium	1,786	2,096	3,000	3,850	3,850	3,850
5410 General Legal	171,295	184,112	192,000	210,000	210,000	210,000
5413 Consultant Fees	19,000	24,000	42,000	48,000	48,000	48,000
5414 Other Professional Services	25,020	54,084	51,210	138,270	138,270	138,270
5415 Printing	43	12,840	20,289	14,300	14,300	14,300
5416 Custodial & Bldg Services			54,596	51,890	51,890	51,890
5417 Temporary Services		125				
5432 Natural Gas			6,000	1,800	1,800	1,800
5433 Electricity			84,000	66,000	66,000	66,000
5434 Water/Sewer			12,000	11,400	11,400	11,400
5436 Garbage			2,940	2,940	2,940	2,940

Fire Chief's Office, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10150 General Fund						
5461 External Training	5,195	5,388	12,953	12,702	12,702	12,702
5462 Travel and Per Diem	26,986	29,191	25,268	24,050	24,050	24,050
5471 Citizen Awards	3,387	970	2,000	2,000	2,000	2,000
5472 Employee Recog & Awards	3,184	354	5,000	5,000	5,000	5,000
5480 Community Events/Open House		358	3,500	1,500	1,500	1,500
5484 Postage UPS & Shipping	161	28,154	49,600	37,270	37,270	37,270
5500 Dues & Subscriptions	13,504	16,091	15,216	15,690	15,690	15,690
5502 Certifications & Licensing			410	520	520	520
5570 Misc Business Exp	8,053	6,113	7,200	5,000	5,000	5,000
5571 Planning Retreat Expense	1,286	1,551	3,000	3,000	3,000	3,000
5572 Advertis/Public Notice		28,244	40,000	40,000	40,000	40,000
Total Materials & Services	284,786	409,802	784,853	832,426	832,426	832,426
Total General Fund	1,953,492	2,622,116	2,679,621	2,669,770	2,669,770	2,669,770

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Emergency Management

Fund 10 • Directorate 01 • Division 75 • Department 750

PROGRAM DESCRIPTION

This cost center funds the District's Emergency Manager, who is tasked with maintaining organizational preparedness for catastrophic events through a combination of planning, training, exercises, building specific supplies for extended response, and developing and implementing seismic mitigation plans and procedures. The Emergency Manager works with counterparts in member cities, partner counties, and other partner agencies, and represents the District on the Washington County Office of Consolidated Emergency Management (OCEM) staff. The Emergency Manager manages the District's Incident Management Team program, oversees deployment of the Mobile Command Center, and serves as the District's compliance officer for the National Incident Management System (NIMS). This position also participates in internal and external public education (preparedness and response), and maintains internal and external emergency management and related websites. The Emergency Manager reports to the Deputy Chief.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Personnel Services	\$134,334	\$136,684	\$149,262	\$153,030
Materials and Services	13,488	6,566	17,626	32,425
Total Expenditures	\$147,822	\$143,250	\$166,888	\$185,455

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2012-13 SIGNIFICANT CHANGES

Personnel Services reflects wage and benefit costs increases, as well as Union overtime for off-duty trainers and exercises for Incident Management team members and city or county exercises. Materials and Services costs reflect an increase in funding for supplies in account 5301 for emergency preparedness due to shelf-life rotation of supplies purchased in 2008. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

STATUS OF 2011-12 SERVICE MEASURES

- **Conduct functional or full-scale exercise** featuring coordination between FOC +/- BHQs and local EOCs +/- field scenes.

Goal: III
Service Types: Mandatory, Essential
Measured By: Participation in exercise development to incorporate TVF&R needs, in coordination with member cities and other local and state agencies; development of evaluation tools to capture measurable objectives; generation of Corrective Action Plan with defined action items and responsible parties.
Status or Outcome: Complete. District participated in county-wide tabletop exercise (TTX) in early April and county-wide full-scale exercise (FSX) in late April. TTX applied recently initiated EOC training and clarified agency roles and expectations. FSX tested newly standardized definitions and protocols for damage assessment and reporting; District also tested disaster communications components in FSX. Finally, the District hosted state/national exercise (Vigilant Guard) involving multiple National Guard units, allowing two District IMTs rare opportunity to engage for full 12-hour operational cycles, as well as integrating with military command and operations. TTX, FSX, and Vigilant Guard all took place over four-week span.

Emergency Management, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Integrate renovated Battalion Headquarters (BHQs) into daily and disaster operations** - Coordinate with project team through renovation/occupation; update operational model and plan for integration with new FOC and District Operating Centers; develop and present orientation, training, drills for Duty Chiefs and potential BHQ staff; incorporate into future exercises.
- | | |
|----------------------------|--|
| Goal: | III |
| Budget Impact: | Resource neutral to moderate increase required |
| Duration: | Year 2 of 3; second-year activities will focus on completing North BHQ and continuing design work/initial site work on the new South Operating Center. |
| Budget Description: | Infrastructure will be part of capital bond projects; additional portable furniture or equipment beyond what is currently in design may be required; training/drills may generate overtime for some attendees (reflected in budget). |
| Partners: | Information Technology, Communications, Facilities, Logistics Administration, Integrated Operations, Media Services |
| Status or Outcome: | Complete. North BHQ renovations and initial testing complete, including activation and use in April exercise; design input provided for SOC. New SOG (11.1.10.1) adopted, establishing requirements for drills in each operating center. |

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Helped local hospital groups with preparedness functions. Providence: assisted in developing and staffing new emergency management positions for their four Portland Service Area hospitals; activities included input on job descriptions, ranking candidates, and interview questions, and participation in interview panel for finalists. Legacy: provided keynote presentation and helped develop/evaluate system-wide supply-chain exercise. Region: maintained role in Hospital Emergency Management Committee and Supply Chain Working Group, including rechartering/retasking latter.
- Member of new US Department of Homeland Security Science & Technology's First Responder Resource Group (FRRG), tasked with identifying and prioritizing technology needs and assessing potential solutions. Served as Chair of Logistics Working Group and member of FRRG Steering Committee.
- As part of follow-up to June 2011 exercise, helped identify local/regional action items for Cities Readiness Initiative (CRI), including those for District and immediate partners. Established District as registered "Push Partner," committing to distributing medications/immunizations to District staff and family, and to staff and family of District cities and Hillsboro, in event of mass medication/ immunization need (e.g., bioterrorism, pandemic, or other large-scale serious disease outbreak). Member of newly formed regional Push Partner Advisory Committee, to address specific needs and help develop Push Partner (including District) capabilities.
- Member, State Crisis Standards of Care General Review Workgroup: overseen by Oregon Health Authority, the Crisis Care Guidance Project was established to follow-up on identified needs from the 2009 H1N1 pandemic. Served on EMS/PSAP Workgroup in fiscal year 2010 and fiscal year 2011; General Review Workgroup established in fiscal year 2012 to review products of EMS/PSAP and five other workgroups and generate comprehensive, internally consistent guidance for Oregon's healthcare sectors.
- Fire/EMS/Emergency Management liaison to regional TITAN Fusion Center: direct interaction with state Fusion Center staff and individual agency reps; direct liaison with local agency intelligence officers, providing two-way information flow between TVF&R crews/day personnel and intelligence officers on potential/ confirmed hazards and suspicious activity, including promulgating situational awareness protocols throughout District. Also served as OCEM's primary contact for disseminating homeland security and related bulletins to public safety, emergency management, public works, and other agency representatives across county and region.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
State earthquake drill requirement met	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓
Exercises/drills: small/single IMT	7	6	5	5
Exercises/drills: IMT+MCO or multi-IMT	3	1	2	2
District-wide exercise	✓	2	✓	✓

- **Conduct functional or fullscale exercise** featuring coordination between FOC +/- BHQs and local EOCs +/- field scenes.

Goal: III
Service Types: Mandatory, Essential
Measured By: Participation in exercise development to incorporate TVF&R needs, in coordination with member cities and other local and state agencies; development of evaluation tools to capture measurable objectives; generation of Corrective Action Plan with defined action items and responsible parties.

2012-13 CHANGE STRATEGIES

- **Develop consistent method of evaluating District preparedness** – Incorporate information from previous exercises, actual incidents, and other indicators to establish meaningful ongoing evaluation of the District's ability to respond and recover as an organization from major emergencies and catastrophes.

Goal(s)/Call(s) for Action: III/1
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: This will require employee time; primarily that of the District Emergency Manager, with input from Integrated Operations and Planning; it should not require specialized equipment.
Partners: Planning, Integrated Operations

- **Integrate renovated Battalion Headquarters (BHQs) into daily and disaster operations** - Coordinate with project team through renovation/occupation; update operational model and plan for integration with new FOC and District Operating Centers; develop and present orientation, training, drills for Duty Chiefs and potential BHQ staff; incorporate into future exercises.

Goal(s)/Call(s) for Action: III/4
Budget Impact: Moderate increase required
Duration: Year 3 of 3; third-year activities will focus on completing and opening new South Operating Center, with the new South BHQ and backup FOC.
Budget Description: Infrastructure will be part of capital bond projects; additional portable furniture and equipment are reflected in this budget; training/drills may generate overtime for some attendees (reflected in budget).
Partners: Information Technology, Communications, Facilities, Logistics Administration, Capital Bond, Integrated Operations, Media Services

Emergency Management, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10750 General Fund						
5002 Salaries & Wages Nonunion	79,665	89,741	80,632	83,133	83,133	83,133
5004 Vacation Taken Nonunion	4,836	1,959	7,975	6,395	6,395	6,395
5006 Sick Taken Nonunion				1,279	1,279	1,279
5008 Personal Leave Taken Nonunion				548	548	548
5015 Vacation Sold	4,751		3,408	3,514	3,514	3,514
5021 Deferred Comp Match Nonunion	1,268	1,301	3,101	3,654	3,654	3,654
5102 Duty Chief Relief			2,382	2,382	2,382	2,382
5120 Overtime Union	3,756	3,512	6,301	6,031	6,031	6,031
5201 PERS Taxes	17,639	18,158	20,099	20,869	20,869	20,869
5203 FICA/MEDI	6,739	6,880	7,941	7,998	7,998	7,998
5206 Worker's Comp	1,730	1,557	2,595	1,882	1,882	1,882
5207 TriMet/Wilsonville Tax	595	636	718	734	734	734
5208 OR Worker's Benefit Fund Tax	28	28	35	35	35	35
5211 Medical Ins Nonunion	10,212	9,934	10,884	11,195	11,195	11,195
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,211	1,127	1,235	1,270	1,270	1,270
5240 Life/Disability Insurance	1,006	951	1,056	1,211	1,211	1,211
Total Personnel Services	134,334	136,684	149,262	153,030	153,030	153,030
5300 Office Supplies	142	126	500	200	200	200
5301 Special Department Supplies	5,479	1,173	1,240	19,339	19,339	19,339
5302 Training Supplies	354		700	750	750	750
5320 EMS Supplies	19		50	50	50	50
5321 Fire Fighting Supplies	3		432	438	438	438
5325 Protective Clothing	3	167	810	408	408	408
5330 Noncapital Furniture & Equip	271	355	1,050	760	760	760
5340 Software Expense/Upgrades				75	75	75
5350 Apparatus Fuel/Lubricants	493	464	550	451	451	451
5364 M&R Fire Comm Equip		150	1,250			
5414 Other Professional Services	1,792		1,500	1,500	1,500	1,500
5415 Printing	1,132	1,468	2,000	2,265	2,265	2,265
5461 External Training		330	625	625	625	625
5462 Travel and Per Diem	1,719	115	2,050	2,050	2,050	2,050
5481 Community Education Materials	63	3	469	469	469	469
5482 Badges/Pencils/Handout/Hats	21					
5500 Dues & Subscriptions	270	305	350	345	345	345
5502 Certifications & Licensing			200			
5570 Misc Business Exp	1,726	1,910	3,800	2,700	2,700	2,700
5571 Planning Retreat Expense			50			
Total Materials & Services	13,488	6,566	17,626	32,425	32,425	32,425
Total General Fund	147,822	143,250	166,888	185,455	185,455	185,455

Human Resources

Fund 10 • Directorate 02 • Division 30 • Department 304

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$717,214	\$688,108	\$804,030	\$854,375
Materials and Services	131,011	65,333	114,865	99,134
Total Expenditures	\$848,225	\$753,441	\$918,895	\$953,509

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	1.00	1.00	1.00
Sr. Benefits Administrator	1.00	1.00	1.00	1.00
Human Resources Data Analyst	1.00	1.00	1.00	1.00
Sr. Employment Coordinator	1.00	1.00	1.00	1.00
Labor Relations Manager	0.50	0.00	0.00	0.00
Behavioral Health Specialist	0.50	0.00	0.00	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00

2012-13 SIGNIFICANT CHANGES

The increase in Personnel Services reflects increased costs of wages and benefits. Union overtime in 5120 provides for relief shift funding for line positions during investigation leaves in the amount of \$10,000 and additional amount of \$2,182 for Goal V Committee work.

Within Materials and Services, account 5411, Collective Bargaining, \$20,000 is budgeted for ongoing labor and employment issues. Other Professional Services, for \$42,070, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity, \$7,500 for supervisory and management development and training, \$5,000 for drug and alcohol testing for pre-employment, and other fees for background checks, personality assessments, and other matters. Account 5570, Miscellaneous Expenses, includes \$2,250 for job fair entry fees, and \$1,000 for awards and promotion ceremonies among other items. Account 5472 includes funding of \$4,000 for retirement recognition and \$6,000 for the Meritorious Awards Ceremony.

Human Resources, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Gather data on injured workers** who return to light duty and submit to SAIF for reimbursement.

Goal(s): VII
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.
Status or Outcome: Between July 1, 2010 and June 30, 2011, the District received a total of \$58,580.96 in reimbursements from SAIF.

- **Successfully attract, select, retain, and promote qualified personnel** to fill non-Civil Service positions.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Timely recruitment, well-organized and coordinated interview and testing processes, and a voluntary hiring manager's survey, which HR requests to be completed after each recruitment process.
Status or Outcome: Successfully completed six recruitments and anticipate an additional four for the remaining of the fiscal year. Feedback from hiring managers via survey has consistently been a rating of 4 - 5 out of 5. Newly promoted or hired employees in non-Civil Service positions last fiscal year to date have successfully completed their trial service periods.

- **Conduct job analysis on new and changing jobs** in order to maintain up-to-date job descriptions, while ensuring jobs are appropriately slotted into the non-represented salary grade chart.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Ongoing analysis of positions, for both content and cost, to ensure the right work is being done and positions are correctly assigned into the appropriate salary grade.
Status or Outcome: All job descriptions have been updated to reflect consistent format template designed in 2008. Formal job analyses have been conducted for several positions, including new positions and several reclassifications.

- **Process annual employee performance evaluations** for the District. Review for content, timeliness, and quality, ensuring that merit pay requests match performance levels as outlined in the budget document.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Continued efforts towards 100% compliance by supervisors and managers for completion of well-written, timely evaluations.
Status or Outcome: After a thorough review of the performance evaluation process, the District has changed the due date for all performance evaluations to July 1st. With all evaluations due on July 1st, a more thorough review can be done for quality and timeliness. Managers will evaluate all employee performance at the same time each year, which aligns all merit-based increases at the same time for budgeting purposes. Evaluation forms and processes have also been revised as part of the cycle change.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Support the development and implementation of a multi-year diversity outreach plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s)/Call(s) for Action: V/A
Budget Impact: Could be significant based on recommendations of steering committee.
Duration: Year 2 of 5
Budget Description: With a diversity/outreach plan, the District can systematically work towards educating employees on the importance of a diverse workforce, increasing the diversity, and enabling improvement of diversity statistics to more closely reflect the community.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office
Status or Outcome: Selected by the Fire Chief, a diversity taskforce will complete the identified diversity plan and deliverables for the first year of the plan. Taskforce meetings are ongoing as they formulate strategies to accomplish the goal.

- **Develop a competency based model for organizational advancement** - to be used in job descriptions, employee selection, professional development, performance evaluations, and succession planning.

Goal(s)/Call(s) for Action: V, VI/C and D
Budget Impact: Some budget impact is expected during the training and implementation phase.
Duration: Year 1 of 3
Budget Description: Years 1 and 2 will require training of staff in the competency-based model of employee development.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office
Status or Outcome: Training occurred in September 2011, to begin the process for implementing a competency-based program for organizational talent management. Staff will continue to develop a well-structured multi-functional program; however, efforts have already begun to initially address competency-based job evaluation and job descriptions, as well as short- and long-term developmental opportunities. This will be replaced in fiscal year 2012-13 with an expanded Change Strategy having a duration of five years.

- **Develop a sustainable supervisor/manager/leadership training program** for line and non-line employees.

Goal(s)/Call(s) for Action: VI/C and D
Budget Impact: Budget as necessary for delivery of an ongoing training program focused on development of employees as supervisors and managers.
Duration: Year 1 of 2
Budget Description: The first step will be to evaluate various training/tracking methods. Once a delivery system is selected, work with identified vendor to build a sustainable supervisory development program.
Partner(s): Training, Integrated Operations, Fire Chief's Office
Status or Outcome: Several options are being considered to create a sustainable, ongoing training program to increase supervisor and managerial skills among staff with leadership responsibilities. Options include web-based training, classroom training, and on-site programs. The first phase of the program should be implemented by the end of fiscal year 11/12.

Human Resources, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- Go out for bid on third party administrator for applicable employee benefits.

Goal(s)/Call(s) for Action:	IV, VIII
Budget Impact:	Resource neutral
Duration:	Year 1 of 1
Budget Description:	The District's third party administrator manages the Health Reimbursement Account (HRA) and Flexible Spending Account (FSA) programs for District employees.
Partner(s):	Finance
Status or Outcome:	HR received bids from four vendors and selected Genesis Employee Benefits as the new third party administrator. The plan selected is paperless (which is in keeping with the District's sustainability objective) and is also more cost effective than the prior third party administrator. Union represented employees will move to the new provider at the beginning of fiscal year 12/13, with their July benefits renewal.

2011-12 ADDITIONAL ACCOMPLISHMENTS

- Comprehensive revisions were completed to the five Standard Operating Guidelines (SOGs) effecting pay practices. These changes support the change to a July 1st focal performance evaluation date for all employees, and define and align policies to assure they reflect current practices and directives from the Fire Chief's Office.
- Conducted first benefits open enrollment process for non-Union staff that was entirely electronic and completely paperless.
- After moving to an open and continuous process for testing and entrance list creation for firefighters, selected the first group of candidates from the new list for the 12-01 Academy.
- House Bill 3207 changed requirements for employer treatment of military veteran job applicants. The changes were unclear and ambiguous. The District's Human Resources Manager actively engaged in the legal process and successfully had the language changed in order to create more clarity for public employers.
- Utilizing MUNIS, staff created an automated notification process for individuals on the District's job interest list, a process that was previously managed through paper and e-mail.

2012-13 SERVICE MEASURES

- Gather data on injured workers who return to light duty and submit to SAIF for reimbursement.

Goal(s):	VII
Service Type(s):	Essential
Measured By:	Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.

- Successfully attract, select, retain, and promote qualified personnel in all District positions.

Goal(s):	VI
Service Type(s):	Mandatory
Measured By:	The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted, all reflect overall success in employment actions.

2012-13 SERVICE MEASURES, CONTINUED

- **Ongoing analysis of positions** to assure jobs are appropriately classified within the District's salary structure.

Goal(s): VI
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to assure that the correct work is being performed for any given position, and that positions are correctly placed in the District's salary structure as compared to both the external market and other positions internal to the organization.

- **Administration of the annual performance evaluation process** to include written appraisals as well as ongoing feedback to employees in regards to their work performance.

Goal(s): VI
Service Type(s): Essential
Measured By: 100% compliance for all employees to receive a written performance evaluation annually on July 1st delivered during a face-to-face meeting with their manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss feedback both positive and negative.

- **Process personnel actions with 100% accuracy**, with actions entered into MUNIS reflecting intentions of authorizing manager.

Goal(s): VI
Service Type(s): Mandatory
Measured By: No payroll or benefits errors as a result of processing personnel actions and data entry into MUNIS each payroll cycle.

Human Resources, continued

2012-13 SERVICE MEASURES, CONTINUED

	FY 08-09	FY 09-10	FY 10-11	FY 11-12 estimated	FY 12-13 projected
HR FTE	6.0	6.0	6.0	6.0	6.0
Total number of employees	412	427	441	449	457
Union	310	318	328	330	337
Non-Union	106	113	113	119	120
Total number of volunteers	71	66	56	59	62
Number of employees hired	25	28	34	21	16
Volunteers onboarded	13	15	13	13	13
Number of employee separations	10	9	8	4	4
Number of volunteer separations	6	20	23	10	10
Number of employee retirements	10	4	12	9	4
Average number of Union employees on STD (short term disability) per week	3.3	3.2	4.9	4.5	4.7
Average duration of weeks on STD per employee	9.8	10.5	11.1	11.5	11.6
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	12.5	14.3	13.4	13.0	13.5
Number of selection processes completed (Total)	21	20	21	20	25
Civil Service	9	5	9	10	15
Non-Civil Service	12	15	12	10	10
Turnover percentage (<i>not including retirements</i>)	N/A	2.1%	1.9%	1.8%	2.0%
Turnover percentage (<i>including retirements</i>)	N/A	3.7%	4.6%	3.0%	4.0%
Number of applications processed	1115	890	573	369	600

2012-13 CHANGE STRATEGIES

- **Support the development and implementation of a multi-year diversity plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s)/Call(s) for Action: V/A, B, C, 1, 2, and 3
Budget Impact: Could be significant based on recommendations of steering committee
Duration: Year 3 of 5
Budget Description: In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work towards increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organizational diversity to reflect the communities served.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office

2012-13 CHANGE STRATEGIES, CONTINUED

- **Develop the framework for an integrated talent management system** that aligns all HR functions (job descriptions, employee selection, professional development, performance evaluations, and succession planning) with one another and connects business objectives to talent management strategies, outcomes, and calls to action. Scope and duration of project has increased after initial training.

Goal(s)/Call(s) for Action: VI/7
Budget Impact: Minimal budget impact with primary framework developed with existing HR resources. Some cost for staff training and materials. Medium and long-term budget impact to be assessed as framework developed.
Duration: Year 2 of 5
Budget Description: The foundation of this framework is the development of a competency model for the organization, described above.
Partner(s): All organizational units

- **Develop a sustainable supervisor/manager/leadership training program** for line and non-line employees.

Goal(s)/Call(s) for Action: VI/C and D
Budget Impact: Budget as necessary for delivery of an ongoing training program focused on development of employees as supervisors and managers.
Duration: Year 2 of 2
Budget Description: The first step will be to evaluate various training/tracking methods. Once a delivery system is selected, work with identified vendor to build a sustainable supervisory development program.
Partner(s): Training, Integrated Operations, Fire Chief's Office

- **Pilot a "peak period" employment resourcing program**, evaluating, and utilizing the appropriate resources to assist with employment activities during peak periods of employment activity. Resources may be internal or external depending on the vacancy, availability of internal support/assistance, and priority of the recruitment.

Goal(s)/Call(s) for Action: VI/C, D, 3, and 4
Budget Impact: May have budget impact depending on the kinds of support needed to meet demand.
Duration: Year 1 of 1
Budget Description: Identify various methods of resourcing employment processes, including developing interview questions, phone screening candidates, scheduling interviews, and participating in the interview process.
Partner(s): Potentially multiple divisions

- **Implement the Human Resource side of a new labor contract.** Depending on what the finalized contract brings, HR must interpret and adapt policies and procedures that reflect the new contract language.

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Reflective of new contract agreements.
Partner(s): Fire Chief's Office, Finance Division

Human Resources, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10304 General Fund						
5002 Salaries & Wages Nonunion	444,171	406,032	443,312	458,227	458,227	458,227
5004 Vacation Taken Nonunion	19,699	26,884	43,596	35,248	35,248	35,248
5006 Sick Taken Nonunion	8,069	8,586		7,050	7,050	7,050
5008 Personal Leave Taken Nonunion	1,045	1,764		3,021	3,021	3,021
5010 Comp Taken Nonunion	671	914				
5015 Vacation Sold			6,987	12,104	12,104	12,104
5021 Deferred Comp Match Nonunion	4,878	5,910	16,954	20,142	20,142	20,142
5120 Overtime Union	9,684	3,035	10,000	12,182	12,182	13,106
5121 Overtime Nonunion	127		400	400	400	400
5201 PERS Taxes	74,419	85,961	101,807	110,605	110,605	110,605
5203 FICA/MEDI	36,371	33,104	40,316	42,391	42,391	42,391
5206 Worker's Comp	6,460	9,570	13,715	9,974	9,974	9,974
5207 TriMet/Wilsonville Tax	3,258	3,094	3,646	3,889	3,889	3,889
5208 OR Worker's Benefit Fund Tax	155	146	212	212	212	212
5211 Medical Ins Nonunion	65,038	58,479	66,270	84,323	84,323	84,323
5221 Post Retire Ins Nonunion	4,875	4,507	4,500	5,400	5,400	5,400
5230 Dental Ins Nonunion	10,639	10,274	11,394	11,720	11,720	11,720
5240 Life/Disability Insurance	4,435	4,853	5,491	6,923	6,923	6,923
5250 Unemployment Insurance	5,320	9,531	18,000	12,000	12,000	12,000
5260 Employee Assist Insurance	12,134	9,704	11,670	11,880	11,880	11,880
5270 Uniform Allowance	6					
5295 Vehicle Allowance	5,760	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	717,214	688,108	804,030	853,451	853,451	854,375
5300 Office Supplies	871	593	1,000	750	750	750
5301 Special Department Supplies	529	522	1,975	1,090	1,090	1,090
5302 Training Supplies	54	363	450	2,675	2,675	2,675
5367 M&R Office Equip	1,705	3,470	3,000	2,500	2,500	2,500
5411 Collective Bargaining	14,127	12,232	25,000	20,000	20,000	20,000
5414 Other Professional Services	34,283	15,547	41,250	42,070	42,070	42,070
5415 Printing	30	362	500	500	500	500
5417 Temporary Services	57,605	11,712				
5461 External Training	2,613	974	12,660	3,410	3,410	3,410
5462 Travel and Per Diem	3,461	3,726	3,900	3,000	3,000	3,000
5472 Employee Recog & Awards	8,016	9,248	12,250	12,604	12,604	12,604
5484 Postage UPS & Shipping	259	78	100	100	100	100
5500 Dues & Subscriptions	783	1,039	3,180	3,555	3,555	3,555
5570 Misc Business Exp	2,003	3,561	6,600	4,480	4,480	4,480
5571 Planning Retreat Expense	629	75	500	400	400	400
5572 Advertis/Public Notice	4,044	1,831	2,500	2,000	2,000	2,000
Total Materials & Services	131,011	65,333	114,865	99,134	99,134	99,134
Total General Fund	848,225	753,441	918,895	952,585	952,585	953,509

PROGRAM DESCRIPTION

The District's strategic planning function and accreditation process are managed by the Planning department. The department will provide oversight, coordinate strategies and analysis, and disseminate information and resources pertaining to GIS, response aids, accreditation, strategic planning demographics, grants, regulatory mandates, record retention, Insurance Services Office (ISO), and Standards of Coverage for Emergency Response.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	2012-13 Budget
Personnel Services		\$548,330	\$593,921	\$626,745
Materials and Services		96,454	94,716	87,143
Total Expenditures		\$644,784	\$688,637	\$713,888

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Data Analyst	0.00	1.00	1.00	1.00
Project Coordinator	0.00	1.00	1.00	1.00
GIS Technician	0.00	1.00	1.00	1.00
Administrative Assistant III	0.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	0.00	5.00	5.00	5.00

2012-13 SIGNIFICANT CHANGES

This department was created in 2010-11 to consolidate and strategically manage and provide data and planning throughout the organization. Personnel were transferred from other departments. The increase in Personnel Services is due to expected wage and benefit increases.

Within Materials and Services, Other Professional Services, account 5414 includes \$23,000 for enhanced aerial images and related software tools; \$15,000 for professional consulting on service delivery model research; \$10,000 for demographic research; and \$11,600 for Metro map files and data for FMZ maps. Printing was increased to cover printing new laminated flip map books for response apparatus.

Planning, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Conduct regular assessments of public attitude and awareness** regarding District programs and funding.

Goal(s): II, VIII
Service Type(s): Essential
Measured By: Completion of biannual community attitude survey and possible other on-line survey applications.
Status or Outcome: Four community focus groups were completed in spring 2011, and a telephone survey of 500 residents was conducted in the fall. Topics of inquiry included awareness and assessment of District services, clarity of messaging, sources of information, household emergency preparedness, and fire safety awareness. Results were shared with District leadership and widely throughout the organization.

- **Coordinate with Division Managers to track and codify cost control and reduction strategies.**

Goal(s): VII
Service Type(s): Essential
Measured By: Report compiled as part of the annual Report Card process.
Status or Outcome: Relevant information was collected as part of the annual strategic plan update and report card process. This information is available in the Goal VII report card completed in January 2012.

- **Actively participate in Integrated Operations Quality Improvement (QI) processes** to help ensure continued improvement in data collection and analysis.

Goal(s): I, VI
Service Type(s): Essential
Measured By: Meeting participation and creation of data analysis reports in support of QI Committee.
Status or Outcome: In addition to regular attendance at Ops-QI meetings, Planning staff actively participated in ongoing Ops-QI Process Action Teams (PATs) tasked with developing methods and policies to increase the accuracy of incident data input. In support of these efforts, analysis was performed to measure the accuracy of incident data and provided recommendations for specific methods to improve data quality.

- **Strengthen participation in targeted professional training** to advance the “stand-up” of the Planning Division.

Goal(s): VI
Service Type(s): Essential
Measured By: Participation in training activities.
Status or Outcome: GIS and data analysis skills were advanced by a variety of formal education opportunities, as well as peer-led education. The CFAI Excellence Conference and Peer Assessor training enhanced knowledge of accreditation compliance, and the 2011 Metro Fire Planners Conference (hosted by TVF&R) saw discussion of best practices and current issues in the fire service. The Division also sponsored and participated in District training on research methods and evaluation.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Metro Fire Planners Conference - Coordinated all logistics, promotions, and business tasks associated with hosting the 2011 event. Chief Officers and Planning staff from more than forty-five US and Canadian departments attended and shared best practices, problems and solutions, and new research.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Improve consistency of and access to key data** (incident, training, occupancy) through development of on-demand reports and easy access.

Goal(s)/Call(s) for Action: I/ D and F, VI/E
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: None
Partner(s): Integrated Operations, Information Technology, EMS
Status or Outcome: On-demand incident reports became a key resource for development of station-based risk reduction strategies. Responding to public requests for ISO (fire insurance) ratings became easier and more consistent with help from a new GIS-enabled tool. Critical property tax trends were mapped utilizing assessment and taxation data. Pre-plans, the First-In Guide, and Maverick Map are now updated nightly via wireless internet connections to apparatus mobile data terminals.

- **Better integrate Response Aid Program with other District initiatives** (e.g., community risk reduction initiatives, Apartment Manager Program, code enforcement).

Goal(s)/Call(s) for Action: II/B, IV
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: None
Partner(s): Integrated Operations
Status or Outcome: Better integration of response aid review and updating into the workflow of prevention and operations personnel should be achieved with the pending deployment of the new OnScenePrevention module. A detailed PowerPoint explaining pre-plan interaction with apartment management was developed and added to the Apartment Manager workshop curriculum. Progress was made on developing a regional GIS-enabled hydrant map. Preliminary discussion occurred about how to improve the alternate water source tracking. Historical details from the rural run cards and other recently verified rural information was added to the Maverick Map. The CAD flag form has been updated and revisited to streamline workflow. Station visits have occurred on a monthly basis.

Planning, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Restructure the District's approach to accreditation** to better integrate with other assessment processes and to develop mechanisms for documentation and annual reporting.

Goal(s)/Call(s) for Action: VI, VIII
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: None
Partner(s): All Divisions
Status or Outcome: A four-year master calendar was established and affirmed by leadership that culminates in reaccreditation in 2015. Key to the schedule are regular interactions between accreditation tasks and related work associated with the District's annual strategic plan update.

2012-13 SERVICE MEASURES

		FY 08-09	FY 09-10	FY 10-11	FY 11-12 estimated	FY 12-13 projected
Facilitate reaccreditation by Commission on Fire Accreditation International (CFAI)		N/A	N/A	✓	N/A	N/A
Accreditation compliance report completed		✓	✓	✓	✓	✓
Facilitate update to Strategic Plan / Report Card		✓	✓	✓	✓	✓
Support update to Standards of Coverage		✓	✓	✓	✓	✓
Manage grant compliance		✓	✓	✓	✓	✓
Completion of building pre-plans:	New	182	221	210	150	90
	Updates		224	510	275	400*
	Total pre-plans available		1,910	2,020	2,128	2,218
Maverick Map :	New data layers added		3	9	2	2
	Updated data layers		12	17	15	18
	Total data layers available		23	32	34	36

- **Educate and gain feedback** from other divisions on key planning efforts (e.g., demographic study, pre-plans, Maverick Map, availability and use of data, public attitude surveys, grants).

Goal(s): VI/2
Service Type(s): Essential
Measured By: Attendance/engagement at District staff meetings, station visits, contributions to Current News,

- **Participate with Integrated Operations in formal and informal quality improvement processes** to ensure continued gains in data collection and analysis.

Goal(s): I/2, 5; VI/6
Service Type(s): Essential
Measured By: Participation in QI efforts; improved accuracy and consistency of data.

2012-13 SERVICE MEASURES, CONTINUED

- Work with the Fire Chief's Office, Finance, and the Public Affairs Officers to plan for future funding elections.

Goal(s): VIII/6
Service Type(s): Essential
Measured By: Development of election timeline; identification of key tasks with specified roles and responsibilities.

- Facilitate development and implementation of the District's local, state, and federal grant projects to include applications, related budgets, and requisite reporting.

Goal(s): VII
Service Type(s): Essential
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.

2012-13 CHANGE STRATEGIES

- Improve consistency of and access to key data (incident, training, occupancy) through development of on-demand reports and easy access.

Goal(s)/Call(s) for Action: I/1,2,5; VI/6
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): Integrated Operations, Information Technology, EMS

- Better integrate the Response Aid Program with other District initiatives (e.g., community risk reduction initiatives, Apartment Manager Program, code enforcement).

Goal(s)/Call(s) for Action: II/2, IV
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): Integrated Operations

- Restructure the District's approach to accreditation to better integrate with other assessment processes and to develop mechanisms for documentation and annual reporting.

Goal(s)/Call(s) for Action: VI, VIII
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): All Divisions

- Assist in expanding the use, access and development of information with a geospatial (location) reference (GIS).

Goal(s)/Call(s) for Action: I, V, VI
Budget Impact: Increase required
Duration: Year 1 of 4
Budget Description: Reflected in FCO budget
Partner(s): FCO, Integrated Operations, Logistics

Planning, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- **Complete an update to the District's demographic study** - incorporate analysis of leading indicators (e.g., changes in age distributions, areas of anticipated growth) and socio-cultural trends (e.g., language and ethnic diversity).

Goal(s)/Call(s) for Action:	I/3, II/1, VIII/4
Budget Impact:	Increase required
Duration:	Year 1 of 2
Budget Description:	Reflected in the Planning budget
Partner(s):	FCO, Integrated Operations, Human Resources, Finance

Planning, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10500 General Fund						
5002 Salaries & Wages Nonunion		333,226	341,163	354,842	354,842	354,842
5004 Vacation Taken Nonunion		25,080	33,741	27,296	27,296	27,296
5006 Sick Taken Nonunion		4,408		5,459	5,459	5,459
5008 Personal Leave Taken Nonunion		1,974		2,340	2,340	2,340
5010 Comp Taken Nonunion		58				
5015 Vacation Sold		3,370	9,012	13,123	13,123	13,123
5021 Deferred Comp Match Nonunion		7,726	13,122	15,597	15,597	15,597
5121 Overtime Nonunion			1,500	1,000	1,000	1,000
5201 PERS Taxes		71,214	78,318	85,153	85,153	85,153
5203 FICA/MEDI		27,116	31,021	32,636	32,636	32,636
5206 Worker's Comp		5,994	10,137	7,679	7,679	7,679
5207 TriMet/Wilsonville Tax		2,537	2,805	2,994	2,994	2,994
5208 OR Worker's Benefit Fund Tax		125	177	177	177	177
5211 Medical Ins Nonunion		44,855	50,545	55,885	55,885	55,885
5221 Post Retire Ins Nonunion		4,500	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion		5,974	6,546	6,733	6,733	6,733
5240 Life/Disability Insurance		3,967	4,374	5,571	5,571	5,571
5280 Physical Exams/Shots		15				
5295 Vehicle Allowance		6,190	6,960	5,760	5,760	5,760
Total Personnel Services		548,330	593,921	626,745	626,745	626,745
5300 Office Supplies		397	2,220	1,000	1,000	1,000
5301 Special Department Supplies		115	4,700	200	200	200
5330 Noncapital Furniture & Equip						
5350 Apparatus Fuel/Lubricants		200	400	100	100	100
5367 M&R Office Equip		1,402	2,400	2,130	2,130	2,130
5400 Insurance Premium		250	250	250	250	250
5414 Other Professional Services		22,543	62,100	59,600	59,600	59,600
5415 Printing		12,204	3,000	12,360	12,360	12,360
5417 Temporary Services		40,960				
5461 External Training		4,159	4,585	4,362	4,362	4,362
5462 Travel and Per Diem		13,490	8,566	5,914	5,914	5,914
5484 Postage UPS & Shipping		36	100	50	50	50
5500 Dues & Subscriptions		115	595	727	727	727
5570 Misc Business Exp		584	5,300	200	200	200
5571 Planning Retreat Expense			500	250	250	250
Total Materials & Services		96,454	94,716	87,143	87,143	87,143
Total General Fund		644,785	688,637	713,888	713,888	713,888

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Logistics Administration

Fund 10 • Directorate 02 • Division 70 • Department 170

PROGRAM DESCRIPTION

The Logistics Division includes six departments: Communications, Information Technology, Supply, Fleet Maintenance, and Facilities Maintenance. The Service Measures for these departments are found within their respective program information. Each of these departments has an assigned department manager reporting to the Logistics Chief.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$695,039	\$360,898	\$280,315	\$311,757
Materials and Services	185,442	50,294	27,855	97,507
Total Expenditures	\$880,481	\$411,192	\$308,170	\$409,264

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Division Chief	2.00	1.00	1.00	1.00
Data Analyst	1.00	0.00	0.00	0.00
GIS Technician	1.00	0.00	0.00	0.00
Response and Emergency Equipment Technician	0.00	1.00	0.00	0.00
Administrative Assistant	2.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	3.00	2.00	2.00

2012-13 SIGNIFICANT CHANGES

Changes in Personnel Services reflect actual projected salary and benefit costs for assigned personnel.

Within Materials and Services, Other Professional Services reflects professional service fees for facility planning, appraisal analysis, and land surveys for scoping for future projects. The vacating of the maintenance shop at the South Operating Center by the current lessee provides opportunity to analyze potential costs for future uses of the building.

STATUS OF 2011-12 SERVICE MEASURES

- **Provide for the planning, resource allocation, service delivery, and accountability** for the departments and programs assigned to the Logistics Division

Goal(s): I, II, III, VI, VII, and VIII
Service Type(s): Mandatory, Essential, Discretionary, and Management
Measured By: The combined Service Measures of the departments and program assigned to the Logistics Division.
Status or Outcome: A coordinated effort was undertaken to provide a common set of goals for the departments of Logistics. Each of the departments will address the common goals with meaningful measurements within the individual department.

Logistics Administration, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Respiratory Protection Program (previously Air Management Program)** - Complete the training and deployment of the respiratory protection program, which includes changing from 30 to 45 minute air bottles, implementation of an integrated communications system, and provide for on-scene wellness through rehabilitation units.

Goal(s)/Call(s) for Action:	IV/B and F, VI/D, VII/C and D
Budget Impact:	Purchase, deployment, and maintenance costs
Duration:	Year 4 of 4
Budget Description:	Capital replacement of SCBA bottles in accordance with capital replacement, capital costs for integrated communications SCBA equipment, capital costs for QuantiFit machine, rehabilitation units, fire investigation unit supplied air, and training costs for deployment.
Partner(s):	Integrated Operations, Training
Status or Outcome:	The final stage in transitioning to the replacement SCBA was completed. Annual testing was completed with the new QuantiFit machine, which provides better tracking of personnel fit results. The Fire Investigation rig was placed inservice. Integrated communications was moved into the Asset Management Program as it has a greater impact than just SCBA; it is anticipated to be completed within fiscal year 2013.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Partnered with Bond management to track expenses that are non-Bond covered. This gave a better accounting of expenses in one cost center as opposed to being spread across different cost centers.
- Transitioned to a consistent Logistics uniform for an improved professional appearance. Policy was developed to guide a common set of expectations.
- Functional requirements were developed for technology, tapout, and other projects to better capitalize on current and emerging technologies to ensure meeting the mission critical needs.
- Partnership with Fleet for policy and tracking of pool vehicles was completed. Costing and replacement projections provide for future planning and assigning of vehicles for more efficient management of pool fleet between CBOC and North Fleet.

2012-13 SERVICE MEASURES

- **Provide for the planning, resource allocation, service delivery, and accountability** for the departments and programs assigned to the Logistics Division.

Goal(s):	I, II, III, VI, VII, and VIII
Service Type(s):	Mandatory, Essential, Discretionary, Management
Measured By:	The combined Service Measures of the departments and program assigned to the Logistics Division.

- **Administer the Respiratory Protection Program (RPP)** to assure compliance with federal and state regulations for all divisions within the District.

Goal(s):	I, II, III, VI, VII, and VIII
Service Type(s):	Mandatory, Management
Measured By:	Annual compliance review and inspection of all divisions' respiratory forms and tests.

2011-12 CHANGE STRATEGIES

- None

Logistics Administration, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10170 General Fund						
5002 Salaries & Wages Nonunion	420,707	233,936	155,331	166,418	166,418	166,418
5004 Vacation Taken Nonunion	30,444	13,490	15,155	12,640	12,640	12,640
5006 Sick Taken Nonunion	4,838	1,862		2,528	2,528	2,528
5008 Personal Leave Taken Nonunion	1,433	589		1,083	1,083	1,083
5010 Comp Taken Nonunion	185	472				
5015 Vacation Sold			4,048	10,417	10,417	10,417
5021 Deferred Comp Match Nonunion	9,177	3,533	5,894	7,223	7,223	7,223
5121 Overtime Nonunion	54	196	200	150	150	150
5201 PERS Taxes	88,957	42,473	36,027	41,161	41,161	41,161
5203 FICA/MEDI	32,710	14,605	14,259	15,776	15,776	15,776
5206 Worker's Comp	6,771	3,671	4,660	2,712	2,712	2,712
5207 TriMet/Wilsonville Tax	3,079	1,763	1,289	1,447	1,447	1,447
5208 OR Worker's Benefit Fund Tax	155	77	71	71	71	71
5211 Medical Ins Nonunion	65,605	30,959	29,784	30,635	30,635	30,635
5221 Post Retire Ins Nonunion	5,400	1,492	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	8,695	3,672	4,064	4,180	4,180	4,180
5240 Life/Disability Insurance	5,309	2,084	1,919	2,220	2,220	2,220
5270 Uniform Allowance		263	54	436	436	436
5290 Employee Tuition Reimburse				5,100	5,100	5,100
5295 Vehicle Allowance	11,520	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	695,039	360,898	280,315	311,757	311,757	311,757
5300 Office Supplies	2,455	253	1,000	350	350	350
5301 Special Department Supplies	353	90	200	150	150	150
5321 Fire Fighting Supplies		7,700				
5325 Protective Clothing		31				
5330 Noncapital Furniture & Equip	3,372					
5350 Apparatus Fuel/Lubricants	185		4,275	2,650	2,650	2,650
5361 M&R Bldg/Bldg Equip & Improv			10,000	10,000	10,000	10,000
5365 M&R Firefight Equip		26,046				
5367 M&R Office Equip	1,944	1,911	2,400	2,148	2,148	2,148
5414 Other Professional Services	28,238	6,528		77,500	77,500	77,500
5415 Printing	4,750	45	400	400	400	400
5417 Temporary Services	98,432	5,398	2,400			
5430 Telephone	192					
5461 External Training	1,463	825	4,974	2,075	2,075	2,075
5462 Travel and Per Diem	42,654	308	1,106	1,150	1,150	1,150
5484 Postage UPS & Shipping	30					
5500 Dues & Subscriptions	449	85	300	384	384	384
5570 Misc Business Exp	630	554	300	300	300	300
5571 Planning Retreat Expense	220	429	500	400	400	400
5572 Advertis/Public Notice	75	92				
Total Materials & Services	185,442	50,294	27,855	97,507	97,507	97,507
Total General Fund	880,481	411,192	308,170	409,264	409,264	409,264

Fleet Maintenance

Fund 10 • Directorate 02 • Division 70 • Department 571

PROGRAM DESCRIPTION

The Fleet Maintenance section of the Logistics Department provides a full range of services for emergency apparatus, light trucks, automobiles, communications equipment, and SCBAs. This department is responsible for delivering preventive and corrective maintenance services, mobile field repair, apparatus specifications, standardized vehicle setup, and computerized maintenance management on Tualatin Valley Fire and Rescue's vehicles. In addition, these services are extended to other fire agencies, including Washington County Fire District No. 2; the cities of Hillsboro, Lake Oswego, Gaston, and Cornelius; and the Washington County Consolidated Communications Agency. Beginning in 2011-12, the District has provided contracted services to Clackamas County Fire District #1. 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 vehicle emissions.

BUDGET SUMMARY

Revenues	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Charges for Services	\$43,462	\$118,290	\$653,149	\$662,161
Miscellaneous Revenue	5,401	63		
Total Revenues	\$48,863	\$118,353	\$653,149	\$662,161

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$916,678	\$1,029,386	\$1,564,383	\$1,566,809
Materials and Services	616,846	450,964	760,409	704,808
Total Expenditures	\$1,533,524	\$1,480,350	\$2,324,792	\$2,271,617

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	1.00	2.00	2.00
Fleet Technician	6.00	7.00	9.00	8.00
Fleet Parts & Small Eng. Tech.	1.00	1.00	1.00	1.00
Response & Emer. Equip. Tech	0.00	0.00	1.00	1.00
Apparatus Assistant	1.00	1.00	1.25	1.25
Total Full-Time Equivalents (FTE)	10.00	11.00	15.25	14.25

Fleet Maintenance, continued

2012-13 SIGNIFICANT CHANGES

Personnel Services reflects the reduction of one contingent Fleet Technician for external contracts included in the prior year budget, largely offset by wage and benefit increases.

Materials and Services includes all costs to service response and day staff vehicles, as well as supplies for external agencies that are then billed to other agencies through Fleet service contracts.

STATUS OF 2011-12 SERVICE MEASURES

- **Maintain non-capital fleet maintenance costs at or below established benchmarks** - Averages based on 8,765 hours per year.

Goal(s):	VII
Service Type(s):	Mandatory
Measured By:	Benchmarks:
	• Pumpers \$3.45/hour
	• Aerial Pumpers \$4.50/hour
	• Trucks \$4.75/hour
	• C3 Staff \$0.18/hour
	• Staff \$0.22/hour

Status or Outcome:

• Pumpers	\$2.67/hour
• Aerial Pumpers	\$4.69/hour
• Trucks	\$4.41/hour
• C3 Staff	\$0.32/hour
• Staff	\$0.27/hour

- **Report the percentage of preventative maintenance services completed within 30-days of the scheduled date** - Benchmark: 70%.

Goal(s):	VI
Service Type(s):	Mandatory
Measured By:	The percentage of total preventative maintenance services completed within a 30-day window of the scheduled date.

Status or Outcome: 92% of preventative maintenance services are completed within 30 days of the scheduled date. This equates to a 16-day window from start date to completion date.

- **Report the percentages of resource allocation against program totals** - Benchmark: Chargeable (billable) of 80%; management and non-chargeable (overhead) of 20%.

Goal(s):	VI, VII
Service Type(s):	Management
Measured By:	The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

Status or Outcome: 84% of resource hours were recorded as chargeable time to fleet functions; 16% of resource hours were recorded as non-chargeable overhead.

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Report the percentage of scheduled and non-scheduled maintenance events** - Benchmark: 80% for scheduled; 20% for nonscheduled.

Goal(s): VI
Service Type(s): Mandatory
Measured By: The percentage of total procedures completed that are scheduled and nonscheduled.
Status or Outcome: 96% of Fleet work orders were scheduled maintenance, with 4% non-scheduled emergency work orders.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Convert seven All-Steer Pumpers to a conventional rear axle configuration** to allow the units to meet Oregon State Department of Transportation weight regulation laws.

Goal(s)/Call(s) for Action: VI, VII/E, VIII/E
Budget Impact: Increase required
Duration: Year 1 of 4
Budget Description: All-Steer pumper configuration cannot be made to conform to the State of Oregon Department of Transportation guidelines regulating vehicle permits. Fleet's mission is to remove the rear axle and All-Steer components on two All Steer pumper units and replace them with conventional dual rear wheel axles. This procedure will allow the units to meet Oregon State Transportation weight regulation laws and the pumpers can be re-deployed as front line status. Fleet will convert two of the All-Steer units each fiscal year until all seven conversions are completed.
Partner(s): Finance, Integrated Operations
Status or Outcome: The All-Steer conversion program was changed to include all seven (7) pumpers to be completed in the 2012 fiscal year. Project completed February 2012. This Change Strategy will not go forward to fiscal year 2012-13.



Fleet Maintenance, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Evaluate Fleet's external service delivery model** to gain additional capacity for future support of outside agencies. Develop an enterprise service delivery model to accommodate serviceability over extended geographical locations.

Goal(s)/Call(s) for Action: VI/D, VII, VIII
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: External fleet sizes are growing and the demand for servicing additional outside agencies continues to increase. Fleet will evaluate new service delivery models that will increase services to a larger geographic region. The goal is to develop a sustainable model moving forward that clearly identifies how services will be provided and delivered to external customers while recovering the full cost of providing services.
Partner(s): External agencies, Finance
Status or Outcome: Fleet has successfully contracted through signed intergovernmental agreements with Clackamas County Fire District #1, Hillsboro Fire Department, Lake Oswego Fire Department, and Gladstone Fire Department for providing fleet services. The goal was to develop a sustainable model moving forward that clearly identifies how services would be provided and delivered to external customers meeting the following objectives:

- To deliver well defined, high quality service levels to partner agencies.
- To provide an equitable pricing and billing structure that guarantees costs for services are fully recovered.
- To ensure reliable responsiveness and adequate personnel resources tied to the external service demand.

- **Implement a comprehensive process comprised of successive steps for defining, designing, budgeting, acquiring, equipping, and placing into service, vehicles, and apparatus** that meet fully developed operational needs.

Goal(s)/Call(s) for Action: VI, VII/B, VIII/F
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: The fleet acquisition and deployment concept is a District supported and comprehensive process comprised of successive steps for defining, designing, budgeting, acquiring, equipping and placing into service, vehicles and apparatus that meet fully developed operational needs. This process will be universally applied to all Fleet acquisitions and movements to serve as a required comprehensive approach to fleet vehicle and apparatus purchases and deployments.
Partner(s): Logistics, Integrated Operations, Finance, Training
Status or Outcome: Integrated Operations has implemented an Asset Management Program (AMP). This new program has replaced Fleet's Apparatus Acquisition Process. This Change Strategy will not move forward to fiscal year 2012-13.

Fleet Maintenance, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Implementation of the east service center at CCFD#1.
- Completed IGAs with Hillsboro Fire, Lake Oswego Fire, and Gladstone Fire.
- Completion of the All-Steer conversion.

2012-13 SERVICE MEASURES

Service Measures	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
TVF&R Fleet				
Response Vehicles Maintained	116	108	116	117
Non-Response Vehicles Maintained	74	74	58	58
Total Vehicles Maintained	190	182	174	175
Maintenance Costs	\$1,533,524	\$1,175,870	\$1,127,546	\$1,200,000
Outside Agency Fleets				
Response Vehicles Maintained	37	39	115	129
Maintenance Costs	\$48,863	\$202,547	\$632,144*	\$662,131*

* Reflects the inclusion of Clackamas County Fire District #1.

- **Maintain non-capital fleet maintenance costs at or below established benchmarks** - Averages based on 8,765 hours per year.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Benchmarks

- Pumpers \$3.45/hour
- Aerial Pumpers \$4.75/hour
- Trucks \$4.75/hour
- C3 Staff \$0.35/hour
- Staff \$0.30/hour

- **Percentage of apparatus preventative maintenance services completed within the annual scheduled service plan** - Benchmark: 90%.

Goal(s): VI
Service Type(s): Mandatory
Measured By: The percentage of total preventative maintenance services completed within the annual scheduled service period.

- **Report the percentages of resource allocation against program totals** - Benchmark: Chargeable (billable) of 80%; management and non-chargeable (overhead) of 20%.

Goal(s): VI, VII
Service Type(s): Management
Measured By: The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

Fleet Maintenance, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Report the percentage of scheduled and non-scheduled maintenance events** - Benchmark: 80% for scheduled corrective and preventative maintenance; 20% for emergency maintenance.

Goal(s): VI
Service Type(s): Mandatory
Measured By: The percentage of total procedures completed that are scheduled and emergency.

2012-13 CHANGE STRATEGIES

- **Evaluate Fleet's external service delivery model** to gain additional capacity for future support of regional agencies. Develop an enterprise service delivery model to accommodate serviceability over extended geographical locations.

Goal(s)/Call(s) for Action: VI/3, VII/1, 2, 4, VIII/1, 2
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: External fleet sizes continue to grow and the demand for servicing additional outside agencies continues to increase. Fleet developed a new service delivery model that addresses the increase in services for the District's regional partner agencies along with coverage for a larger geographic region. Fleet evaluates and refines the processes and procedures of enterprise services with the continued goal of a sustainable model that fully recovers costs while providing exceptional service to regional partner agencies.
Partner(s): External agencies, Finance

- **Explore the possibility of combining inventory management responsibilities** within the Logistics Division.

Goal(s)/Call(s) for Action: VI/C, VII/A and E
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: The first year will focus on identifying opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, subsequent years will focus on development, testing, and implementation.
Partner(s): Supply, Fleet, Facilities, Information Technology, Communications, Finance

Fleet Maintenance, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10571 General Fund						
5002 Salaries & Wages Nonunion	548,487	598,412	885,440	867,616	867,616	867,616
5004 Vacation Taken Nonunion	30,507	33,395	87,317	65,914	65,914	65,914
5006 Sick Taken Nonunion	12,553	14,827		13,183	13,183	13,183
5008 Personal Leave Taken Nonunion	3,668	3,799		5,649	5,649	5,649
5010 Comp Taken Nonunion	6,796	4,613				
5015 Vacation Sold			18,657	22,635	22,635	22,635
5017 PEHP Vac Sold at Retirement		29,605				
5021 Deferred Comp Match Nonunion	6,712	7,545	33,956	37,665	37,665	37,665
5121 Overtime Nonunion	991	1,937	5,000	5,000	5,000	5,000
5123 Comp Time Sold Nonunion	833					
5201 PERS Taxes	113,547	122,023	194,666	203,126	203,126	203,126
5203 FICA/MEDI	45,316	49,742	77,207	77,851	77,851	77,851
5206 Worker's Comp	8,507	12,763	25,231	18,318	18,318	18,318
5207 TriMet/Wilsonville Tax	4,010	4,485	6,982	7,142	7,142	7,142
5208 OR Worker's Benefit Fund Tax	256	267	539	504	504	504
5211 Medical Ins Nonunion	100,091	110,973	175,911	183,423	183,423	183,423
5221 Post Retire Ins Nonunion	10,350	8,475	11,700	13,500	13,500	13,500
5230 Dental Ins Nonunion	14,293	15,615	25,708	24,531	24,531	24,531
5240 Life/Disability Insurance	7,162	7,171	11,557	15,708	15,708	15,708
5270 Uniform Allowance	2,598	3,740	4,512	5,044	5,044	5,044
Total Personnel Services	916,678	1,029,386	1,564,383	1,566,809	1,566,809	1,566,809
5300 Office Supplies	2,285	1,183	1,800	1,500	1,500	1,500
5301 Special Department Supplies	15,712	12,408	18,800	19,600	19,600	19,600
5302 Training Supplies	147	17	200			
5305 Fire Extinguisher	52		100	200	200	200
5320 EMS Supplies	45					
5321 Fire Fighting Supplies	739	18				
5330 Noncapital Furniture & Equip	2,218	20,362	23,134	3,875	3,875	3,875
5340 Software Expense/Upgrades		899				
5350 Apparatus Fuel/Lubricants	9,864	10,724	32,250	32,250	32,250	32,250
5361 M&R Bldg/Bldg Equip & Improv	8,941	6,485	19,725	34,585	34,585	34,585
5363 Vehicle Maintenance	437,738	337,108	518,155	508,906	508,906	508,906
5365 M&R Firefight Equip	79,238	23,949	99,940	55,891	55,891	55,891
5367 M&R Office Equip	2,700	2,795	3,500	4,700	4,700	4,700
5414 Other Professional Services	154					
5415 Printing	275	54	100	100	100	100
5416 Custodial & Bldg Services			6,080	5,052	5,052	5,052
5417 Temporary Services	21,488	5,952				
5432 Natural Gas	3,524	1,920	3,663	3,773	3,773	3,773
5433 Electricity	16,528	14,181	17,188	17,876	17,876	17,876
5434 Water/Sewer	1,010	1,089	1,040	1,072	1,072	1,072
5436 Garbage	1,392	1,190	1,434	1,478	1,478	1,478
5461 External Training	2,340	2,936	3,600	4,400	4,400	4,400
5462 Travel and Per Diem	475	447	300	450	450	450
5484 Postage UPS & Shipping	44		500	200	200	200

Fleet Maintenance, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10571 General Fund						
5500 Dues & Subscriptions		30				
5570 Misc Business Exp	44	284	300	300	300	300
5572 Advertis/Public Notice	86		200	200	200	200
5573 Inventory Over/Short/Obsolete		(3,591)	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense	9,806	10,524	7,400	7,400	7,400	7,400
Total Materials & Services	616,846	450,964	760,409	704,808	704,808	704,808
Total General Fund	1,533,524	1,480,351	2,324,792	2,271,617	2,271,617	2,271,617

Facilities Maintenance

Fund 10 • Directorate 02 • Division 70 • Department 582

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$809,566	\$721,028	\$859,217	\$880,473
Materials and Services	352,766	759,323	159,506	73,644
Total Expenditures	\$1,162,332	\$1,480,351	\$1,018,723	\$954,117

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Facilities Operations Manager	1.00	1.00	1.00	1.00
Support Services Operations Manager	1.00	0.00	0.00	0.00
Facilities Maintenance Lead Tech	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	4.00	4.00	4.00	4.00
Facilities Maintenance Admin Specialist	1.00	1.00	1.00	1.00
Maintenance Utility Worker	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	8.00	8.00	8.00

2012-13 SIGNIFICANT CHANGES

Personnel Services in 2012-13 increased for expected wage and benefit increases.

Reductions in Materials and Services reflect continued use of the new ERP system to allow maintenance coding to the affected facility, and transfers of budget to other departments. Account 5361, M&R Building Repairs and Maintenance includes costs for upkeep of surplus and property purchased for future use.

Facilities Maintenance, continued

STATUS OF 2011-12 SERVICE MEASURES

- Maintain corrective maintenance work order efficiency.

Goal(s): VII
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.
Status or Outcome: Currently on track to meet the goal of two days to start and less than five days to complete.

- Total percentage of travel time is an average of less than 25 hours per month per technician.

Goal(s): VII
Service Type(s): Essential
Measured By: An average travel time charge of less than 25 hours per month for each Facility Technician/Utility Worker.
Status or Outcome: Goal is being met.

- Total percentage of labor charged to administrative functions is less than 13%.

Goal(s): VII
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 12% of total billable labor hours.
Status or Outcome: Goal is being met.

STATUS OF 2011-12 CHANGE STRATEGIES

- Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s)/Call(s) for Action: VII/B
Budget Impact: Increase required
Duration: Year 5 of 6
Budget Description: There will be continued costs associated with the design, implementation, and construction of LEEDs (although not certified of LEED). The District will continue to purchase Energy Star rated appliances. Additional funding will be required for the continued replacement of outdated lighting fixtures.
Partner(s): Finance, Logistics, Integrated Operations
Status or Outcome: Staff are meeting this goal and putting an energy plan in place to deal with all recommended energy upgrades from Energy Trust of Oregon

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- Coordinate implementation of bond-funded major capital construction projects.

Goal(s)/Call(s) for Action: V/A, VI/D, VII/B
Budget Impact: Increase required
Duration: Year 5 of 7
Budget Description: The majority of the project management expenses are accounted for within the bond funds; however, additional costs for increased staffing, project management contracts, and other related resources are anticipated.
Partner(s): Logistics, Finance, Integrated Operations
Status or Outcome: The District continues to work with its partners on costs and programs for the new stations.

- Continually reassess and reinvest in infrastructure and lifecycle programs.

Goal(s)/Call(s) for Action: VII/D
Budget Impact: Resource neutral
Duration: Year 2 of 5
Budget Description: First year making assessment and estimate costs, which could affect technicians' time and other partners through the planning stages. This process will aid in developing cost per square foot per facility.
Partner(s): Logistics, Integrated Operations
Status or Outcome: There is a lifecycle plan in place that will assist the District with planning financially for its needs in the future.

- Assess energy consumption throughout the District to find ways to reduce cost and consumption.

Goal(s)/Call(s) for Action: VII/B
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Work within the organization on education and reducing overall utility costs; this will require technicians to review and ensure all systems are running properly and most efficiently.
Partner(s): Logistics, PGE, all divisions, vendor
Status or Outcome: Staff is currently working with Energy Trust of Oregon and Adapt Engineering to establish cost and energy savings on a District-wide basis.

- Look at model where technicians would have laptops in trucks within the next year.

Goal(s)/Call(s) for Action: VII/C
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Work with one technician throughout the year to see if having a laptop in the vehicle would improve efficiency and response time on work orders.
Partner(s): Information Technology, Logistics
Status or Outcome: This has been put on hold for further evaluation.

Facilities Maintenance, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- District-wide energy audit completed.
- Capital projects completed in various stations over the summer in the amount of a little over \$500,000.
- Demolition of the Clinton Street houses and the Bethany Property.
- Reorganized all of the station plans and created a resource room with all documents that support facilities.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Square footage maintained for facilities*	330,465	368,465	351,385	361,659
District costs per square foot	\$3.43	3.16	\$3.34	\$3.51
Efficiency rating	82.18%	84.25%	86.24%	88%
Average days to start corrective maintenance	2.83	1.57	1.85	2.0
Average days to complete corrective maintenance	7.0	3.80	3.83	4.0
Average percentage of labor charged to administrative functions	7.8%	9.63%	10.5%	10.0%
Average travel hours per month by Technicians	22.31	21.18	17.94	22.5
Percentage of total available resource hours required to support capital bond projects	15.9%	8.2%	8%	8%

*Square footage is calculated to include all facilities that the Facilities Department maintains (e.g., fire stations, CBOC, TC, Jenkins Road, etc.).

- **Maintain corrective maintenance work order efficiency.**

Goal(s): VII
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.

- **Total percentage of travel time** is an average of less than 25 hours per month per technician.

Goal(s): VII
Service Type(s): Essential
Measured By: An average travel time charge of less than 25 hours per month for each Facility Technician/Utility Worker.

- **Total percentage of labor** charged to administrative functions is less than 13%.

Goal(s): VII
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 12% of total billable labor hours.

2012-13 CHANGE STRATEGIES

- Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s)/Call(s) for Action: VII/2
Budget Impact: Increase required
Duration: Year 6 of 6
Budget Description: There will be continued costs associated with the design, implementation, and construction of LEEDs (although not certified of LEED). The District will continue to purchase Energy Star rated appliances. Additional funding will be required for the continued replacement of outdated lighting fixtures.
Partner(s): Finance, Logistics, Integrated Operations

- Continually reassess and reinvest in infrastructure and lifecycle programs.

Goal(s)/Call(s) for Action: VII/2, 4
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Continued assessment of facilities and costs provides the foundation for the development of a comprehensive long-range facilities plan. The plan will include projections of the lifecycles of capital equipment with depreciation estimates, which will provide for better replacement vs. corrective maintenance decisions. The plan will focus on 10-15 year projections.
Partner(s): Logistics, Integrated Operations, Finance

- Assess energy consumption throughout the District to find ways to reduce cost and consumption.

Goal(s)/Call(s) for Action: VII/1 and 2
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Work within the organization on education and reducing overall utility costs; this will require technicians to review and ensure all systems are running properly and most efficiently.
Partner(s): Logistics, PGE, all Divisions, vendor

Facilities Maintenance, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10582 General Fund						
5002 Salaries & Wages Nonunion	485,167	430,277	482,132	500,066	500,066	500,066
5004 Vacation Taken Nonunion	26,960	27,651	47,683	38,182	38,182	38,182
5006 Sick Taken Nonunion	14,023	11,227		7,636	7,636	7,636
5008 Personal Leave Taken Nonunion	2,644	2,889		3,273	3,273	3,273
5010 Comp Taken Nonunion	1,327	4,123				
5015 Vacation Sold	1,403	1,106	10,189	13,112	13,112	13,112
5016 Vacation Sold at Retirement	625	952				
5021 Deferred Comp Match Nonunion	4,642	5,088	18,544	21,818	21,818	21,818
5121 Overtime Nonunion	3,326	1,624	3,500	3,500	3,500	3,500
5123 Comp Time Sold Nonunion		93				
5201 PERS Taxes	85,258	84,325	108,483	117,283	117,283	117,283
5203 FICA/MEDI	39,645	35,292	42,997	44,950	44,950	44,950
5206 Worker's Comp	7,864	8,585	14,051	10,577	10,577	10,577
5207 TriMet/Wilsonville Tax	3,508	3,239	3,888	4,124	4,124	4,124
5208 OR Worker's Benefit Fund Tax	209	192	283	283	283	283
5211 Medical Ins Nonunion	103,273	79,187	98,933	84,503	84,503	84,503
5221 Post Retire Ins Nonunion	6,225	6,968	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	14,466	11,011	13,439	12,201	12,201	12,201
5240 Life/Disability Insurance	6,728	5,155	6,295	8,765	8,765	8,765
5270 Uniform Allowance	2,274	2,044	2,500	3,000	3,000	3,000
Total Personnel Services	809,566	721,028	859,217	880,473	880,473	880,473
5300 Office Supplies	2,069	1,628	1,800	1,500	1,500	1,500
5301 Special Department Supplies	4,500	6,497	11,000	6,500	6,500	6,500
5302 Training Supplies			50			
5305 Fire Extinguisher	149		300	400	400	400
5306 Photography Supplies & Process			25			
5320 EMS Supplies		10				
5321 Fire Fighting Supplies	18					
5330 Noncapital Furniture & Equip	7,954	3,816		750	750	750
5350 Apparatus Fuel/Lubricants	12,109	14,416	21,500	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	314,490	604,007	60,500	16,100	16,100	16,100
5362 Storage Tank Expense	1,622		12,360			
5367 M&R Office Equip	1,468	4,030	2,600	4,080	4,080	4,080
5413 Consultant Fees		12,141	20,000			
5414 Other Professional Services			5,000			
5415 Printing	257	394	1,000	1,000	1,000	1,000
5416 Custodial & Bldg Services		106,142				
5432 Natural Gas	211	145	1,965	6,050	6,050	6,050
5433 Electricity	1,965	1,677	3,600			
5434 Water/Sewer	42	34	2,256	5,850	5,850	5,850
5436 Garbage	1,300	644	1,700	4,516	4,516	4,516
5450 Rental of Equip	2,071	324	3,000	5,400	5,400	5,400
5461 External Training	1,390	1,800	5,000	1,400	1,400	1,400
5462 Travel and Per Diem	671		750	1,448	1,448	1,448
5484 Postage UPS & Shipping		26	350	150	150	150

Facilities Maintenance, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10582 General Fund						
5500 Dues & Subscriptions	22	841	1,500	920	920	920
5502 Certifications & Licensing		292	1,500	80	80	80
5570 Misc Business Exp	459	461	300	300	300	300
5571 Planning Retreat Expense						
5572 Advertis/Public Notice			750	200	200	200
5575 Laundry/Repair Expense			700			
Total Materials & Services	352,766	759,323	159,506	73,644	73,644	73,644
Total General Fund	1,162,331	1,480,351	1,018,723	954,117	954,117	954,117

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Information Technology

Fund 10 • Directorate 02 • Division 70 • Department 215

PROGRAM DESCRIPTION

The Information Technology (IT) Department is responsible for supporting the District's computing infrastructure, including the Local Area Network, Wide Area Network, and Wireless Local Area Network. IT manages the District's servers and file systems, network infrastructure equipment, VoIP switches and phones, Internet access, databases, and email resources. IT supports approximately 350 workstations 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/Communications Service Desk. IT also provides 24x7 technical support for Integrated Operations through an after-hours on-call rotation.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,037,513	\$1,011,585	\$1,203,085	\$1,081,998
Materials and Services	592,940	796,051	812,815	933,792
Total Expenditures	\$1,630,453	\$1,807,636	\$2,015,900	\$2,015,790

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
IT Manager	1.00	1.00	1.00	1.00
Sr. IT Systems Administrator	1.00	1.00	1.00	1.00
Sr. IT Database Administrator	1.00	1.00	1.00	1.00
IT Network Engineer	2.00	1.00	1.00	1.00
Systems Administrator-II	1.00	1.00	1.00	1.00
Service Desk Specialist-II	1.00	1.00	1.00	1.00
Systems Administrator-I	1.00	2.00	2.00	1.00
Service Desk Specialist-I	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	9.00	9.00	8.00

2012-13 SIGNIFICANT CHANGES

The reduction in Personnel Services is due to the removal of a temporary position hired to assist through peak workload the past two years and is offset in part by expected wage and benefit increases.

Materials and Services increased largely due to expenditures in account 5330 and 5368. Account 5330 includes items such as VoIP phone sets, UPS hardware, tablets, and laptop carts. Materials and Services, account 5340, reflects routine software licenses. Account 5368 serves to account for the ongoing costs of District-wide software applications, maintenance fees, network monitoring and security maintenance fees, costs of hardware maintenance contracts, and funds for in-house repairs. While the District's Microsoft software has been normally renewed on a three-year basis, \$70,000 is budgeted for a one-year agreement in 5368 to enable further investigation into the next deployment strategy for desktop applications. Account 5414 provides funding for project consulting, engineering, and design work that current staffing cannot address, including engineering for a Controlled Substance Inventory Module, OnScene Pulse interface with WCCCA CAD codes, EMS electronic records, and other projects. This account includes funding for spam filtering services. District-wide costs of data connectivity, Internet, and video services are budgeted in Cable Access, account 5437. Account 5500, Dues & Subscriptions accounts for SSL and various online subscriptions.

Information Technology, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Maintain the visibility and service offerings of Information Technology (IT)** by partnering with divisions to assist with business needs and budget planning.

Goal(s): VII
Service Type(s): Discretionary
Measured By: Meet with each department and/or division annually to discuss business needs, project status, and future budget requests necessary to accomplish the District's strategic goals.
Status or Outcome: Over the last two years, IT has not experienced a participation level to make these meetings meaningful. In addition, with the pre-plan budget process in place, the need for this forum is less critical to assist with budget preparation. IT remains committed to being an integral part of the budgeting process by partnering with budget managers.

- **Provide consistent up-time of 99.90% for IT core systems.**

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting allows IT to evaluate this metric on a per system basis and apply resources as needed to meet this goal.
Status or Outcome: This Service Measure was initially established to track system outages to collect and evaluate metrics on problematic and/or unstable systems. The data was used to justify capital investment requests to improve overall system availability and reliability. It has served its purpose well in that the environment is notably more stable today. As a result, this Service Measure will not be carried forward and used as a measure of success.

- **Forecast IT expenditures and meet budgetary expectations.**

Goal(s): VIII
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
Status or Outcome: Completed and posted to the SharePoint budget site.

- **Support divisions by mining and analyzing data** and providing ad-hoc reports from systems such as MUNIS and First OnScene intended to support decision making by managers for projects and business process improvements.

Goal(s): VII
Service Type(s): Varies depending on request
Measured By: Customers' needs and response interval
Status or Outcome: This service continues to morph as business needs change and demand continues to increase. For example, before the end of the fiscal year, the legacy FireRMS occupancy database is expected to be replaced by the addition of a module within First OnScene. The reporting functions were designed to provide open access for the District's business partners. With this access, the function has smoothly transitioned beyond IT to Planning, Finance, and the Fire Chief's Office. As a result, this Service Measure will not be carried forward and used as a measure of success.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Achieve an integrated business operations system by evaluating the usefulness of critical databases and defining functional requirements for several key divisions** – Eliminate stand-alone legacy databases that cannot be integrated into the existing database architecture. Ensure the database structure is flexible to adapt to the business needs and that it allows access to valuable data for analysis of critical decision criteria. Identify and address functional requirements that are shared District-wide. Strive to utilize existing resources to meet the business needs. Clearly identify and address areas of the business that are not being met.

Goal(s)/Call(s) for Action: VII/C and D
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Proposed occupancy database (DB) management system
Partner(s): Integrated Operations, Training
Status or Outcome: The occupancy records portion of the legacy FireRMS database is expected to be replaced by the addition of an occupancy database module within First OnScene before the end of the fiscal year.

- **Enhance proactive network monitoring tools to maintain consistent uptime of essential systems** – The District introduced network monitoring in 2007. Since that time, the infrastructure and complexity has changed significantly, and IT has determined that an “enterprise” business solution that includes hardware monitoring would enhance the monitoring capabilities to support the network. This solution monitors all business critical servers, network hardware, storage systems, and Onboard Mobile Gateways (OMGs) for failures and performance metrics. Proper monitoring allows IT to react as quickly and accurately as possible to a failure.

Goal(s)/Call(s) for Action: VI/B
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Network monitoring solution
Partner(s): Not applicable
Status or Outcome: Currently, potential vendor solutions are being tested and evaluated by the Sr. Systems Administrator and the Network Engineer. The monitoring solution is expected to be purchased and implemented in this fiscal year.

- **Enhance security solution for security threat management and eliminate single points of failure** – The existing internet security devices in use by the District are depreciated, non-redundant, and require disparate management systems. Of the utmost concern is the lack of redundancy in the hardware. The existing devices are single points of failure for critical services such as Virtual Private Network (VPN) and the secure firewall. The current older VPN device used to connect the OMGs to the network is not supported by In Motion, the OMG vendor. The solution is industry standard, modular in features and supported security hardware, with hardware redundancy and automatic failover that will replace up to three devices and associated maintenance agreements.

Goal(s)/Call(s) for Action: VI/B
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Internet security solution
Partner(s): Not applicable
Status or Outcome: The appliance was purchased in early fiscal year 2012. A project plan was developed, and critical milestones and timelines were established. Implementation began in October 2011. The major goals are accomplished. Remaining ancillary tasks are expected to be completed in March 2012.

Information Technology, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Increase protection and provide redundancy of physical critical servers and file systems** – Participate in the design of the Station 56 South Operating Center (SOC) remodel to incorporate a communications room to support a secondary Fire Operations Center (FOC). Relocate the District's disaster recovery systems from the North Operating Center (NOC) to the SOC.

Goal(s)/Call(s) for Action: III/A
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: Physical move of disaster recovery systems
Partner(s): Not applicable
Status or Outcome: Due to unforeseen delays relating to site permits, the start of construction of the SOC has been significantly delayed. Site plans have been reviewed and approved to support this change strategy. However, the actual move of the recovery systems to the new location will not be completed this fiscal year and will be carried forward.

- **Formalize a model for the District's mobile computing needs using the functional requirements developed in fiscal year 2011. Purchase and configure new hardware for the capital replacement of Mobile Data Computers (MDCs)** - At the direction of the Assistant Chiefs, a placeholder amount is being submitted until such time that a final needs analysis and matrix can be completed. The specific replacement hardware selection has not been determined. The project team is performing extensive research to determine the best solution for the mobile needs of the District. Functional requirements have been completed with the departments directly affected by mobile technology and a District-wide survey was reviewed. A matrix is being developed that will identify the necessary technology needs for each job description and role for Integrated Operations and Logistics before the purchase is made. While the purchase is planned for early fiscal year 2012, the implementation and installation process is likely to expand beyond one fiscal year due to the size of the project and impact on the technical staff.

Goal(s)/Call(s) for Action: VI/C, VII/C
Budget Impact: Increase required (significant)
Duration: Year 1 of 2
Budget Description: Mobile computing technology upgrade
Partner(s): Communications, Integrated Operations, Fleet
Status or Outcome: Functional requirements were developed for the District in August 2010. The technology matrix is being developed by the Logistics Division Chief. The technology matrix will be a dynamic, ever-changing model in order to adapt to evolving technology that best suits the District's needs. IT will work with the Assistant Fire Marshal to purchase the necessary mobile platform to support the business need before the end of this fiscal year. The new MDCs were ordered in December 2011. The selected hardware platform allows for a significant savings in installation time. This Change Strategy is expected to be completed in this fiscal year and will not be carried forward.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- TVF&R's firewall, VPN concentrator, and Web content filtering solutions have been replaced by a consolidated firewall appliance that provides this functionality managed from a single intuitive Web-based interface. The previous hardware solutions were managed via disparate interfaces and hardware. The new appliance is also redundant (zero downtime except during planned maintenance events). The consolidation saved the District \$3,000 in annual maintenance fees.

Information Technology, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS, CONTINUED

- Traditional tape backups had grown in size, becoming both expensive and too slow to provide timely data recovery. Instead of making a significant capital investment in a new tape library, it was determined that there was more benefit in changing the data protection strategy by writing backups straight to disk rather than tapes. The new storage solution leverages the backup FOC site for data replication for data center redundancy, as well as existing technology to backup and replicate data quickly and more efficiently.
- Leased printing services were introduced to eliminate a majority of the stand-alone networked printers, significantly reducing the costs to maintain the printing environment. Eligible leases were consolidated to one provider. The initial report from Finance shows that annual direct costs were lower by approximately \$8,000 to \$10,000 per year, and expected to continue to decrease as the older leases are consolidated into the new contract. The Service Desk realized a dramatic reduction in support calls associated with printer/fax/scanner issues. Total annual/fiscal savings is approximately \$38,000 to \$40,000 (fiscal year 2011 versus fiscal year 2009).
- Two major MUNIS server and client upgrades were successfully performed and accomplished without disruption to business operations.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Service Desk work orders	3,217	2,582	1,825	1,873
IT systems uptime (%)	99.94%	99.95%	99.95%	99.96%

- Provide technical support for and maintain the network infrastructure and maintenance needs of the District. Ensure the security of the network is consistent with internal and BUG policies.

Goal(s): VI/3, VII/A
Service Type(s): Mandatory
Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Actively participate in the BUG/BOT meetings, and maintain a representative in the BUG technical group.

- Participate as an active partner in project management, planning and implementation to support District-wide business technology solutions.

Goal(s): VI/5, VII/A
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

- Forecast IT expenditures and meet budgetary expectations.

Goal(s): VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

Information Technology, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Monitor opportunities and proactively engage with partner agencies to support and encourage efforts in the area of electronic information system integration.**

Goal(s): VII/3
Service Type(s): Essential
Measured By: Prior to implementing new technology for large-scale projects as modeled by the MDC replacement project, engage with partner agencies as part of the learning and research phase. Entertain alternative purchasing options to ensure the best opportunities are realized.

2012-13 CHANGE STRATEGIES

- **Increase protection and provide redundancy of physical critical servers and file systems** – Participate in the design of the Station 56 South Operating Center (SOC) remodel to incorporate a communications room to support a secondary Fire Operations Center (FOC). Relocate the District's disaster recovery systems from the North Operating Center (NOC) to the SOC.

Goal(s)/Call(s) for Action: III/3
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Physical move of disaster recovery systems
Partner(s): Not applicable

- **Reduce the potential bottleneck of data throughput** – Provides improved performance in overall access to the District's critical systems. This is a multiple year Change Strategy in order to adapt as technology changes and capacity needs expanded, e.g., IGA to provide hosted services to partner agencies. In addition, this allows Information Technology to prepare and plan for an innovative and cost-effective approach to replace physical workstations for the next hardware upgrade cycle. Particularly ideal for the fire stations, the move from traditional computer hardware to a virtualized solution is anticipated. In fiscal year 2012, a proof of concept project is underway with the FCO to reduce the number of pieces of hardware necessary to access secure enterprise network resources. Overall, a significant decrease in hardware costs, as well as administrative overhead to support the environment is the expected measurable outcomes. This initiative is also likely to result in a reduction in overall energy costs throughout the District.

Goal(s)/Call(s) for Action: VI/6
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Modules to upgrade data links to data storage network
Partner(s): Not applicable

- **Introduce redundancy to the wireless LAN to support an increased demand for the use of mobile devices and the re-activation of the apparatus Wi-Fi MDC updates** - The purchase leverages the existing wireless controller solution while providing redundancy where fault tolerance does not exist today.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Additional Aruba Wireless Controller
Partner(s): Not applicable

2012-13 CHANGE STRATEGIES, CONTINUED

- **Evaluate opportunities for IT to provide an external service delivery model** to support regional agencies.
Develop an enterprise service delivery model to accommodate technology needs over extended geographical locations.

Goal(s)/Call(s) for Action:	VII/1 and 3, VIII
Budget Impact:	Resource neutral
Duration:	Year 1 of 1
Budget Description:	Not applicable
Partner(s):	Communications

Information Technology, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10215 General Fund						
5001 Salaries & Wages Union	16,875	3,060	19,800			
5002 Salaries & Wages Nonunion	609,649	576,171	674,929	622,816	622,816	622,816
5004 Vacation Taken Nonunion	45,573	53,452	66,751	47,909	47,909	47,909
5006 Sick Taken Nonunion	16,942	34,622		9,582	9,582	9,582
5008 Personal Leave Taken Nonunion	3,638	3,671		4,106	4,106	4,106
5010 Comp Taken Nonunion	1,333	488				
5015 Vacation Sold		3,748	14,263	16,452	16,452	16,452
5016 Vacation Sold at Retirement	11,177					
5021 Deferred Comp Match Nonunion	6,214	6,520	25,959	27,377	27,377	27,377
5120 Overtime Union	630	6,660		5,400	5,400	5,400
5121 Overtime Nonunion	9,251	6,606	10,000	7,000	7,000	7,000
5123 Comp Time Sold Nonunion		138				
5201 PERS Taxes	127,652	124,351	156,834	147,832	147,832	147,832
5203 FICA/MEDI	53,072	51,155	62,095	56,659	56,659	56,659
5206 Worker's Comp	9,731	12,427	20,293	13,332	13,332	13,332
5207 TriMet/Wilsonville Tax	4,695	4,673	5,615	5,198	5,198	5,198
5208 OR Worker's Benefit Fund Tax	235	211	318	283	283	283
5211 Medical Ins Nonunion	89,925	89,580	107,824	89,552	89,552	89,552
5221 Post Retire Ins Nonunion	8,250	6,525	8,100	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,583	11,431	13,965	11,363	11,363	11,363
5240 Life/Disability Insurance	7,819	7,241	8,647	9,387	9,387	9,387
5270 Uniform Allowance	6	171	300	550	550	550
5290 Employee Tuition Reimburse	3,265	8,683	7,392			
Total Personnel Services	1,037,513	1,011,585	1,203,085	1,081,998	1,081,998	1,081,998
5300 Office Supplies	93	78	500	250	250	250
5301 Special Department Supplies	3,874	8,635	9,500	7,100	7,100	7,100
5302 Training Supplies	108	101	500			
5330 Noncapital Furniture & Equip	4,762	22,557	9,900	21,598	21,598	21,598
5340 Software Expense/Upgrades	26,761	11,985	11,340	10,797	10,797	10,797
5350 Apparatus Fuel/Lubricants	714	758	1,100	1,100	1,100	1,100
5361 M&R Bldg/Bldg Equip & Improv	15,511	80				
5367 M&R Office Equip		1,909	2,818	2,820	2,820	2,820
5368 M&R Computer Equip & Software	431,536	444,399	494,327	544,358	544,358	544,358
5414 Other Professional Services	34,643	50,672	42,334	103,304	103,304	103,304
5415 Printing	31	36				
5417 Temporary Services	411	88				
5437 Cable Access	72,355	250,056	229,096	229,774	229,774	229,774
5461 External Training	783	1,907	4,500	6,595	6,595	6,595
5462 Travel and Per Diem	249	1,393	1,830	4,196	4,196	4,196
5500 Dues & Subscriptions	878	1,294	4,020	1,600	1,600	1,600
5570 Misc Business Exp	233	102	300	300	300	300
5571 Planning Retreat Expense			750			
Total Materials & Services	592,940	796,051	812,815	933,792	933,792	933,792
Total General Fund	1,630,453	1,807,636	2,015,900	2,015,790	2,015,790	2,015,790

Communications

Fund 10 • Directorate 02 • Division 70 • Department 175

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Revenues	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Rental Revenue	\$129,220	\$118,804	\$117,600	\$120,000
Total Revenues	\$129,220	\$118,804	\$117,600	\$120,000

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$275,054	\$254,279	\$465,357	\$434,284
Materials and Services	1,720,251	1,751,366	1,920,379	1,959,900
Total Expenditures	\$1,995,305	\$2,005,645	\$2,385,736	\$2,394,184

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Communications Manager	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00

2012-13 SIGNIFICANT CHANGES

Rental revenue reflects anticipated cell tower revenue sharing from cell tower leases. Changes in Personnel Services are due to actual wage and benefit packages of personnel staffing the department as hiring and position placement were completed for the department in 2011-12.

Within Materials and Services, account 5330 was increased for smartphone and VHF radio replacement (\$30,360), and base station desk sets for new station construction (\$10,400). Dispatch fees reflect the charges from WCCCA (\$1,558,811) and Clackamas C800 dispatch and service fees (\$21,184). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Communications, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Ensure intra- and interagency communication operability during disasters and/or exercises.**

Goal(s): III, VI, VII
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide communications equipment training to all District personnel.
Status or Outcome: Participated in regional Department of Homeland Security Communication Unit Leader (COM-L) exercise and numerous incident management team table top exercises. Base station radio coverage was tested throughout the District to enhance the effectiveness of the human repeater program. The communications department is comprised of three credentialed COM-Ls. New employees were trained on disaster communications. Training materials were developed on a variety of communications topics, specifically firefighter safety.

- **Maintain consistent up-time of mobile data terminals.**

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.
Status or Outcome: An automated script was implemented to update key files and map data nightly on Mobile Data Computers (MDC), eliminating the quarterly task of manually updating each unit, a very labor intensive process. New MDCs will be installed by the end of the fiscal year and, in that process, the entire infrastructure will be reviewed and designed to ensure that resources are being used efficiently.

- **Perform annual preventative maintenance on all communications equipment.**

Goal(s): VII
Service Type(s): Discretionary
Measured By: Documented in MUNIS Service Requests.
Status or Outcome: Schedule exists and will be completed by the end of the fiscal year.

- **Monitor opportunities at the regional, state, and national levels** that will support efforts in the area of voice and data interoperability.

Goal(s): III, VII
Service Type(s): Essential
Measured By: Ensure regular attendance at regional meetings with follow-up quarterly meetings with the internal communications program management participants.
Status or Outcome: Communications Program Management team has been established and meets quarterly to address regional, state, and national initiatives.

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Forecast Communications expenditures and meet budgetary expectations.

Goal(s): VIII
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
Status or Outcome: Completed and posted to the SharePoint budget site.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Fireground Communications** - Research and develop strategies to improve fireground communications, including both Incident Commander to crews and intra-crew communications.

Goal(s)/Call(s) for Action: IV/ C, VI/ D
Budget Impact: Transferred to Logistics
Duration: Year 3 of 3
Budget Description: Year 1 – No increase
Year 2 – Provide recommendation for change
Year 3 – Technical review and recommendation for purchase
Partner(s): Operations, Metro fire agency partners
Status or Outcome: At the direction of AMP, Communications researched products and three models were selected for testing at three stations. Barring any unforeseen challenges in the AMP process, the product is expected to be purchased and installed by the end of the fiscal year.

- **Capital replacement of the Mobile Data Computers (MDCs) in fire apparatus** – Existing Data 911 terminals were purchased in 2004. Hard disk and memory upgrades have been installed, but the hardware is unable to meet the expanding needs of the current technology requirements. Functional requirements for mobile computing have been completed and a District-wide survey was reviewed. A technology matrix is being developed to capture District-wide needs. While the purchase is planned for early in fiscal year 2012, the implementation and installation process is likely to expand beyond one fiscal year due to the size of the project and impact on the technical staff.

Goal(s)/Call(s) for Action: VI/ C, VII/C
Budget Impact: Significant increase required – captured in Information Technology budget
Duration: Year 1 of 2
Budget Description: Mobile Computing Technology Upgrade
Partner(s): Information Technology, Integrated Operations, Fleet
Status or Outcome: The new MDCs were ordered in December 2011. The selected hardware platform allows for a significant savings in overall installation times. This Change Strategy is expected to be completed in this fiscal year and will not be carried forward.

- **Formalize a structured approach for Communications Program Management.**

Goal(s)/Call(s) for Action: III/C, VII/A
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Not applicable
Partner(s): Integrated Operations
Status or Outcome: Completed. Quarterly meetings are held and applicable issues are discussed and assigned as needed.

Communications, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- While the mobile computing technology update project spanned a period of 15 months, the outcome was hugely successful. The project consisted of identifying a project team with representatives from all divisions. Detailed functional requirements were developed early and were used throughout the process to remain true to the targeted outcomes. Various members of the project team performed site visits to neighboring agencies to learn from their experiences. The final pool of products was selected and tested live in first response apparatus. The final product selection was made and approved in December 2011. This format proved to be very successful and is a model that will be used for similar projects of this scale in the future.
- The Communications department engaged in an extension of the Fleet IGA with CCFD #1 to install 28 MDCs. Not only did the project finish ahead of schedule and under budget, but because of the efficiencies provided by this service, Communications was able to outfit an engine and a rescue with the full communications complement as part of the IGA.
- With VoIP deployed throughout the District, a very low cost solution for ramped tones at the fire stations was implemented, despite having disparate tapout solutions.
- Significant improvements in routing functionality were introduced to the MDCs. The map recommends a route that minimizes turns and travel time. The older version of Maverick Map only showed the shortest route to the call.
- Working with IT, a no cost automated solution was developed and implemented that performs nightly electronic updates to pre-plans, the First in Guide, and map layers on the MDCs. The solution replaced a manually intensive quarterly process of reimaging every MDC in the District.

2012-13 SERVICE MEASURES

Technical Services Provided	FY09	FY10	FY11	FY12	FY13 Estimated
Mobile, portable, base station, patch kits	416	425	636	636	636
Mobile data computers, VRM, OMGs and cellular aircards	123	124	186	156	156
Cell phones	150	150	125	105	105
Wireless handheld devices	50	60	70	68	68
Pagers	320	300	225	150	150
Satellite phones	6	9	10	10	11
Work orders completed	N/A	428	425	585	625
Preventative maintenance inspections	391	425	400	400	400
Cellular towers managed	9	9	9	9	9
Standalone GPS units		15	25	25	12
Installations – apparatus and vehicles	40		5	3	5

2012-13 SERVICE MEASURES, CONTINUED

- **Ensure intra- and interagency communication operability during disasters and/or exercises.**

Goal(s): III/3, 4, 5
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide emergency communications equipment training to all District personnel.

- **Maintain consistent up-time of mobile data computers.** Ensure critical response aids resources are updated and function as expected.

Goal(s): VI/6, VII/3
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.

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

Goal(s): VI/3, VII/A
Service Type(s): Mandatory
Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Partner with WCCCA on applicable projects and maintain active committee participation.

- **Participate as an active partner in project management,** planning and implementation to support District-wide communications needs.

Goal(s): VI/5, VII/A
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

- **Monitor opportunities** at the regional, state, and national levels that support efforts in the area of voice and data interoperability.

Goal(s): VII/3
Service Type(s): Essential
Measured By: Ensure regular attendance at regional meetings. Exchange information and prioritize communications needs at the quarterly communication program management meetings.

- **Forecast Communications expenditures and meet budgetary expectations.**

Goal(s): VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

Communications, continued

2012-13 CHANGE STRATEGIES

- **Replace existing leased copper lines used for tapout** with an IP-based solution to improve support and eliminate expensive monthly service fees, due to the age and expense of the leased-pair lines as well as a significant decrease in parts availability and technical support. The solution must interface with existing Omron hardware and WCCCA CAD. A proof of concept was initiated in fiscal year 2012 to determine the viability of the targeted solution.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Slight increase required
Duration: Year 1 of 1
Budget Description: Leased line replacement
Partner(s): None

- **Evaluate opportunities for Communications to provide an external service delivery model** to support regional agencies. Develop an enterprise service delivery model to accommodate technology needs over extended geographical locations.

Goal(s)/Call(s) for Action: VII/1 and 3, VIII
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): IT

- **Replace Blackberry server (BES) and Blackberry devices with iPhones** – In fiscal year 2012, the District performed a proof of concept to prepare for the potential replacement of the Blackberry environment with a more hands-off solution. Management of the Blackberry server and the phones has become quite burdensome, requiring a substantial amount of specialized hands-on support by the Communications department when problems arise. The iPhone proved to be the best solution to remotely manage email, calendaring, contacts, phone calls, and paging on a single device. To support this initiative, a multi-pronged approach will be taken to transition from the Blackberry devices and support to the iPhone. Another key factor for the change in technology is the lackluster financial performance for Research In Motion Ltd. (RIM), and RIM's struggle to compete with Apple and Google (Android) devices. In the first quarter of 2012, RIM subscribers are down to an all-time low of 3%.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: iPhones to replace Blackberry smartphones
Partner(s): Information Technology

Communications, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10175 General Fund						
5002 Salaries & Wages Nonunion	169,742	156,517	271,644	250,200	250,200	250,200
5004 Vacation Taken Nonunion	4,762	4,669	26,658	19,246	19,246	19,246
5006 Sick Taken Nonunion	5,266	6,809		3,849	3,849	3,849
5008 Personal Leave Taken Nonunion	1,108	1,457		1,650	1,650	1,650
5010 Comp Taken Nonunion	4,275	1,962				
5015 Vacation Sold			7,120	6,609	6,609	6,609
5016 Vacation Sold at Retirement	1,320					
5021 Deferred Comp Match Nonunion	796	1,101	10,367	10,998	10,998	10,998
5121 Overtime Nonunion	474	354	1,500	1,000	1,000	1,000
5123 Comp Time Sold Nonunion	3,043					
5201 PERS Taxes	35,445	32,121	61,262	58,593	58,593	58,593
5203 FICA/MEDI	14,386	12,944	24,273	22,457	22,457	22,457
5206 Worker's Comp	3,759	4,744	7,932	5,284	5,284	5,284
5207 TriMet/Wilsonville Tax	1,275	1,173	2,195	2,060	2,060	2,060
5208 OR Worker's Benefit Fund Tax	88	76	141	141	141	141
5211 Medical Ins Nonunion	20,947	22,627	39,429	36,671	36,671	36,671
5221 Post Retire Ins Nonunion	3,150	2,700	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	2,691	2,993	5,272	4,643	4,643	4,643
5240 Life/Disability Insurance	2,205	1,870	3,364	4,430	4,430	4,430
5270 Uniform Allowance	321	163	600	2,853	2,853	2,853
Total Personnel Services	275,054	254,279	465,357	434,284	434,284	434,284
5300 Office Supplies	156	112	300	200	200	200
5301 Special Department Supplies	29,346	11,784	17,725	18,325	18,325	18,325
5320 EMS Supplies	7					
5330 Noncapital Furniture & Equip	7,222	2,597	4,680	57,385	57,385	57,385
5340 Software Expense/Upgrades	51					
5350 Apparatus Fuel/Lubricants	2,442	1,766	5,500	3,150	3,150	3,150
5361 M&R Bldg/Bldg Equip & Improv	26					
5364 M&R Fire Comm Equip	11,391	31,042	38,584	36,788	36,788	36,788
5414 Other Professional Services	4,385	20,395				
5415 Printing	71	247	550	550	550	550
5417 Temporary Services	24,477		54,912			
5420 Dispatch	1,342,918	1,393,250	1,527,754	1,579,995	1,579,995	1,579,995
5430 Telephone	287,998	288,605	264,764	297,968	297,968	259,568
5450 Rental of Equip	8,397	1,328	1,920	1,920	1,920	1,920
5461 External Training	1,125	129	1,200	649	649	649
5462 Travel and Per Diem	42	42	2,000	910	910	910
5500 Dues & Subscriptions	101	69	240	360	360	360
5570 Misc Business Exp	95		250	100	100	100
Total Materials & Services	1,720,251	1,751,366	1,920,379	1,998,300	1,998,300	1,959,900
Total General Fund	1,995,305	2,005,644	2,385,736	2,432,584	2,432,584	2,394,184

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PROGRAM DESCRIPTION

Provide centralized purchasing of daily operating supplies and equipment and negotiate pricing, District-wide intra-departmental mail and delivery services, central inventory and fire equipment management, and management of surplus property.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$449,289	\$403,963	\$415,859	\$506,271
Materials and Services	214,191	84,180	213,998	188,357
Total Expenditures	\$663,480	\$488,143	\$629,857	\$694,628

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	1.00	1.00	1.00
Supply Specialist	1.00	1.00	1.00	2.00
Supply Assistant	1.00	1.00	0.50	0.50
Supply Driver	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	4.50	5.50

2012-13 SIGNIFICANT CHANGES

Personnel Services reflects the increase of 1.00 FTE on a limited duration basis to assist station and District personnel with order entry, surplus property return, and inventory management.

Within Materials and Services, the purchase of hose sections for the District is accounted for in account 5321, Firefighting Supplies. Maintenance and Repair, account 5361, reflects installation of a backflow device (\$7,000), window replacement for leaking windows (\$3,000), and access control monitoring (\$2,640). Account 5417 reflects reduced use of a temporary employee for peak projects such as recruit academy preparation. Account 5575 accounts for NFPA standard cleaning of District turnouts of their carcinogens and other particulates, as well as repairs.

Supply, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Continue participation with testing MUNIS upgrades** and provide feedback to improve functionality of the inventory module.

Goal(s): VII
Service Type(s): Essential
Measured By: Automation of manual processes and improved efficiencies for overall staff time and business operations. Ability to discontinue use of temporary methods currently required to process daily operational tasks.
Status or Outcome: Supply continues to partner with other departments to test upgrades as implemented. Automated reports have been created to simplify inventory management and order processing. Supply will continue to engage in upgrades and seek improvements as part of its routine business. This Service Measure has served its purpose and will not move forward to fiscal year 2012-13.

- **Strengthen and build partnerships** within regional fire agencies and the business community to streamline delivery of services.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.
Status or Outcome: Supply continues to network with other agencies through the Regional Logistics meetings. Opportunities to partner on contracts and purchases, as well as research and development efforts and outcomes are frequently discussed. Supply has also increased its use of vendor services to help address customer needs.

- **Continue to update policies and procedures** to align with MUNIS and implementation of Vendor Direct Order and Delivery methods.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Resource utilization data captured in the work order module.
Status or Outcome: Staff continues to work with customers and partners to provide documentation and training videos supporting the move to vendor direct ordering. This will be an ongoing effort as upgrades are implemented and business changes are made.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Research and test alternative methods for internal distribution of mail and supplies.**

Goal(s)/Call(s) for Action: VI/B, VII/B
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Anticipate increased commercial shipping expenses.
Partner(s): District-wide
Status or Outcome: The impact of implementing the vendor direct ordering and delivery has enabled Supply to increase the use of the smaller cargo van for the majority of deliveries, resulting in fuel savings. The use of vendor direct delivery has been the primary focus. The use of commercial deliveries from Supply to other District facilities was placed on hold due to the increase of vendor direct deliveries. The use of vendor representatives to handle product exchanges and customer issues on site at the stations increased, limiting the unnecessary involvement of staff.

- **Streamline organization of work order activity codes** to capture resource utilization and opportunities for improvements to services.

Goal(s)/Call(s) for Action: VI/E, VII/D
Budget Impact: Increase required
Duration: Ongoing
Budget Description: Anticipate continued requirement of staff time as staff adjusts to the maintenance and increased use of this module.
Partner(s): Logistics, Finance
Status or Outcome: Supply continues to work with Logistics partners to identify opportunities to streamline and align common areas of data collection. Changes have been made to Supply's activity codes to improve data collection and align reporting outcomes with other Logistics departments.

- **Work with Logistics departments to identify opportunities for combining support of common tasks and projects.**

Goal(s)/Call(s) for Action: VI/B and D
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Identify common functions between departments and opportunities where completion of daily tasks can be absorbed through the use of existing resources.
Partner(s): Fleet, Facilities, Logistics Administration
Status or Outcome: Supply continues to look for opportunities to eliminate duplicate efforts and utilize existing resources. Work order and SharePoint management have transferred from the temporary Supply Administrative Assistant (AA) to the Logistics AAs. The Logistics AAs participate in Supply meetings to increase their knowledge of Supply's business and to understand upcoming projects requiring their involvement. Additional tasks such as inventory requisition posting and Metro West order processing were assumed by Logistics AAs due to the completion of Supply's temporary AA position.

Supply, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Provided uniforms, protective equipment, and supplies for academy members – SAFER, Fall Volunteer, 12-01 Career, Spring Community Academy.
- Deputy Fire Marshal and Public Affairs Officer Uniform upgrades.
- Implemented vendor direct order and delivery procedures for station, office, and janitorial supplies.
- MUNIS 9.2 upgrade scenario testing.
- Facilitated the receipt of over \$40,000 worth of EMS supplies through the Metro West resupply program.

2012-13 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Procurement Service Labor Hours	*Not Available	1,970	1,616	1,550
Inventory and Special Request Purchase Orders	3,350	1,093	1,288	1,200
Warehousing Service Labor Hours	*Not Available	3,415	3,000	2,980
Stocked Inventory Items	1,054	898 ⁴	818	657
Non-Stock/Just In Time and Special Order Items	651	700 ⁴	731	750
Inventory Requisitions Filled	3,319	5,606 ¹	5,294	4,800²
Ending Inventory Value	145,173	152,880	146,583	135,000²
Inventory Purchases	458,958	557,763	479,929	465,000²
Inventory Billings	471,093	550,055	505,119	490,000²
Inventory Turns	3.0	3.69	3.25	3.25
Distribution Service Labor Hours	*Not Available	1,490	1,239	1,239
Miles Driven	13,240	12,356	12,300	12,300
Materials Management Service Labor Hours	*Not Available	1,483 ³	1,004	1,150
Facilitation of Turnouts (clean/repair/inspection)	1,264	210	187	150
Work Orders Processed	NA	594	800	820

*Tracking of labor hours began with the implementation of MUNIS Work order module in October 2010. Data was not tracked prior to this time frame.

1. A reduction was anticipated due to implementing Vendor Direct Order and Delivery. Actual reflects addition of non-stock/special order items now processed through inventory requisition versus general requisition.
2. Reflects impact of projected inventory removed from warehouse shelves to vendor direct ordering and delivery.
3. Reflects limited duration increase of part time employee to full time hours.
4. Items moved to non-stock status and provided through vendor direct ordering.

Procurement Services: Actions associated before product is received; product research, purchasing, vendor management, product recalls, etc.

Warehouse Services: Actions associated after products are received and before they are distributed; receiving/product verification, stocking, cycle count/inventory, order pulling, pick ticket processing, warehouse organization/upkeep.

Distribution Services: Actions associated with distributing supplies/equipment; loading/unloading delivery van, two day per week route, special runs, preparation of commercial shipments, vehicle inspections, etc.

Materials Management: Actions associated with handling supplies/equipment after distribution; product returns, maintenance/repair requests, surplus, work order management, etc.

2012-13 SERVICE MEASURES, CONTINUED

- **Strengthen and build partnerships** within regional fire agencies and the business community to streamline delivery of services.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.

- **Continue to update policies and procedures** to align with MUNIS and implementation of Vendor Direct Order and Delivery methods.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Communication to customers regarding the addition of new policies or changes made to existing policies.

- **Provide management, maintenance, and tracking of PPE and turnouts** to meet requirements set by the manufacturer, NFPA, OSHA, and District standards.

Goal(s): IV, VII
Service Type(s): Mandatory
Measured By: Access to current year repair and tracking history through a vendor's database. Ability to access this database and make updates to PPE status or condition. Use information to improve decision-making regarding life and retirement of garments.

- **Provide routine business and mission critical supplies and equipment to customers.**

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Meet customer's supply and equipment needs in an efficient and cost effective manner utilizing vendor services and/or physical storing of inventory.

2012-13 CHANGE STRATEGIES

- **Streamline organization of work order activity codes** to capture resource utilization and opportunities for improvements to services.

Goal(s)/Call(s) for Action: VI/E, VII/D
Budget Impact: Increase required
Duration: Ongoing
Budget Description: Anticipate continued requirement of staff time as staff adjusts to the maintenance and increased use of this module.
Partner(s): Logistics, Finance

Supply, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- Explore the possibility of combining inventory management responsibilities within the Logistics Division.

Goal(s)/Call(s) for Action: VI/C, VII/A and E
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: The first year will focus on identifying opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, subsequent years will focus on development, testing, and implementation.
Partner(s): Supply, Fleet, Facilities, Information Technology, Communications, Finance

- **Evaluate benefits and opportunities to simplify and streamline ordering process** for customers while improving service and maintaining benefits realized through vendor direct ordering and delivery. A customer service position in Supply will provide a point of contact for the end user in support of the ordering system. This position will also allow for increased efficiency and consistency in procurement procedures, order management, and validation of coding within MUNIS. A major challenge of the current system is the complexity of ordering from multiple vendors and subsequent MUNIS entry; having a person available to assist the end-user and manage the order with an internal understanding will simplify the process while meeting procurement and materials management efficiencies within the Supply Department.

Goal(s)/Call(s) for Action: VI/4, VII/1, 2, 4
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Proof of concept, limited duration customer service/order assistance position filled.
Partner(s): Logistics, Finance, Integrated Operations



Supply, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10220 General Fund						
5002 Salaries & Wages Nonunion	232,663	238,711	236,931	288,401	288,401	288,401
5004 Vacation Taken Nonunion	14,840	19,056	23,278	22,185	22,185	22,185
5006 Sick Taken Nonunion	5,464	6,037		4,437	4,437	4,437
5008 Personal Leave Taken Nonunion	1,386	1,519		1,902	1,902	1,902
5010 Comp Taken Nonunion	1,069	886				
5015 Vacation Sold	4,915	569	4,974	7,618	7,618	7,618
5021 Deferred Comp Match Nonunion	3,782	4,215	9,053	12,677	12,677	12,677
5054 Other/FTO Premium				104	104	104
5121 Overtime Nonunion	10,597	8,387	7,000	7,000	7,000	7,000
5201 PERS Taxes	51,369	51,955	54,328	68,727	68,727	68,727
5203 FICA/MEDI	20,057	20,512	21,515	26,341	26,341	26,341
5206 Worker's Comp	3,544	4,640	7,031	6,198	6,198	6,198
5207 TriMet/Wilsonville Tax	1,775	1,864	1,946	2,416	2,416	2,416
5208 OR Worker's Benefit Fund Tax	131	127	159	194	194	194
5211 Medical Ins Nonunion	33,417	32,508	35,618	41,723	41,723	41,723
5221 Post Retire Ins Nonunion	4,425	4,500	4,050	4,500	4,500	4,500
5230 Dental Ins Nonunion	4,328	4,120	4,514	5,284	5,284	5,284
5240 Life/Disability Insurance	3,210	2,955	3,347	4,859	4,859	4,859
5270 Uniform Allowance	51,357	319	900	625	625	625
5290 Employee Tuition Reimburse	958	1,083	1,215	1,080	1,080	1,080
Total Personnel Services	449,289	403,963	415,859	506,271	506,271	506,271
5300 Office Supplies	789	439	1,000	800	800	800
5301 Special Department Supplies	2,174	1,259	4,200	2,200	2,200	3,760
5305 Fire Extinguisher	52		60	200	200	200
5320 EMS Supplies	84					
5321 Fire Fighting Supplies	32,178		18,330	9,530	9,530	9,530
5325 Protective Clothing	21,531	104				
5330 Noncapital Furniture & Equip	1,514	2,135	730	130	130	130
5350 Apparatus Fuel/Lubricants	4,457	4,926	8,500	8,500	8,500	8,500
5361 M&R Bldg/Bldg Equip & Improv	3,804	751	11,694	14,620	14,620	14,620
5365 M&R Firefight Equip	21,673	377	400	500	500	500
5367 M&R Office Equip	1,103	1,240	1,344	1,344	1,344	1,344
5415 Printing	112		75	75	75	75
5416 Custodial & Bldg Services			2,696	2,606	2,606	2,606
5417 Temporary Services	26,519	36,448	24,000	6,600	6,600	6,600
5432 Natural Gas	5,022	5,408	4,000	4,000	4,000	4,000
5433 Electricity	6,339	5,482	6,500	6,790	6,790	6,790
5434 Water/Sewer	3,496	3,766	4,000	4,500	4,500	4,500
5436 Garbage	1,424	1,331	2,800	3,075	3,075	3,075
5461 External Training	39	380	1,195	1,495	1,495	1,495
5462 Travel and Per Diem	132		90	50	50	50
5484 Postage UPS & Shipping	2,731	1,673	4,779	2,379	2,379	2,379
5500 Dues & Subscriptions	1,560	1,315	555	555	555	555
5570 Misc Business Exp	138	63	300	300	300	300
5573 Inventory Over/Short/Obsolete	(3,809)	(787)	5,000	5,000	5,000	5,000

Supply, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10220 General Fund						
5575 Laundry/Repair Expense	81,131	17,870	111,750	111,548	111,548	111,548
Total Materials & Services	214,191	84,180	213,998	186,797	186,797	188,357
Total General Fund	663,480	488,142	629,857	693,068	693,068	694,628

Media Services

Fund 10 • Directorate 02 • Division 45 • Department 451

PROGRAM DESCRIPTION

The Media Services department provides a variety of media tools that help train TVF&R employees, educate the public, and promote District programs and initiatives. These 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. In addition, 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.

Programming highlights include:

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

Media Services uses a variety of media tools, including live call-in shows, taped playback programs, computer downloads, and web-based distribution. In addition to operating DTV, Media Services provides media support, graphics, and also maintains a District video library, Media Services web page, and limited audio-visual equipment available for check out.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$206,404	\$227,123	\$249,874	\$266,783
Materials and Services	36,688	8,798	15,900	18,350
Total Expenditures	\$243,092	\$235,921	\$265,774	\$285,133

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 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

2012-13 SIGNIFICANT CHANGES

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 5414, Other Professional Services, provides funding for Web editor consulting and other outside graphic work for various media projects, including www.tvfr.com.

Media Services, continued

STATUS OF 2011-12 SERVICE MEASURES

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

Goal(s): I, VI
Service Type(s): Essential
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots and projects within the year.
Status or Outcome: Completed and ongoing. Approximately 100 video and photo shoots were completed during this time period. Many of these were edited into comprehensive productions, while others were used for documentation and archival purposes. DTV usage reports confirm that the videos are being viewed. For example, the 2012 EMS Protocol video received 313 hits, which lines up well with the number firefighters (319). In addition, hits for Chiefs Corner and many other videos have been high.

- **Provide oversight, direction, and support for TVF&R's external website** www.tvfr.com (website design, navigation, creation of content, and editing of site).

Goal(s): VI
Service Type(s): Essential
Measured By: Completed webmaster requests. Use of analytics (website user data). Work to keep the site consistent and supportive of the District's objectives through input of the web team and District staff.
Status or Outcome: Completed and ongoing. Approximately 200 website edits of www.tvfr.com were completed during this time period. These ranged from simple text edits to remakes of entire pages. The website had a slight increase in visits from the previous year at 122,941. Users were on the site an average of two minutes and 14 seconds. Continued to refine webpages as much as possible; however, the site is ready for a make-over, with the goal of simplification, greater user interaction, and the ability to assist with employee workloads. Separate, but related, the TVF&R YouTube Channel had 42,621 views of District videos. This was a 43% increase from the previous year. Media Services currently has more than 35 videos uploaded to the site. Staff uses this not only to communicate with the public, but as a means of video distribution regionally and nationally via "unlisted" uploaded videos.

STATUS OF 2011-12 CHANGE STRATEGIES

- None

2011-12 ADDITIONAL ACCOMPLISHMENTS

- Collaborated with multiple agencies, including Clackamas County Fire District #1, AMR, and Metro West to create the [2012 EMS Protocol video](#) for third year in a row, saving the cost of in-person training.
- Created successful video showing the public what's like to [live near a fire station](#), which has received over 2,300 views to date.

2012-13 SERVICE MEASURES

Media Projects	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Training	50	50	45
Internal Communication	25	25	25
External Communication	15	10	10
Total	90	85	80

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

Goal(s): I, VI
Service Type(s): Essential
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.

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

Goal(s): VI
Service Type(s): Essential
Measured By: Completed webmaster requests and website analytics (website user data).

2012-13 CHANGE STRATEGIES

- **Overhaul www.tvfr.com.** Simplify navigation for users, provide easier access for mobile users, and allow for greater interaction. Create website model that provides greater flexibility for technological changes on the developer side. Create tools that will assist with employee workloads and decentralize content editing using a content management system.

Goal(s)/Call(s) for Action: I, II, VII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Have researched website options with the criteria listed above and in the Budget Preplan Report. Refine goals and details and move forward with RFP process or government contract process for website build.
Partner(s): IT, Web Team representatives

Media Services, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10451 General Fund						
5002 Salaries & Wages Nonunion	126,172	131,045	141,836	150,966	150,966	150,966
5004 Vacation Taken Nonunion	8,351	7,032	14,029	11,613	11,613	11,613
5006 Sick Taken Nonunion	1,389	9,966		2,323	2,323	2,323
5008 Personal Leave Taken Nonunion	100	100		995	995	995
5015 Vacation Sold			2,248	3,190	3,190	3,190
5021 Deferred Comp Match Nonunion	1,215	1,805	5,455	6,636	6,636	6,636
5201 PERS Taxes	20,687	28,033	31,559	35,074	35,074	35,074
5203 FICA/MEDI	10,014	10,798	12,513	13,443	13,443	13,443
5206 Worker's Comp	1,931	2,543	4,089	3,163	3,163	3,163
5207 TriMet/Wilsonville Tax	886	994	1,132	1,233	1,233	1,233
5208 OR Worker's Benefit Fund Tax	50	49	71	71	71	71
5211 Medical Ins Nonunion	29,068	27,247	29,784	30,635	30,635	30,635
5221 Post Retire Ins Nonunion	900	2,175	900	900	900	900
5230 Dental Ins Nonunion	3,927	3,709	4,064	4,180	4,180	4,180
5240 Life/Disability Insurance	1,678	1,615	1,794	2,361	2,361	2,361
5270 Uniform Allowance	36	12	400			
Total Personnel Services	206,404	227,123	249,874	266,783	266,783	266,783
5300 Office Supplies	146	167	200	200	200	200
5301 Special Department Supplies	1,134	863	2,000	1,800	1,800	1,800
5306 Photography Supplies & Process	51	25	200	200	200	200
5330 Noncapital Furniture & Equip		1,159		1,750	1,750	1,750
5340 Software Expense/Upgrades	1,243	299	1,000	1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants	206	380	650	650	650	650
5361 M&R Bldg/Bldg Equip & Improv		101				
5367 M&R Office Equip	104	836	2,400	3,450	3,450	3,450
5368 M&R Computer Equip & Software	236					
5414 Other Professional Services	4,414	3,856	7,500	7,500	7,500	7,500
5415 Printing	14	16				
5437 Cable Access	27,751					
5461 External Training			800	600	600	600
5462 Travel and Per Diem	812	106		150	150	150
5484 Postage UPS & Shipping	5	149	200	200	200	200
5500 Dues & Subscriptions	570	800	850	750	750	750
5570 Misc Business Exp		40	100	100	100	100
Total Materials & Services	36,687	8,798	15,900	18,350	18,350	18,350
Total General Fund	243,092	235,920	265,774	285,133	285,133	285,133

PROGRAM DESCRIPTION

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

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

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,243,496	\$1,000,121	\$1,217,409	\$1,196,744
Materials and Services	426,297	408,642	458,828	457,848
Total Expenditures	\$1,669,793	\$1,408,763	\$1,676,237	\$1,654,592

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Chief Financial Officer	1.00	0.00	0.00	0.00
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00
Accounting Manager	1.00	0.00	0.00	0.00
Sr. Financial Systems Analyst	1.50	1.00	1.00	1.00
Management Analyst	0.00	1.00	1.00	1.00
Payroll Manager	1.00	1.00	1.00	1.00
Accounting Specialist	2.00	2.00	2.00	2.00
Accounting / Payroll Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	10.50	9.50	9.50	9.50

2012-13 SIGNIFICANT CHANGES

The Personnel Services budget reflects actual wages and benefits of all employees. The prior year budget included funding for position overlap for an employee expected to retire.

Within Materials and Services, office supplies were reduced as the ERP system has supported a significantly more paperless environment. Trustee Administration fees reflect banking fees resulting from FDIC fees and low interest revenue available to offset banking fees. Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage.

Finance, continued

STATUS OF 2011-12 SERVICE MEASURES

- Continue to prepare award winning budget document and comprehensive annual financial report.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards.
Status or Outcome: Complete and ongoing. The awards for the CAFR and the Budget Document were received during the 2010-11 fiscal year.

- Manage the District's finances and provide externally required disclosures to continue the highest bond and credit ratings. This is especially critical in today's volatile bond market.

Goal(s): VIII
Service Type(s): Essential
Measured By: Maintaining Moody's highest credit rating.
Status or Outcome: Complete and ongoing. In May 2011, Moody's issued an opinion that supported an ongoing Aaa credit rating for the District, which in turn allowed for a successful and cost-effective sale of general obligation bonds in the amount of \$23.5 million in June 2011.

- Ensure overall expenditure growth does not exceed growth rates of primary revenue sources.

Goal(s): VIII
Service Type(s): Essential
Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.
Status or Outcome: Ongoing. The District continues to maintain over five months of operating expenditures in the ending fund balance of the General Fund, although that margin has decreased slightly over the past two years. District management keeps a close eye on the revenue patterns and is educating its members about the expectations for future sluggish growth. Since this revenue pattern is what drives the expenditure picture, it is critical the financial statements be reviewed and understood each month.

STATUS OF 2011-12 CHANGE STRATEGIES

- Plan for differing deployment models in financial forecasts to explore different service delivery models; collaborate with Union leadership to achieve mutual goals for the District and employee financial stability.

Goal(s)/Call(s) for Action: VIII/3
Budget Impact: Resource neutral. Grant funded.
Duration: Year 1 of 3
Budget Description: Not determined
Partner(s): Fire Chief's Office initially, then District-wide, depending on models selected.
Status or Outcome: Receipt of the SAFER grant award accelerated the District's ability to add staffing to response units and achieve desired deployment levels. Different models may need to be applied post-SAFER grant, depending on the District's financial health.

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Expand reporting mechanisms** that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial “health” of the District and allowing managers to effect positive financial change.

Goal(s)/Call(s) for Action: VIII/2
Budget Impact: Resource neutral
Duration: Initially 2011-2013, then ongoing maintenance
Budget Description: Not applicable
Partner(s): Information Technology
Status or Outcome: The MUNIS system has allowed for more and better data collection. Sequel Server Reporting Services reports have been tailored to the needs of the budget managers, who now have the ability to browse through their records at will. To further enhance this management tool, some payroll records are available to budget managers.

- **Build out several scenarios around various community economic risks** to specifically understand, plan, and prepare for potential impacts to service objectives.

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Not applicable
Partner(s): Fire Chief's Office
Status or Outcome: New models were put into place during the 2011-12 year to better understand and forecast property tax revenue. These created an understanding of the compression function, unique to the state of Oregon, which limits property tax growth in a poor economic environment. And, as new urban renewal districts are proposed and old ones are closed, these models are able to forecast future revenue patterns that are helpful in long-term planning.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Instituted an Electronic Funds Transfer (EFT) program to perform “direct-deposit” functionality in the Accounts Payable system for the monthly retiree payments.
- Successfully transitioned from Ceridian to the MUNIS payroll system, including the issue of W-2s and 1099s.
- Worked collaboratively with the Human Resources department to successfully migrate from Manley to Genesis Third Party Administrator for HRAs and FSAs.

Finance, continued

2012-13 SERVICE MEASURES

	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Accounts receivable invoiced	837	641	747	810	875
Cash receipts processed	2,195	2,182	2,294	2,000	2,000
Payroll pays issued	9,701	10,227	10,344	10,675	11,020
Requisitions processed	-	*1,791	5,835	6,430	7,075
P-Card requisitions processed	-	*833	2,986	3,250	3,510
Approvals through workflow	-	*2,113	6,033	6,130	6,230
Notifications through workflow	-	*2,510	12,214	15,500	18,000
Purchase orders processed	-	*1,986	5,914	6,380	6,900
Accounts payable checks	6,240	6,410	5,542	5,065	4,600
Accounts payable transactions	-	*4133	12,544	11,820	11,820
A/P Electronic Fund Transfers (EFT) processed	-	-	-	100	500
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

* As of 04/01/2010, the implementation date of MUNIS.

- Continue to prepare award winning budget document and Comprehensive Annual Financial Report.

Goal(s): VI/A, VI/4, VIII/D
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards. These awards are highly regarded by ratings agencies when evaluating an agency's financial stability and credit worthiness.

- Manage the District's finances and provide externally required disclosures to continue the highest bond and credit ratings.

Goal(s): VI, VIII/D
Service Type(s): Essential
Measured By: Maintaining Moody's highest credit rating, which in turn allows the District to achieve successful bond sales and the best available interest rates on debt instruments.

- Ensure overall expenditure growth does not exceed growth rates of primary revenue sources.

Goal(s): VIII/A
Service Type(s): Essential
Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.

- Manage the Single Audit process as it relates to recent Federal grant revenues.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Clean audit opinion for the Single Audit.

2012-13 CHANGE STRATEGIES

- **Plan for differing deployment models in financial forecasts** to explore different service delivery models; collaborate with Union leadership to achieve mutual goals for the District and employee financial stability.

Goal(s)/Call(s) for Action: VIII/E and 3
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Not determined
Partner(s): Fire Chief's Office initially, then District-wide, depending on models selected.

- **Expand reporting mechanisms** that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial "health" of the District and allowing managers to effect positive financial change.

Goal(s)/Call(s) for Action: VIII/2
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Information Technology

- **Build out several scenarios around various community economic risks** to specifically understand, plan, and prepare for potential impacts to service objectives.

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Not applicable
Partner(s): Fire Chief's Office

- **Implement the Electronic Funds Transfer (EFT) module** Implement the MUNIS module for electronic funds transfer for all employee and volunteer reimbursements and work toward making vendor payments electronic.

Goal(s)/Call(s) for Action: VII/3
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Not applicable
Partner(s): None required

- **Convert the timekeeping system from a manual system to an electronic system.** Implement the MUNIS module for electronic timekeeping for non-line personnel to include the use of workflow for approvals.

Goal(s)/Call(s) for Action: VII/3
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Information Technology

2012-13 CHANGE STRATEGIES, CONTINUED

- **Implement the financial side of a new labor contract.** Depending on what the finalized contract brings, the payroll function must interpret and adapt the payroll system to deliver an accurate and timely product.

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Salaries and benefits
Partner(s): Fire Chief's Office/Human Resources

- **Implement changes to the Volunteer LOSAP plan as directed by the Board.** A recent change approved by the Board to make lump-sum payouts to volunteers who have left the service of the District will be applied. Other changes are still being considered. These changes are designed to limit ongoing and costly liability to the District.

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Unknown
Duration: Unknown
Budget Description: Pension benefits
Partner(s): Fire Chief's Office/Human Resources/Board of Directors

Finance, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10210 General Fund						
5002 Salaries & Wages Nonunion	830,710	621,024	679,018	683,916	683,916	683,916
5004 Vacation Taken Nonunion	29,321	29,485	66,908	52,416	52,416	52,416
5006 Sick Taken Nonunion	8,363	15,666		10,483	10,483	10,483
5008 Personal Leave Taken Nonunion	1,626	1,704		4,493	4,493	4,493
5010 Comp Taken Nonunion	1,187	1,520				
5015 Vacation Sold	20,711	3,609	14,297	18,000	18,000	18,000
5016 Vacation Sold at Retirement			41,355			
5021 Deferred Comp Match Nonunion	11,952	10,852	26,020	29,952	29,952	29,952
5121 Overtime Nonunion		642	800	800	800	800
5201 PERS Taxes	135,829	122,208	161,306	160,842	160,842	160,842
5203 FICA/MEDI	51,234	50,967	60,650	61,645	61,645	61,645
5206 Worker's Comp	11,803	12,567	19,820	14,505	14,505	14,505
5207 TriMet/Wilsonville Tax	4,749	4,629	5,485	5,655	5,655	5,655
5208 OR Worker's Benefit Fund Tax	228	232	342	336	336	336
5211 Medical Ins Nonunion	93,717	91,114	101,651	107,716	107,716	107,716
5221 Post Retire Ins Nonunion	8,625	7,275	7,350	8,550	8,550	8,550
5230 Dental Ins Nonunion	13,929	13,517	15,149	16,278	16,278	16,278
5240 Life/Disability Insurance	8,231	7,349	8,260	10,717	10,717	10,717
5290 Employee Tuition Reimburse			3,238	4,680	4,680	4,680
5295 Vehicle Allowance	11,280	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	1,243,496	1,000,121	1,217,409	1,196,744	1,196,744	1,196,744
5300 Office Supplies	5,287	1,959	6,350	2,850	2,850	2,850
5301 Special Department Supplies	881	240	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	410	145				
5340 Software Expense/Upgrades		150				
5350 Apparatus Fuel/Lubricants	59	96				
5361 M&R Bldg/Bldg Equip & Improv	343					
5367 M&R Office Equip	1,705	4,177	4,364	4,062	4,062	4,062
5400 Insurance Premium	261,986	266,623	320,400	324,526	324,526	324,526
5412 Audit & Related Filing Fees	41,525	27,034	46,000	46,000	46,000	46,000
5414 Other Professional Services	69,896	43,461	16,500	18,000	18,000	18,000
5415 Printing	2,331	1,379	6,579	3,000	3,000	3,000
5417 Temporary Services	4,288	12,059				
5418 Trustee/Administrative Fees	22,488	24,744	33,800	32,800	32,800	32,800
5461 External Training	1,620	4,735	4,575	5,000	5,000	5,000
5462 Travel and Per Diem	805	1,376	6,600	5,830	5,830	5,830
5484 Postage UPS & Shipping	40	158	200	200	200	200
5500 Dues & Subscriptions	3,745	3,341	3,850	4,280	4,280	4,280
5570 Misc Business Exp	2,311	9,297	1,700	2,200	2,200	2,200
5572 Advertis/Public Notice	6,579	7,668	6,710	7,900	7,900	7,900
Total Materials & Services	426,297	408,642	458,828	457,848	457,848	457,848
Total General Fund	1,669,793	1,408,763	1,676,237	1,654,592	1,654,592	1,654,592

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Integrated Operations Administration

Fund 10 • Directorate 04 • Division 20 • Department 200

PROGRAM DESCRIPTION

As part of the District-wide reorganization as of July 1, 2010 fiscal year, personnel were transferred to other budgets, and remaining Personnel Services and Materials and Services costs relate to all Integrated Operations Divisions.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,876,252	\$122,380	\$485,096	\$167,579
Materials and Services	321,040	235,322	298,132	304,557
Total Expenditures	\$3,197,292	\$357,702	\$783,228	\$472,136

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Assistant Chief	1.00			
Division Chief	1.00			
Chief of Staff	1.00			
Battalion Chief	7.00			
Operations Business Manager	1.00			
Records Specialist	1.00			
Administrative Assistant	2.00			
Captain Assigned to Administration	0.00			
Light Duty Positions	2.00			
Total Full-Time Equivalents (FTE)	16.00			

2012-13 SIGNIFICANT CHANGES

Personnel Services was reduced as the prior year budget included a negotiated payment to the Union Health Trust in the amount of \$300,000 in account 5210. In addition, accounts such as tuition reimbursement and certain District-wide relief and overtime costs are managed for all operating centers and fire station personnel through this budget.

Within Materials and Services, account 5325 provides funding for replacement of damaged or additional turnouts. Account 5330 provides funding for firefighting small equipment, and community room and investigator equipment replacement as needed. Account 5361, \$60,000, provides emergency repair funds for all stations and facilities managed through the Integrated Operations Directorate. Account 5365 provides for thermal imager repairs as well as various monitor calibrations. Annual hose and ladder testing and certification are provided for in account 5414, as well as customer satisfaction surveys.

Integrated Operations Administration, continued

PERSONNEL SUMMARY

Integrated Operations	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
North Integrated Operations	0.00	13.00	13.00	14.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00
Station 61 (Butner Road)	14.00	14.00	14.00	13.00
Station 62 (Aloha)	14.00	13.00	13.00	14.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00
Station 65 (West Slope)	12.00	12.00	12.00	12.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00
Station 67 (Farmington Road)	24.00	25.00	25.00	25.00
Station 68 (Oak Hills) ⁽¹⁾	12.00	9.00	9.00	9.00
Central Integrated Operations	0.00	13.50	13.50	13.50
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 35 (King City)	14.00	14.00	14.00	14.00
Station 50 (Walnut)	12.00	13.00	13.00	13.00
Station 51 (Tigard)	24.00	24.00	24.00	24.00
Station 53 (Progress)	14.00	14.00	14.00	14.00
Station 69 (Cooper Mountain) ⁽¹⁾	9.00	9.00	9.00	9.00
South Integrated Operations	0.00	12.38	12.38	12.38
Station 34 (Tualatin)	14.00	12.00	12.00	13.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00
Station 56 (Elligsen Road)	12.00	13.00	13.00	12.00
Station 57 (Mountain Road)	9.00	12.00	12.00	12.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00
Station 59 (Willamette)	12.00	12.00	12.00	12.00
EMS/Health/Wellness	6.00	9.00	8.50	8.50
Training/Safety	8.00	8.00	8.00	8.69
Recruits	6.20	9.00	7.50	7.50
Integrated Operations Administration	16.00	0.00	0.00	0.00
Relief Pool Personnel	36.50	42.00	42.00	44.57
Total Integrated Operations Directorate	337.70	371.88	369.88	374.14

⁽¹⁾ These stations are staffed with nine FTE from the General Fund (three FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for three additional FTE at each of these stations (four FTE per shift).

Integrated Operations Administration, continued

STATION FTE AND UNITS

Stations	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine
Station 34 (Tualatin)	13.00	 	Aerial Pumper, Car†
Station 35 (King City)	14.00	 	Engine, Medic
Station 50 (Walnut)	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue/Engine§
Station 52 (Wilsonville)	12.00		Engine
Station 53 (Progress)	14.00	 	Engine, Medic
Station 56 (Elligsen Road)	12.00		Truck/Engine§
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)	13.00	 	Aerial Pumper, Car
Station 62 (Aloha)	14.00	 	Aerial Pumper, Medic
Station 64 (Somerset)	12.00		Engine
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 (Oak Hills)	12.00*		Engine
Station 69 (Cooper Mountain)	12.00*		Engine

* These stations are staffed with 9 FTE from the General Fund (3 FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant which provides the funding for 3 additional FTE at each of these stations (4 FTE per shift).

§ These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

† This unit and FTE are temporarily relocated from Station 56 while under construction.

○ Full Time Employees (FTE) per Unit



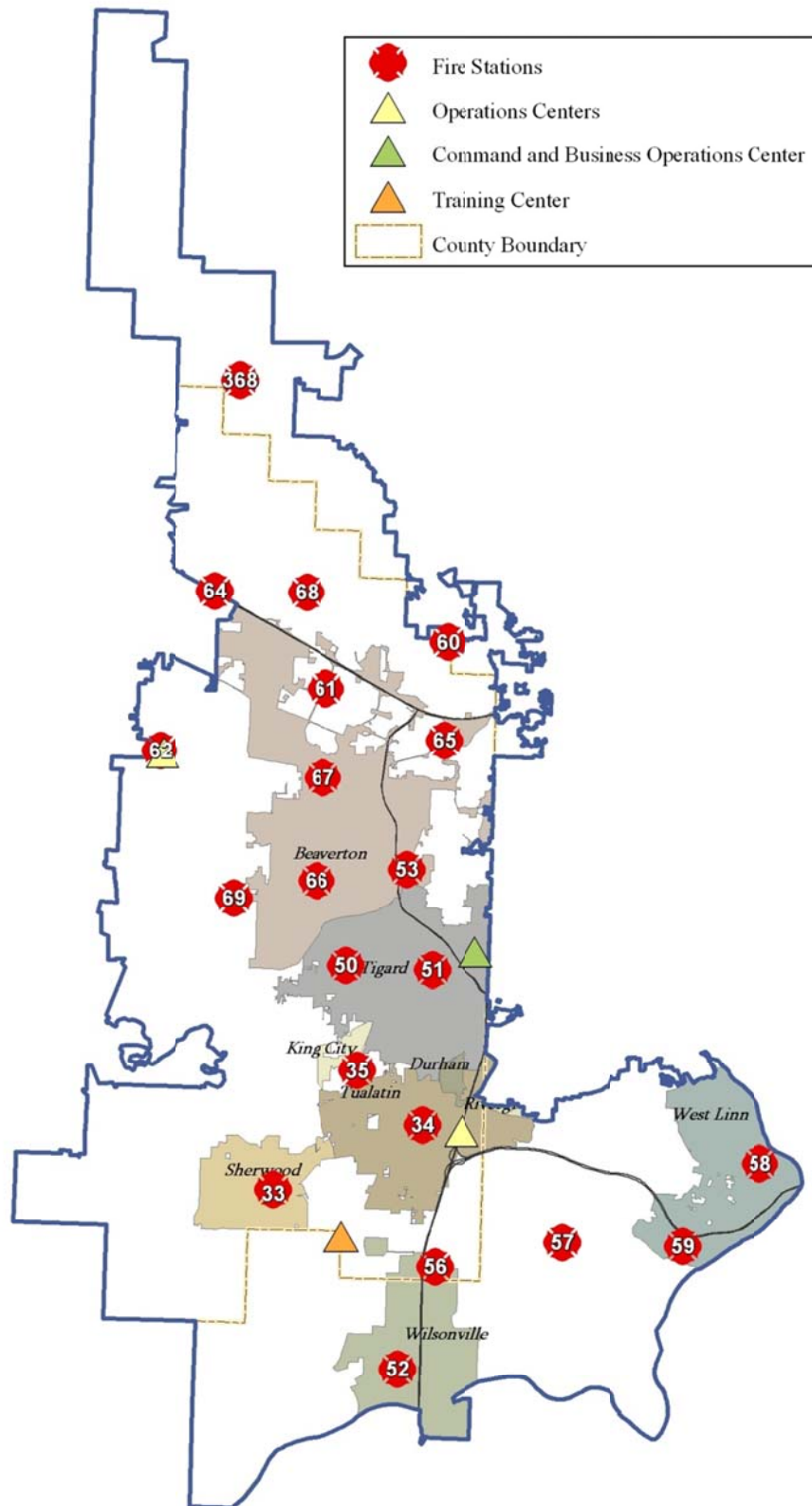
53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE



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

Integrated Operations Administration, continued

DISTRICT SERVICE AREA



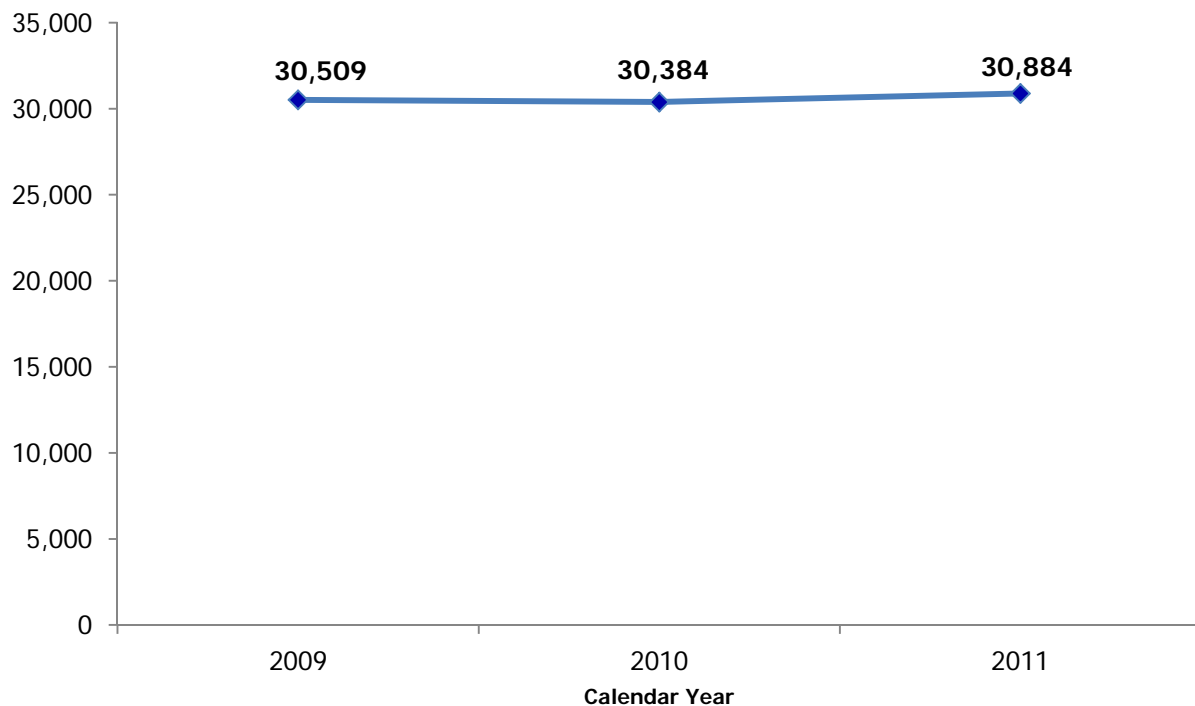
Integrated Operations Administration, continued

INTEGRATED OPERATIONS BUDGET BY COST CENTER

Cost Center	Integrated Operations	2009-10 Actual	2010-11 Actual	2011-12 Revised Budget	2012-13 Budget
10200	Integrated Operations Admin	\$3,197,291	\$357,702	\$783,228	\$472,136
10300	Volunteers	126,441	138,411	227,602	227,602
10280	Relief Pool Personnel	3,925,159	4,519,863	5,427,117	5,427,117
10155	North Integrated Operations	327,605	1,794,504	2,397,741	2,397,741
10060	Station 60 Cornell Road	1,330,101	1,429,110	1,468,232	1,468,232
10061	Station 61 Butner Road	1,682,044	1,993,016	2,174,482	2,174,482
10062	Station 62 Aloha	1,634,687	1,866,024	2,025,791	2,025,791
10064	Station 64 Somerset	1,601,342	1,586,054	1,887,114	1,887,114
10065	Station 65 West Slope	1,643,758	1,789,076	1,899,633	1,899,633
10066	Station 66 Brockman Road	1,635,125	1,634,354	1,872,445	1,872,445
10067	Station 67 Farmington Road	3,053,242	3,725,411	3,814,954	3,814,954
10068	Station 68 Oak Hills	1,291,724	1,388,516	1,440,370	1,440,370
10160	Central Integrated Operations	18,577	2,022,576	2,081,356	2,081,356
10033	Station 33 Sherwood	1,683,191	1,811,761	1,851,455	1,851,455
10035	Station 35 King City	2,454,278	2,011,620	2,226,824	2,226,824
10050	Station 50 Walnut	2,321,401	1,925,664	2,028,443	2,028,443
10051	Station 51 Tigard	3,101,974	3,689,150	3,933,338	3,933,338
10622	Technical Rescue Team	19,836	65,658	41,940	41,940
10053	Station 53 Progress	2,004,558	2,237,167	2,339,373	2,339,373
10069	Station 69 Cooper Mountain	1,380,072	1,396,921	1,465,039	1,465,039
10600	South Integrated Operations		1,958,242	2,096,326	2,096,326
10034	Station 34 Tualatin	2,592,729	1,870,689	1,994,820	1,994,820
10625	Hazardous Materials Team	22,954	43,299	40,947	40,947
10052	Station 52 Wilsonville	1,630,338	1,806,976	1,874,036	1,874,036
10056	Station 56 Elligsen Road	1,430,407	1,935,817	1,963,680	1,963,680
10621	Wildland Program	32,427	19,332	25,418	25,418
10057	Station 57 Mountain Road	1,341,378	1,769,409	1,802,891	1,802,891
10058	Station 58 Bolton	1,708,143	1,843,489	1,848,322	1,848,322
10059	Station 59 Willamette	1,428,124	1,934,508	1,920,206	1,920,206
10626	Water Rescue Team	11,348	18,300	36,733	36,733
10421	EMS/Health/Wellness	1,341,274	1,698,443	1,790,542	1,790,542
10402	Training/Safety	1,531,917	1,370,473	1,722,921	1,722,921
10420	External Training	17,733	17,587	22,334	22,334
10230	Recruits	517,671	663,578	1,098,035	1,098,035
	Total Integrated Operations	\$48,038,850	\$54,332,699	\$59,623,688	\$62,238,694

Integrated Operations Administration, continued

DISTRICT INCIDENT COUNT



NOTE: Incident totals also include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary (e.g., Hillsboro Fire & Rescue, Lake Oswego Fire Department, and Portland Fire & Rescue).

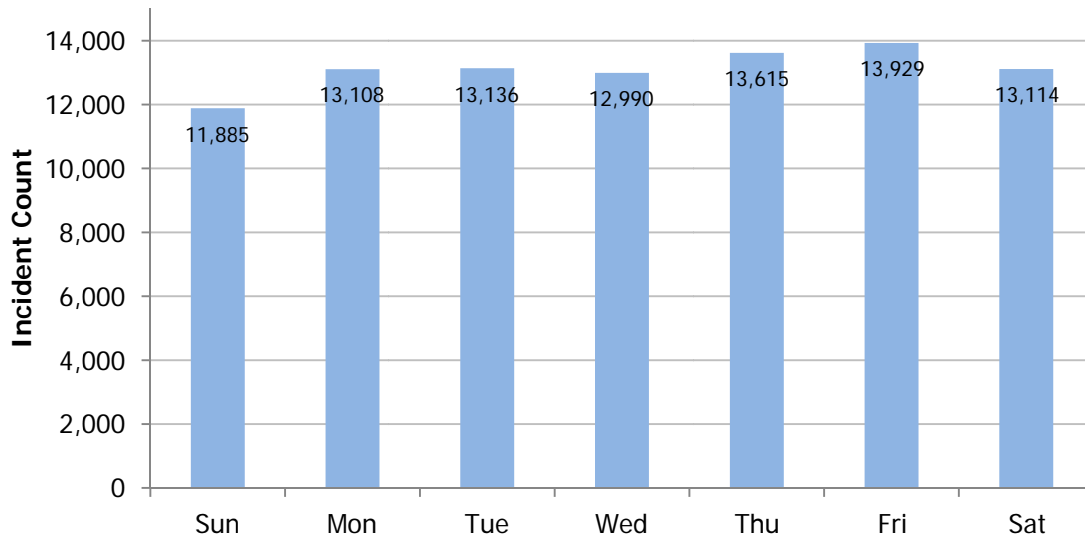
DISTRICT INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	4,079	898	3,564	784	3,293	880
Overpressure	0	59	0	47	0	63
EMS/Rescue Call	24,092	18,425	24,671	19,288	25,539	19,516
Hazardous Condition	532	745	543	747	526	757
Service Call	1,241	2,046	918	1,851	937	2,021
Good Intent Call	224	5,768	266	5,457	154	5,855
False Call	0	2,519	0	2,178	0	1,749
Natural Condition	0	13	0	2	0	5
Other Situation	341	36	422	30	435	38
Total	30,509		30,384		30,884	

NOTE: Incident totals also include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary (e.g., Hillsboro Fire & Rescue, Lake Oswego Fire Department, and Portland Fire & Rescue).

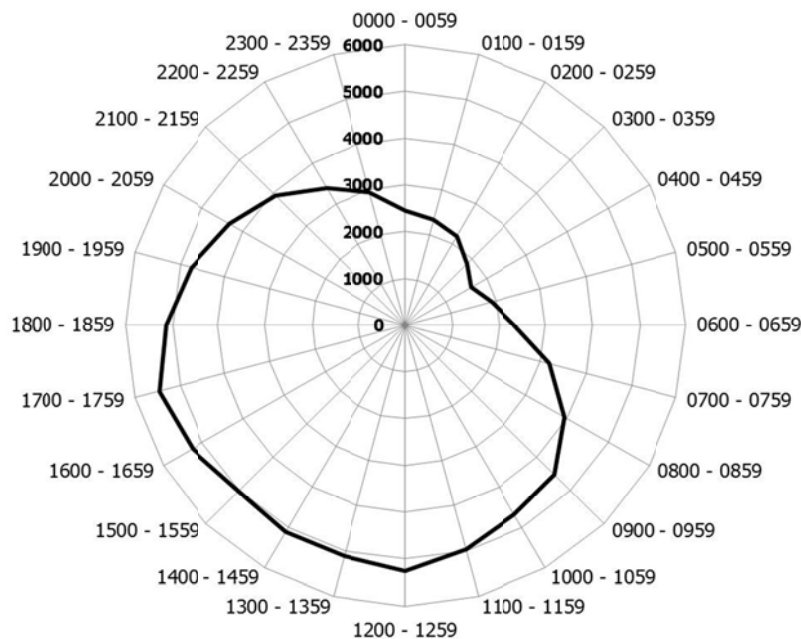
Integrated Operations Administration, continued

DISTRICT INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Incident totals also include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary (e.g., Hillsboro Fire & Rescue, Lake Oswego Fire Department, and Portland Fire & Rescue).

DISTRICT INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Incident totals also include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary (e.g., Hillsboro Fire & Rescue, Lake Oswego Fire Department, and Portland Fire & Rescue).

Integrated Operations Administration, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Response performance** - Improve overall response performance consistent with the Standards of Coverage (SOC).

Goal(s)/Call(s) for Action: I/A, E, and F; VI/E
Service Type(s): Essential
Measured By: Monitoring, measuring, and trending turnout, distribution, and concentration response performance, as well as response reliability performance as outlined in the SOC. Continually monitor, evaluate, and improve on data, capturing applications and processes to ensure data accuracy.

Status or Outcome: A significant revision of TVF&R's SOC was completed in 2011. TVF&R baselines were established, which has set the first marker for trending the District's response performance moving forward.

- **Asset Management Program** - Efficiently manage all assets (e.g., equipment, apparatus, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset.

Goal(s)/Call(s) for Action: III/A; VI/B, C, and D; VII/B; and VIII/F
Service Type(s): Essential
Measured By: Development and maintenance of capital and small capital replacement schedules, evaluation of the Asset Management Program Process Action Teams (PATs), and review and revision of applicable policies and procedures.

Status or Outcome: The Asset Management Program (AMP) was established in July 2011. Eight programs were identified and assigned Program Managers: Apparatus/Vehicles, Equipment, EMS Equipment, IT/Communications, PPE/Uniforms, Respiratory, Special Operations, and Wildland. Existing equipment and apparatus projects were brought into the folds of the program to ensure purchasing, maintenance, and surplus needs are consistent with District vision, practice, and policy. Additionally, new projects have been proposed and are also working within newly developed AMP parameters. There are 14 PATs in process in the following programs:

- Apparatus/Vehicles: 3
- Equipment: 4
- Information Technology/Communications: 2
- Personal Protective Equipment: 3
- Respiratory: 1
- Special Operations: 1

An initial capital and small capital replacement schedule has been created for Integrated Operations, but will continue to be refined until it captures the full scope of Integrated Operations assets.

Integrated Operations Administration, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Deployment changes** - Establish the right resource with the right staffing delivered to the right call at the right time.

Goal(s)/Call(s) for Action: I/A, III/D, VI/B, VII/A, VIII/B
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Staff's analysis of the current deployment model's impact on response performance, as well as the system as a whole.
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Logistics, Planning
Status or Outcome: Staff initiated the Alternative Response Unit (ARU) Focus Group to review and analyze the data that was produced from the first 15 months of the Cars and Medics deployment. They also evaluated the internal survey that was completed by line personnel. The ARU Focus Group is preparing to make recommendations to the Fire Chief's Office for an adjustment in the deployment of the ARUs to maximize the right resource, right staffing, right call, and right time vision.

- **Maximize Truck Company utilization** - Concentration and establishment of an Effective Response Force (ERF) within preferred timeframes are based on the availability of specific resources, of which Truck Companies play a critical role. Staff will conduct analysis to ensure the appropriate utilization of the District's Truck Companies. This assessment will contemplate the reallocation of response areas to maximize existing resources, as well as using existing resources to deploy an additional company in either a single (Truck only), or "swing" capacity, where the crew has the ability to respond in either a Truck or other response unit based upon the type of call received by dispatch (e.g., current model of T56/E56 and HR51/E51).

Goal(s)/Call(s) for Action: I/A, VI/B, VII/A, and VIII/B
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Staff's analysis of the impact of the current three Truck Company model, as well as impacts and opportunities for a four Truck Company model based upon available infrastructure and funding (e.g., Bond schedule).
Partner(s): Finance, Fire Chief's Office, Logistics, Planning
Status or Outcome: Formal analysis has not been completed to evaluate the three vs. four Truck Company deployment model. With the relocation of a Hillsboro Truck Company away from the TVF&R border, Truck 67 will see an increase in first due/response area. This increase will require an analysis to determine what initiatives can be explored to increase Truck Company utilization.

- **Station location** - Continue to conduct station placement analysis, both at the District and regional level, for existing and future fixed locations to meet deployment and risk reduction objectives.

Goal(s)/Call(s) for Action: I/A, VI/B, VII/A, and VIII/B
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Continued analysis consistent with the bond schedule strategy.
Partner(s): Finance, Fire Chief's Office, Logistics, Planning
Status or Outcome: Staff has continued the analysis of both current station locations and potential collaborative locations to meet the deployment and risk reduction objectives. The impediments to the proposed Station 68 construction may require additional analysis for its relocation.

Integrated Operations Administration, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standards and based upon incident stratification of probability and severity. This also includes additional risk assessment analysis, and the integration of non-traditional fire resources into the system (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action: I/A, E, and F; III/A and D; VI/E; VIII/B
Budget Impact: Resource neutral
Duration: Year 2 of 5
Budget Description: Continued analysis and refinement of the Standards of Coverage (SOC).
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning
Status or Outcome: A significant revision of TVF&R's SOC was completed in 2011. The SOC is consistent with industry standards and now provides a solid framework for the District. TVF&R baseline trends, critical tasks, and effective response forces for structure fires and EMS, and an initial risk assessment for fires have all been established. Further revisions will refine these areas, and create a basis for EMS risk, and Special Operations risk and critical task development.

- **Impact of and response to service calls** - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action: I/A, D, and E; II/A; VI/A, C, and D; VIII/A, B, and E
Budget Impact: Resource neutral
Duration: Year 2 of 5
Budget Description: Staff's continued analysis
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning
Status or Outcome: Staff initiated the Alternative Response Unit (ARU) Focus Group to review and analyze the data that was produced from the first 15 months of the Cars and Medics deployment. They also evaluated the internal survey that was completed by line personnel. The ARU Focus Group is preparing to make recommendations to the Fire Chief's Office for an adjustment in the deployment of the ARUs to address the customer service interval issue. In November of 2011, the ARU Focus Group sent communication to line personnel that additional tools are available to effectively address the customer's needs. These included phone calls to ensure crews are enroute, follow-up with other personnel, and the ability of the ARU to send a closer company Code 1. The relocation of Car 56 to Car 34 will create additional data sets from which to develop recommendations. Establishment of a standard customer service interval is forthcoming and will change planning zones.

Integrated Operations Administration, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Integrated Operations implementation and evaluation.**

Goal(s)/Call(s) for Action: I/A, C, and D; II/A, B, and D; VI/A, B, and D
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Allows for the ongoing evaluation of data changes secondary to the implementation of the Integrated Operations model and evaluation of the effect of new programs developed with subsequent changes to improve effect.
Partner(s): EMS/Health/Wellness, Planning, Training
Status or Outcome: Community Risk Reduction has been effectively rolled out to the stations with the help of Battalion Chiefs and the Public Education Chief Officer. The early work completed by Planning, the Fire Marshal's Office, and Integrated Operations with phased rollout allowed for effective feedback on the final product. The False Alarm program is another example of effective integration of District prevention and operations divisions.

- **Mobile Command Center (MCC) assessment and updates** - Identify mission and functional requirements for MCC use in support of Integrated Operations (to be added to existing MCC missions for Emergency Management/Incident Management Team functions); identify technology and other support needs based on functional requirements; establish and implement process to align MCC infrastructure and procedures with mission; and eventually to integrate it into response pattern.

Goal(s)/Calls(s) for Action: III/A and C
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: Mission and functional requirement development will be internal, but external consultation will likely be necessary to specify equipment/system needs. Equipment purchase and installation (likely second year) would generate additional budget impact.
Partner(s): Logistics, Media Services
Status or Outcome: MCC mission and deployment scheme is under review. The functional requirements/technical abilities will be scaled back to meet a more regular deployment for general incident management and less reliance on technology for non-routine event management where TVF&R has additional resources in place.

Integrated Operations Administration, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Unpaid intern program** - Year 3 of 4 was to begin July 2010, with the assignment of three personnel to one station. This timeline was pushed back to August 2011, due to unforeseen implementation obstacles. This evaluation period will assist in refining the program guidelines, and planning the number of students and stations affected in the final phase, year 4.

Goal(s)/Calls(s) for Action: VI/B and C, VII/A
Budget Impact: Increase required
Duration: Year 3 of 4
Budget Description: Increase to account for the addition of three personnel. Increase in tuition reimbursement budget as unpaid intern members have proposed guidelines to be enrolled in a fire or EMS education program. Staff time for planning.
Partner(s): Human Resources, Finance, Logistics, Training
Status or Outcome: The Unpaid Intern Program has had early success with implementation at Station 64. The ability to offer additional opportunities for students interested in the fire service as a career has been expanded with this program.

- **Occupancy database implementation** - Replacement of the District's current Occupancy Management database (FireRMS) with a new program better equipped to meet the functional requirements of the users, while also connecting with other business software. The ten-plus year old program is a complete silo system (e.g., does not integrate with other District software). It is no longer supported technology, which causes many inefficiencies including redundant data entry and the creation of numerous shadow systems to fill the gaps where the program lacks. Funds for the purchase of a new software solution are housed in Information Technology. The users are members of Integrated Operations and Planning, who will play a primary role in the selection and implementation of the program.

Goal(s)/Call(s) for Action: I/A, B, and C; VI/E; VII/C
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: Purchase and implementation cost. Annual maintenance cost moving forward.
Partner(s): Logistics, Planning
Status or Outcome: The vendor of the District's electronic incident reporting system developed a Prevention Module that is used by other departments and meets the District's occupancy database needs. Integrating this module into the existing incident reporting system provides a significant cost savings, allows for data integration between occupancy and incident information, and builds upon an existing relationship with a vendor and program that have proven extremely successful since implementation in December 2007. Additionally, this system should create efficiencies and standardized processes with its ability to be utilized in the field (tablet devices), create electronic letters and reports, and utilize email and electronic archiving to reduce time and effort spent managing hard copy records.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Awarded the Staffing for Adequate Fire and Emergency Response (SAFER) grant for nine firefighter positions. The grant funds these positions for a period of two years (May 12, 2011 to May 11, 2013), at approximately \$1.6 million. These nine positions allowed the District to achieve four-person staffing on all suppression units. The personnel were hired on May 16, 2011, as part of Recruit Academy 11-02. They successfully completed the academy and were deployed as the fourth members of the remaining three, three-person companies on September 1, 2011.

Integrated Operations Administration, continued

2012-13 SERVICE MEASURES

	2009* Actual	2010* Actual	2011* Actual	2012* Projected
Code Enforcement				
Inspections	3,933	3,069	2,800	2,192
Re-inspections	2,771	2,693	1,716	1,096
Night Inspections	198	173	83	90
Violations Found	4,475	4,246	2835	2,500
Investigations				
Number of Investigations Performed	203	152	184	168
After Hours Call Outs	132	164	84	124
Arson Investigations	38	34	32	33
Response Time at 80 th Percentile (in minutes)	22.0	21.0	22.0	22.0
Incident Data				
Multi-Family Housing Fires	75	62	62	62
Total (Inspectable) Commercial Fires	118	130	115	123
False Alarms (Total)	2,520	2,184	1,750	1,400
False Alarms (Commercial Auto-Alarms)	1,630	1,134	927	740
Park Place Assisted Living Facility	378	174	116	100
Public Education				
Apartment Program – Number of Trainees	94	91	97	120
Adult Foster Care Program – Number of Trainees	70	68	69	80
Fire Safety House Events – Total Number of Events	21	38	31	40
Total Attendance	1,739	9,062	7,930	8,000
Public Education Events				
Burn Prevention, CPR/First Aid, Career Info/Ride-Along, Emergency Preparedness, Fire Extinguisher, TVF&R Information, Home Fire Safety, Heating Safety, Fire Escape Planning, Smoke Alarms, Kitchen Fire, Pediatric Fall/Injury, Residential Sprinklers, Seasonal Safety, Senior Safety/Fall Prevention, Youth Fire Safety	365	588	712	750
Total Public Education Attendance	33,149	52,020	62,837	64,000

*Calendar year data.

- **Response performance** – Improve or maintain overall response performance trends consistent with the Standards of Coverage (SOC).

Goal(s): I/1, 5, and 7; VI/2 and 6
Service Type(s): Essential
Measured By: Monitoring, measuring and trending turnout, distribution, and concentration response performance, as well as response reliability performance as outlined in the SOC. Continually monitor, evaluate, and improve on data, capturing applications and processes to ensure data accuracy.

Integrated Operations Administration, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Asset Management Program (AMP)** – Efficiently manage all assets (e.g., equipment, apparatus, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset.

Goal(s): VI/3, 4, and 5; VII/2; VIII/5
Service Type(s): Essential
Measured By: Development and maintenance of capital and small capital replacement schedules, evaluation of the AMP Process Action Teams (PATs), successful implementation and maintenance of new assets, and review and revision of applicable policies and procedures.

- **Maintain participation in Operations and EMS Quality Improvement processes** – The District supports a continuous quality improvement (QI) process that promotes an exemplary service delivery system. While structured in a committee-based format, the District recognizes all employees as adjunct members to the improvement process, values the non-punitive collection of performance related data, and strives to develop and utilize objective information sources to create new perspectives on the quality of service delivered to the citizens.

Goal(s): I/5, VI/D, and VI/6
Service Type(s): Essential
Measured By: Review of Operations and EMS QI Committee participation levels and projects.

2012-13 CHANGE STRATEGIES

- **Deployment changes** - Establish the right resource with the right staffing delivered to the right call at the right time.

Goal(s)/Call(s) for Action: I/1, VI/3, VII/1
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Staff's analysis of the current deployment model's impact on response performance, as well as the system as a whole.
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Logistics, Planning

- **Maximize Truck Company utilization** - Concentration and establishment of an Effective Response Force (ERF) within preferred timeframes are based on the availability of specific resources, of which Truck Companies play a critical role. Staff will conduct analysis to ensure the appropriate utilization of the District's Truck Companies. This assessment will contemplate the reallocation of response areas to maximize existing resources, as well as using existing resources to deploy an additional company in either a single (Truck only), or "swing" capacity where the crew has the ability to respond in either a Truck or other response unit based upon the type of call received by dispatch (e.g., current model of T56/E56 and HR51/E51).

Goal(s)/Call(s) for Action: I/1, VI/3, VII/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Staff's analysis of the impact of the current three Truck Company model, as well as impacts and opportunities for a four Truck Company model based upon available infrastructure and funding (e.g., Bond schedule).
Partner(s): Finance, Fire Chief's Office, Logistics, Planning

Integrated Operations Administration, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- **Station location** - Continue to conduct station placement analysis, both at the District and regional level, for existing and future fixed locations to meet deployment and risk reduction objectives.

Goal(s)/Call(s) for Action: I/1, VI/5, VII/2
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Continued analysis consistent with the bond schedule strategy.
Partner(s): Finance, Fire Chief's Office, Logistics, Planning

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standards and based upon incident stratification of probability and severity. This also includes additional risk assessment analysis, and the integration of non-traditional fire resources into the system (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action: I/1, 2, 3, 4, 5 and 7; II/1; III/4; VI/2, 4, 5, and 6
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Continued analysis and refinement of the Standards of Coverage (SOC).
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning

- **Impact of and response to service calls** - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1; VI/1, 3, and 4; VIII/1
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Staff's continued analysis
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning

- **Integrated Operations implementation and evaluation.**

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and D; VI/1, 2, and 5
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Allows for the ongoing evaluation of data changes secondary to the implementation of the Integrated Operations model and evaluation of the effect of new programs developed with subsequent changes to improve effect.
Partner(s): EMS, Health & Wellness, Planning, Training

Integrated Operations Administration, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- **Unpaid intern program** - This evaluation period will assist in refining the program guidelines, and planning the number of students and stations affected in the final phase, year 4.

Goal(s)/Calls(s) for Action:	VI/4, 5, and 7; VII/1
Budget Impact:	Increase Required
Duration:	Year 4 of 4
Budget Description:	Increase to account for the addition of three personnel (six total). Increase in tuition reimbursement budget as unpaid intern members have proposed guidelines to be enrolled in a fire or EMS education program. Staff time for planning.
Partner(s):	Human Resources, Finance, Logistics, Training



Integrated Operations Admin, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10200 General Fund						
5001 Salaries & Wages Union	192,168	9,809				
5002 Salaries & Wages Nonunion	1,213,576					
5003 Vacation Taken Union	19,267	2,652				
5004 Vacation Taken Nonunion	110,041					
5005 Sick Leave Taken Union	32,172	4,424				
5006 Sick Taken Nonunion	10,862					
5007 Personal Leave Taken Union	2,202	68				
5008 Personal Leave Taken Nonunion	7,537					
5010 Comp Taken Nonunion	1,371					
5015 Vacation Sold	32,521					
5020 Deferred Comp Match Union	4,694	568				
5021 Deferred Comp Match Nonunion	26,364					
5101 Vacation Relief		1,429				
5102 Duty Chief Relief	182,612	8,283	38,588	26,724	26,724	26,724
5115 Vacant Slot Relief	30,849					
5120 Overtime Union	154,432	42,250	54,532	55,117	55,117	55,117
5121 Overtime Nonunion	797					
5123 Comp Time Sold Nonunion	9					
5201 PERS Taxes	370,594	8,334	18,587	16,335	16,335	16,335
5203 FICA/MEDI	133,268	3,354	7,124	6,261	6,261	6,261
5206 Worker's Comp	23,319		2,328	3,028	3,028	3,028
5207 TriMet/Wilsonville Tax	13,137	294	644	574	574	574
5208 OR Worker's Benefit Fund Tax	594	13				
5210 Medical Ins Union	58,496	2,808	300,000			
5211 Medical Ins Nonunion	147,672					
5220 Post Retire Ins Union	2,050	100				
5221 Post Retire Ins Nonunion	12,750					
5230 Dental Ins Nonunion	19,182					
5240 Life/Disability Insurance	15,523					
5270 Uniform Allowance	2,145	925	3,120	3,840	3,840	3,840
5290 Employee Tuition Reimburse	50,288	37,069	60,173	55,700	55,700	55,700
5295 Vehicle Allowance	5,760					
Total Personnel Services	2,876,252	122,380	485,096	167,579	167,579	167,579
5300 Office Supplies	721	146				
5301 Special Department Supplies	2,046	1,723	6,500	8,850	8,850	8,850
5302 Training Supplies	249					
5304 Hydrant Maintenance			1,318	2,150	2,150	2,150
5305 Fire Extinguisher				900	900	900
5307 Smoke Detector Program	53	10				
5320 EMS Supplies		157				
5321 Fire Fighting Supplies	17,858	3,093	19,760	17,400	17,400	17,400
5323 Food Service	1,560					
5325 Protective Clothing	141	870	32,395	30,120	30,120	30,120
5330 Noncapital Furniture & Equip	8,641	4,264	8,550	9,050	9,050	9,050
5350 Apparatus Fuel/Lubricants	17,573	378	1,100	1,700	1,700	1,700

Integrated Operations Admin, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10200 General Fund						
5361 M&R Bldg/Bldg Equip & Improv	39,361		60,000	60,000	60,000	60,000
5365 M&R Firefight Equip	23,657	25,276	28,000	28,000	28,000	28,000
5367 M&R Office Equip	243	1,054				
5400 Insurance Premium	260					
5414 Other Professional Services	147,499	158,924	67,484	62,031	62,031	62,031
5415 Printing	4,617	1,497		1,000	1,000	1,000
5416 Custodial & Bldg Services	60					
5419 Chaplains Reimbursement	15,223					
5436 Garbage		188				
5450 Rental of Equip	133					
5461 External Training	8,002	14,510	23,525	23,756	23,756	23,756
5462 Travel and Per Diem	21,888	17,945	43,600	48,000	48,000	48,000
5471 Citizen Awards	702					
5484 Postage UPS & Shipping	119	93		1,500	1,500	1,500
5500 Dues & Subscriptions	4,666	1,600	2,600	2,600	2,600	2,600
5570 Misc Business Exp	3,982	3,075	1,300	6,500	6,500	6,500
5571 Planning Retreat Expense	1,719	571	2,000	1,000	1,000	1,000
5572 Advertis/Public Notice	69					
5573 Inventory Over/Short/Obsolete		(52)				
Total Materials & Services	321,040	235,322	298,132	304,557	304,557	304,557
Total General Fund	3,197,291	357,702	783,228	472,136	472,136	472,136

Volunteers

Fund 10 • Directorate 04 • Division 65 • Department 300

PROGRAM DESCRIPTION

Volunteers provide civic and humanitarian duties, as well as operational and prevention support. There are two roles in the District's Volunteer Program: Core and Auxiliary. Core Volunteers provide support functions on emergency scenes including rehabilitation, air management, exterior fire operations, wildland assistance, and standbys (staffing a career station when career companies are out of quarters for an extended incident). Individuals not wanting to volunteer in an emergency operations capacity can become Auxiliary Volunteers and provide assistance in the form of administrative support for the various departments within the District, or assist in the maintenance and coordination of the District's antique apparatus. Both Core and Auxiliary Volunteers participate in the various community events that occur within TVF&R's service area.

All Volunteers receive orientation training when they join the District, and receive continuous training through Tuesday night drills, various weekend opportunities, and training events hosted by neighboring agencies and training associations. Volunteers are assigned to the closest Volunteer station based upon their residence to help ensure efficient response performance and program management. These stations are co-located with career Stations 33 (Sherwood), 50 (Walnut), and 62 (Aloha). There is also a standalone volunteer station in the Skyline area. 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 actual Volunteers in the program, ranging between 70 and 100.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$53,620	\$22,510	\$48,800	\$34,000
Materials and Services	72,822	115,901	178,802	218,380
Total Expenditures	\$126,442	\$138,411	\$227,602	\$252,380

2012-13 SIGNIFICANT CHANGES

The District moved in fiscal year 2009-10 to a fully accountable reimbursement plan, primarily oriented toward tuition and educational reimbursements. All reimbursements in this compensation plan are primarily accounted for in accounts 5290, 5461, and 5462. Group term life insurance for Core Volunteers is accounted for in account 5240. In addition to the classes mentioned, all Core and Auxiliary Volunteers are required to be EMT-Basic certified. If they do not have this training when they become a new volunteer, the District reimburses the volunteer for educational expenses per the Standard Operating Guideline to achieve the certification. Account 5290, Tuition Reimbursement and Travel Per Diem, represent pre-career Volunteer degree incentives as well as Core Volunteer degree incentives.

Funds in Materials and Services, Training Supplies, and Firefighting Supplies provide for supplies and training textbooks and materials for the volunteer recruit academy. Account 5501 reflects funding for the Volunteer Firefighters Association fund. Account 5417, Temporary Services, represents two part-time Volunteer Battalion Chiefs and a Volunteer Coordinator hired through a temporary agency.

Volunteers, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Core Volunteer program** - Ensure Core Volunteers have appropriate apparatus to meet program goals and have all tools and equipment to ensure timely and productive response from their assigned stations. Continue to recruit personnel to ensure station levels maintain adequate response and reliability to street essential apparatus.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Response times, reliability, and Volunteer participation utilizing SharePoint tracking process. Recruitment process success ratio.
Status or Outcome: Ongoing. Twelve Volunteers were recruited and two rehabilitation units were placed in service. TVF&R hired an Assistant Program Coordinator to focus on these measurable, with a full analysis expected by the end of the fiscal year.

- **Auxiliary Volunteer Program** - Ensure auxiliary volunteers are being utilized effectively within the organization. Develop a system to ensure that all managers understand process for requesting personnel. Continue to recruit Auxiliary Volunteers.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Manager feedback via surveys. Volunteer participation and recruitment process success ratio.
Status or Outcome: Four Auxiliary Volunteers joined TVF&R this past year and assisted with the Antique Apparatus Group. This group alone attended over 25 District events with the antique apparatus. TVF&R hired an Assistant Program Coordinator to focus on these measurable, with a full analysis expected by the end of the fiscal year.

STATUS OF 2011-12 CHANGE STRATEGIES

- None

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Volunteer Program Support Coordinator added.
- Twelve Core and four Auxiliary Volunteer recruits added.

2012-13 SERVICE MEASURES

- **Core Volunteer program** - Ensure Core Volunteers have appropriate apparatus to meet program goals and have all tools and equipment to ensure timely and productive response from their assigned stations. Continue to recruit personnel to ensure station levels maintain adequate response and reliability to street essential apparatus.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Response times, reliability, and Volunteer participation utilizing SharePoint tracking process. Recruitment process success ratio.

2012-13 SERVICE MEASURES, CONTINUED

- **Auxiliary Volunteer Program** - Ensure Auxiliary Volunteers are being utilized effectively within the organization. Develop a system to ensure that all managers understand the process for requesting personnel. Continue to recruit auxiliary volunteers.

Goal(s): VI, VII
Service Type(s): Essential
Measured By: Manager feedback via surveys. Volunteer participation and recruitment process success ratio.

2012-13 CHANGE STRATEGIES

- **Create efficiencies in Volunteer deployment** that include station and apparatus assignment/location, recruitment, retention and function.

Goal(s)/Call(s) for Action: I/1, VI/5, and VII/4
Budget Impact: Resource neutral (grant funded)
Duration: Year 1 of 4
Budget Description: The District continues to look for efficiencies in all Divisions and Departments. Integrated Operations is currently looking into ways that Volunteers could be better utilized out of two or three centralized locations and assigned to specific apparatus types that support their function in the District. In addition, recruitment and retention management is being addressed through an additional SAFER position request.
Partner(s): Fire Chiefs Office, Logistics, Finance, Planning



Volunteers, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10300 General Fund						
5030 Volunteer Incentive/Reimburse	32,988					
5121 Overtime Nonunion	66	233				
5201 PERS Taxes	12	44				
5203 FICA/MEDI	5	17				
5206 Worker's Comp	111	11				
5207 TriMet/Wilsonville Tax		2				
5208 OR Worker's Benefit Fund Tax						
5240 Life/Disability Insurance	13,765	13,622	14,800			
5270 Uniform Allowance	5,451	8,581	14,000	14,000	14,000	14,000
5290 Employee Tuition Reimburse	1,222		20,000	20,000	20,000	20,000
Total Personnel Services	53,620	22,510	48,800	34,000	34,000	34,000
5300 Office Supplies	617	440	1,000	600	600	600
5301 Special Department Supplies	1,338	2,701	1,000	2,000	2,000	2,000
5302 Training Supplies	797		4,500	4,500	4,500	4,500
5305 Fire Extinguisher	69	201	400	200	200	200
5306 Photography Supplies & Process	226					
5320 EMS Supplies	3	609	500	500	500	500
5321 Fire Fighting Supplies	4,825	6,689	8,000	8,000	8,000	8,000
5323 Food Service	32					
5325 Protective Clothing	5,185	8,185	10,000	10,000	10,000	10,000
5330 Noncapital Furniture & Equip		12,028				
5350 Apparatus Fuel/Lubricants	5,428	5,762	10,000	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	1,524	2,383	7,800	54,140	54,140	54,140
5363 Vehicle Maintenance	1,011	2,576	3,000	8,600	8,600	8,600
5415 Printing	54		400	100	100	100
5416 Custodial & Bldg Services			956	478	478	478
5417 Temporary Services	5,871	11,246	61,776	51,792	51,792	51,792
5432 Natural Gas	3,770	3,652	4,500	4,500	4,500	4,500
5433 Electricity	7,562	6,855	7,500	7,500	7,500	7,500
5434 Water/Sewer	404	231	500	500	500	500
5436 Garbage	793	336	2,000	400	400	400
5450 Rental of Equip	870	870	870	870	870	870
5461 External Training	3,213	4,545	5,000	5,000	5,000	5,000
5462 Travel and Per Diem	6,434	23,630	19,000	25,000	25,000	25,000
5472 Employee Recog & Awards	1,134	820	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	7,376	7,558	9,500	9,500	9,500	9,500
5481 Community Education Materials				400	400	400
5484 Postage UPS & Shipping	107	23	100	100	100	100
5500 Dues & Subscriptions	618	618	1,000	700	700	700
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing	30					
5570 Misc Business Exp	1,563	3,883	10,000	5,000	5,000	5,000
5575 Laundry/Repair Expense	3,970	2,059	500			
Total Materials & Services	72,822	115,901	178,802	218,380	218,380	218,380
Total General Fund	126,441	138,411	227,602	252,380	252,380	252,380

Relief Pool Personnel

Fund 10 • Directorate 04 • Division 65 • Department 280

PROGRAM DESCRIPTION

This cost center accounts for firefighter personnel who fill in for firefighters on scheduled days off work or on sick or personal leave. The Relief Pool's budget includes funding for 44.57 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. Two FTEs are designated to provide light duty work for firefighters unable to perform their normal job for a period of time due to medical conditions.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$3,925,149	\$4,515,436	\$5,421,742	\$6,636,799
Materials and Services	10	4,427	5,375	3,650
Total Expenditures	\$3,925,159	\$4,519,863	\$5,427,117	\$6,640,449

2012-13 SIGNIFICANT CHANGES

Increases in Personnel Services relate to the wage and benefit changes negotiated for 2012-13 and the rank and make up of positions in the Relief Pool and increase in positions budgeted for relief shift filling.

Relief Pool Personnel, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10280 General Fund						
5001 Salaries & Wages Union	2,175,429	2,292,409	2,823,238	3,046,333	3,046,333	3,046,333
5003 Vacation Taken Union	268,248	288,945	373,664	402,821	402,821	402,821
5005 Sick Leave Taken Union	67,084	79,417	124,555	107,898	107,898	107,898
5007 Personal Leave Taken Union	31,072	25,152		39,563	39,563	39,563
5016 Vacation Sold at Retirement			16,607	7,913	7,913	7,913
5017 PEHP Vac Sold at Retirement			29,893	20,860	20,860	20,860
5020 Deferred Comp Match Union	36,138	86,448	124,555	143,865	143,865	143,865
5101 Vacation Relief	11,982	176,162		412,532	412,532	412,532
5105 Sick Relief	2,096	51,729		100,705	100,705	100,705
5106 On the Job Injury Relief		13,723		23,018	23,018	23,018
5107 Short Term Disability Relief		5,025		16,270	16,270	16,270
5110 Personal Leave Relief	1,435	22,517		52,151	52,151	52,151
5115 Vacant Slot Relief	4,009	16,145				
5118 Standby Overtime	2,838	2,806	2,657	3,956	3,956	3,956
5120 Overtime Union	10,945	23,097	23,250	25,176	25,176	25,176
5201 PERS Taxes	507,647	564,236	702,276	878,547	878,547	878,547
5203 FICA/MEDI	188,529	219,787	269,159	336,718	336,718	336,718
5206 Worker's Comp	68,350	99,866	109,484	149,652	149,652	149,652
5207 TriMet/Wilsonville Tax	16,233	19,850	24,340	30,890	30,890	30,890
5208 OR Worker's Benefit Fund Tax	1,041	1,116	4,124	2,063	2,063	2,063
5210 Medical Ins Union	512,151	502,377	764,540	798,281	798,281	798,281
5220 Post Retire Ins Union	19,800	19,250	25,200	26,742	26,742	26,742
5270 Uniform Allowance	122	5,380	4,200	10,845	10,845	10,845
Total Personnel Services	3,925,149	4,515,436	5,421,742	6,636,799	6,636,799	6,636,799
5321 Fire Fighting Supplies	8	435	2,775	1,200	1,200	1,200
5325 Protective Clothing		3,968	2,400	2,400	2,400	2,400
5415 Printing		18	200	50	50	50
5462 Travel and Per Diem	2	6				
Total Materials & Services	10	4,427	5,375	3,650	3,650	3,650
Total General Fund	3,925,159	4,519,863	5,427,117	6,640,449	6,640,449	6,640,449

Community Services

PROGRAM DESCRIPTION

The District reorganized as of July 1, 2010, and all functions of this former department have been transferred to other departments.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$605,071			
Materials and Services	82,084			
Total Expenditures	\$687,155			

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Director of Community Services	1.00			
Public Information Officer	1.00			
Government Affairs Officer	1.00			
Communications Officer	1.00			
Community Liaison	0.00			
Community Affairs Coordinator	1.00			
Total Full-Time Equivalents (FTE)	5.00			

Community Services, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10900 General Fund						
5002 Salaries & Wages Nonunion	382,702					
5004 Vacation Taken Nonunion	27,713					
5006 Sick Taken Nonunion	4,307					
5008 Personal Leave Taken Nonunion	2,974					
5010 Comp Taken Nonunion	231					
5015 Vacation Sold	5,046					
5021 Deferred Comp Match Nonunion	8,236					
5121 Overtime Nonunion	3,531					
5201 PERS Taxes	74,956					
5203 FICA/MEDI	31,811					
5206 Worker's Comp	5,260					
5207 TriMet/Wilsonville Tax	2,837					
5208 OR Worker's Benefit Fund Tax	128					
5211 Medical Ins Nonunion	32,410					
5221 Post Retire Ins Nonunion	3,600					
5230 Dental Ins Nonunion	6,428					
5240 Life/Disability Insurance	4,916					
5270 Uniform Allowance	1,024					
5295 Vehicle Allowance	6,960					
Total Personnel Services	605,071					
5300 Office Supplies	449					
5301 Special Department Supplies	251					
5306 Photography Supplies & Process	168					
5321 Fire Fighting Supplies	55					
5325 Protective Clothing	327					
5330 Noncapital Furniture & Equip	656					
5350 Apparatus Fuel/Lubricants	2,052					
5400 Insurance Premium	250					
5414 Other Professional Services	15,409					
5415 Printing	14,664					
5461 External Training	915					
5462 Travel and Per Diem	497					
5471 Citizen Awards	257					
5472 Employee Recog & Awards	65					
5480 Community Events/Open House	13,889					
5484 Postage UPS & Shipping	2,767					
5500 Dues & Subscriptions	3,170					
5570 Misc Business Exp	464					
5571 Planning Retreat Expense	280					
5572 Advertis/Public Notice	25,502					
Total Materials & Services	82,084					
Total General Fund	687,154					

Fire Prevention

PROGRAM DESCRIPTION

The District reorganized as of July 1, 2010, and all functions of this former department have been included in Integrated Operations Operating Center budgets.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,739,791			
Materials and Services	228,488			
Total Expenditures	\$2,968,279			

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Executive Officer/Fire Marshal	1.00			
Assistant Fire Marshal	2.00			
Public Education Chief	1.00			
Deputy Fire Marshal	12.00			
Hazardous Materials Specialist	0.00			
Inspector	2.00			
Administrative Assistant	4.38			
Total Full-Time Equivalents (FTE)	22.38			

Fire Prevention, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10800 General Fund						
5001 Salaries & Wages Union	1,011,166					
5002 Salaries & Wages Nonunion	536,318					
5003 Vacation Taken Union	105,868					
5004 Vacation Taken Nonunion	27,750					
5005 Sick Leave Taken Union	39,272					
5006 Sick Taken Nonunion	12,063					
5007 Personal Leave Taken Union	14,312					
5008 Personal Leave Taken Nonunion	2,660					
5010 Comp Taken Nonunion	431					
5015 Vacation Sold	3,745					
5017 PEHP Vac Sold at Retirement	6,904					
5020 Deferred Comp Match Union	17,827					
5021 Deferred Comp Match Nonunion	6,738					
5120 Overtime Union	87,320					
5121 Overtime Nonunion	363					
5201 PERS Taxes	341,957					
5203 FICA/MEDI	137,350					
5206 Worker's Comp	24,119					
5207 TriMet/Wilsonville Tax	12,211					
5208 OR Worker's Benefit Fund Tax	583					
5210 Medical Ins Union	222,320					
5211 Medical Ins Nonunion	77,510					
5220 Post Retire Ins Union	8,800					
5221 Post Retire Ins Nonunion	7,425					
5230 Dental Ins Nonunion	12,105					
5240 Life/Disability Insurance	6,717					
5270 Uniform Allowance	6,335					
5290 Employee Tuition Reimburse	3,866					
5295 Vehicle Allowance	5,760					
Total Personnel Services	2,739,791					
5300 Office Supplies	4,646					
5301 Special Department Supplies	3,621					
5302 Training Supplies	5,210					
5304 Hydrant Maintenance	5,000					
5305 Fire Extinguisher	430					
5307 Smoke Detector Program	3,300					
5320 EMS Supplies	432					
5321 Fire Fighting Supplies	2,208					
5323 Food Service	2,884					
5325 Protective Clothing	17					
5330 Noncapital Furniture & Equip	1,448					
5350 Apparatus Fuel/Lubricants	16,025					
5361 M&R Bldg/Bldg Equip & Improv	1,283					
5367 M&R Office Equip	8,614					
5414 Other Professional Services	11,529					

Fire Prevention, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10800 General Fund						
5415 Printing	3,449					
5416 Custodial & Bldg Services	8,100					
5417 Temporary Services	1,495					
5432 Natural Gas	4,227					
5433 Electricity	7,618					
5434 Water/Sewer	2,931					
5436 Garbage	1,001					
5445 Rent/Lease of Building	96,410					
5450 Rental of Equip	103					
5461 External Training	6,513					
5462 Travel and Per Diem	6,440					
5481 Community Education Materials	15,979					
5484 Postage UPS & Shipping	1,151					
5500 Dues & Subscriptions	4,625					
5570 Misc Business Exp	639					
5571 Planning Retreat Expense	1,160					
Total Materials & Services	228,488					
Total General Fund	2,968,279					

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North Integrated Operations Division

Fund 10 • Directorate 04 • Division 60

DIVISION DESCRIPTION

The Combined Operations of the North Integrated Operations departments and fire stations are reflected below. The North Operation Center (NOC) manages the operations of the Operating Center staff and stations 60, 61, 62, 64, 65, 66, 67, and 68.

BUDGET SUMMARY

Expenditures	2009-10 Actual ⁽¹⁾	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$13,531,878	\$16,593,273	\$17,912,567	\$18,585,303
Materials and Services	667,749	612,793	1,070,011	962,955
Total Expenditures	\$14,199,627	\$17,206,066	\$18,982,578	\$19,548,258

⁽¹⁾ Reflects combined fire station budget and Admin Facility budget for years prior to the reorganization. Totals do not include the North Operating Center.

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Assistant Fire Marshal	0.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	5.00	5.00	6.00
Public Affairs Officer	0.00	1.00	1.00	1.00
Administrative Assistant II	0.00	2.00	2.00	2.00
Station 60 ⁽¹⁾	9.00	9.00	9.00	9.00
Station 61	14.00	14.00	14.00	13.00
Station 62	14.00	13.00	13.00	14.00
Station 64	12.00	12.00	12.00	12.00
Station 65	12.00	12.00	12.00	12.00
Station 66	12.00	12.00	12.00	12.00
Station 67	24.00	25.00	25.00	25.00
Station 68 ⁽¹⁾	12.00	9.00	9.00	9.00
Total Full-Time Equivalents (FTE)	109.00	119.00	119.00	120.00

⁽¹⁾ This station is staffed with nine FTE from the General Fund (three FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant in May 2011, which provides the funding for three additional FTE at each of these stations (four FTE per shift).

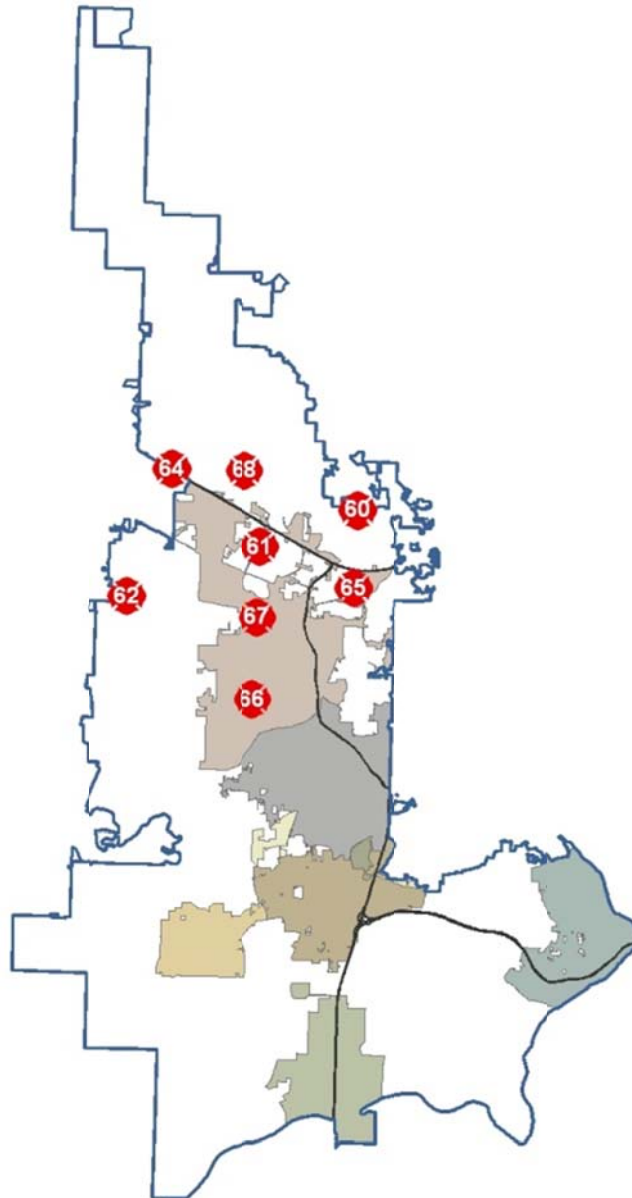
North Integrated Operations Division, continued

2011-12 SIGNIFICANT CHANGES

For the combined Division, personnel costs increased an overall 3.0% due to negotiated Union and commensurate non-Union wage and benefit changes. In addition, vacation sold at retirement was reduced after the prior year retirement of identified personnel. The Workers' compensation budget was increased to cover potential allocated costs of premium and retro-evaluation invoices from claim experience.

























Within Materials and Services, the EMS supplies (5320), Building Maintenance (5361), and Custodial (5416) accounts reflect facility and station specific items. The overall budget for Materials and Services was reduced to meet goals for constrained expenditures.

LOCATION OF STATIONS IN AREA OF OPERATIONS



North Integrated Operations Division, continued

STATION FTE AND UNITS

Stations	2011-12 Budget			2012-13 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 60 (Cornell Rd.)	12.00*		Engine	12.00*		Engine
Station 61 (Butner Rd.)	14.00	 	Aerial Pumper, Medic	13.00	 	Aerial Pumper, Car
Station 62 (Aloha)	13.00	 	Aerial Pumper, Car	14.00	 	Aerial Pumper, Medic
Station 64 (Somerset)	12.00		Engine	12.00		Engine
Station 65 (West Slope)	12.00		Engine	12.00		Engine
Station 66 (Brockman Rd.)	12.00		Engine	12.00		Engine
Station 67 (Farmington Rd.)	25.00	  	Truck, Engine, Car	25.00	  	Truck, Engine, Car
Station 68 (Oak Hills)	12.00*		Engine	12.00*		Engine

*These stations are staffed with 9 FTE from the General Fund (3 FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for 3 additional FTE at each of these stations (4 FTE per shift).

○ Full Time Employees (FTE) per Unit

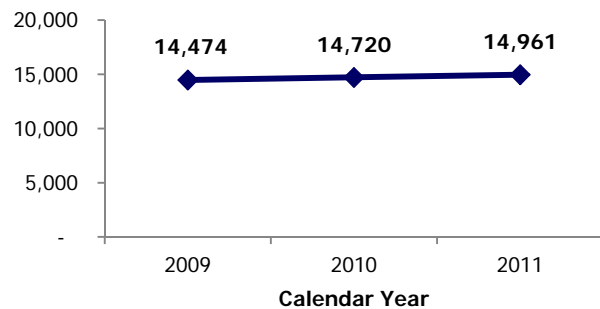


53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE



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

NORTH INTEGRATED OPERATIONS INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

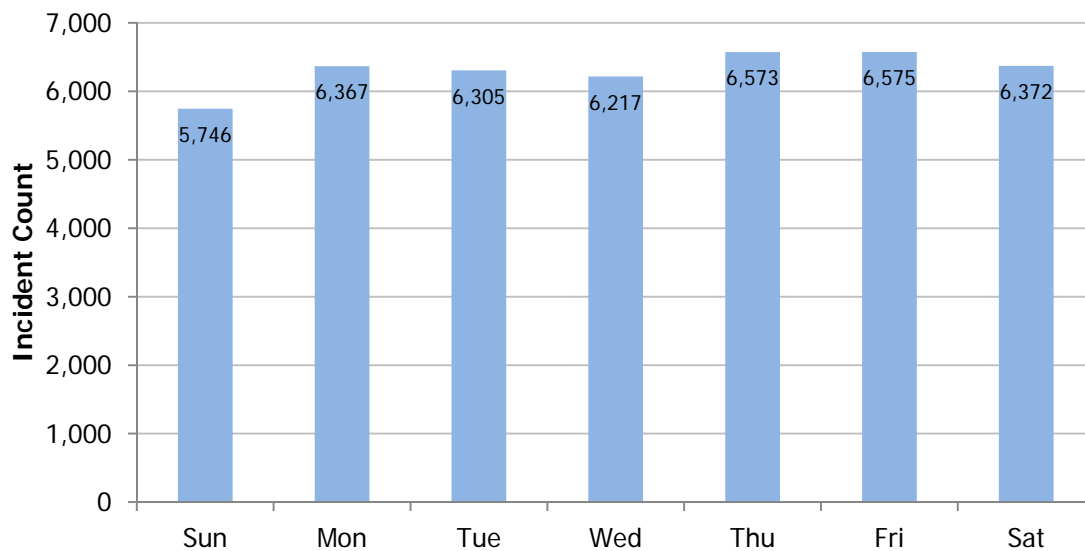
North Integrated Operations Division, continued

NORTH INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	1,692	419	1,539	369	1,406	404
Overpressure	0	22	0	21	0	33
EMS/Rescue Call	11,755	9,027	12,215	9,603	12,595	9,518
Hazardous Condition	240	348	261	398	269	365
Service Call	538	884	442	840	453	957
Good Intent Call	249	2,730	263	2,565	61	2,920
False Call	0	1,027	0	910	0	752
Natural Condition	0	4	0	1	0	0
Other Situation	0	13	0	13	177	12
Total	14,474		14,720		14,961	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

NORTH INTEGRATED OPERATIONS INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011

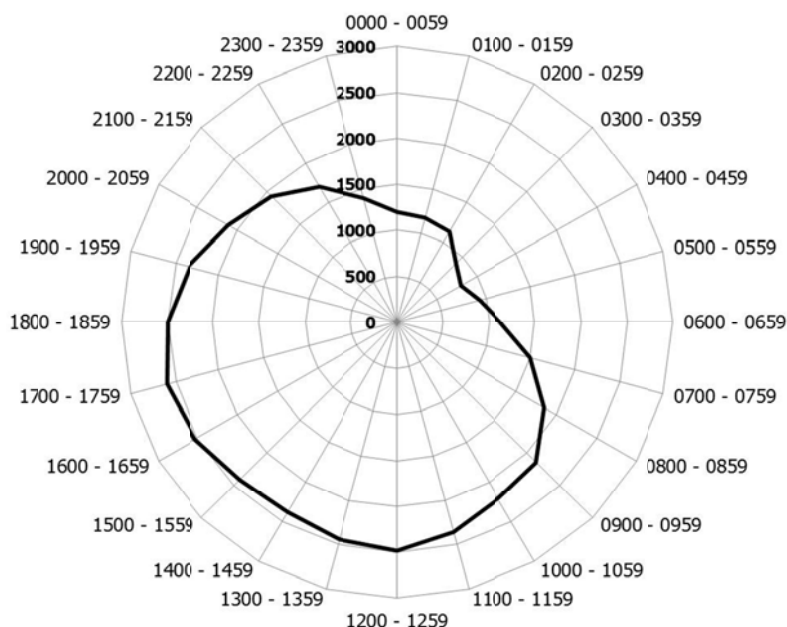


NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

North Integrated Operations Division, continued

NORTH INTEGRATED OPERATIONS

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATUS OF 2011-12 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies** geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s):	I, II, VI, VII
Service Type(s):	Essential
Measured By:	North Operating Center (NOC) stations will host quarterly Community Risk Reduction Program meetings where Integrated Operations personnel will review and identify local data and prioritize the efforts to be initiated. Additional meetings may occur based on the efforts launched. Partners may include, but are not limited to, Planning, EMS, Training, Emergency Management, and external stakeholders.
Status or Outcome:	Ongoing. The pilot program started with Station 67 has shown positive results, including call reduction and improved working relationships with law-enforcement partners. Each station has completed their first quarterly meeting and developed strategies and goals. Baselines are being established, and projects are in the implementation phase. Outcomes will be measured over the next year. A SharePoint site has been developed to store project information and create templates for District-wide use.

North Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additionally, communication will occur through quarterly station liaison visits, biannual Captains meetings, Operation Center meetings, and an annual Operation Center retreat. This Service Measure will be evaluated by an annual survey to be developed.
Status or Outcome: Ongoing and incomplete. The NOC management team meets monthly, as does the Integrated Operations staff. NOC personnel meet quarterly or as needed with station Captains to work on Community Risk Reduction projects. Battalion Chiefs regularly communicate operational priority information and District updates to each station Captain. NOC Captains have met as a group twice. The NOC has not held an annual retreat, nor has an annual survey been developed.

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the North Integrated Operations area.

Goal(s): I, II, VIII
Service Type(s): Essential
Measured By: Regular attendance by District personnel at Chamber of Commerce events, city council meetings, NAC/CPO, and partnership sponsoring community events.
Status or Outcome: Ongoing. North Operations personnel regularly attend Chamber events, city council/staff meetings, civic forums, NAC, CPO, and HOA meetings, and serve on several intergovernmental committees. In addition, government officials have completed ridealongs and staff hold regular coffee chats with local law enforcement and city officials.

- **Communicate regularly with local media who cover the North Operating Center.** Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I, II, III, VIII
Service Type(s): Essential
Measured By: Media coverage of events in the North Operating Center.
Status or Outcome: Ongoing. NOC staff work with local media and contribute to TVF&R blog and social media platforms to promote District initiatives, safety information, and incident details. In addition, NOC staff contributed to city and community newsletters, brochures and features. Story highlights include Valley Catholic's Hands Only CPR campaign and the Beaverton urban renewal process.

North Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Participate in District operations and EMS QI processes.** Ensure suppression forces are operating as efficiently and as safely as possible while assisting with data collection for community risk reduction.

Goal(s): I, III, VIII
Service Type(s): Essential
Measured By: Biannual review and comparison of trend files.
Status or Outcome: Ongoing with both Ops QI and EMS QI. Both groups worked on data-supported decisions and actions measured by definable outcomes. Neither group indicated an action or effort that had specific ties to an individual division; however, the main effort is to gather mutually-agreeable data points. Integrated Operations can actively seek ways to partner with these committees in an effort to identify baseline data for Community Risk Reduction projects. This Service Measure will move to 10200-Integrated Operations Administration in fiscal year 2012-13.

- **Increase the number of apartment manager/property representatives trained through the Multi-family Fire Reduction Program within the North Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within the stations' first-due geographical areas and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of 20% attendance District-wide.
Status or Outcome: Ongoing/incomplete. This year, the program was offered four times but the overall attendance only increased by 6%. A formal program for direct outreach by station personnel will be implemented next year to encourage higher attendance. Additionally, low-income housing properties in Washington County have been identified and will be targeted for the program.

- **Increase the number of Safety House events within the North Operating Center to assist in educating the community regarding fire and life safety.** Expand outreach efforts to include all Integrated Operations staff. Target schools, apartments, and community events within the stations' first due geographical areas.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of scheduled events for the prior year.
Status or Outcome: Ongoing. The Safety House was used at 21 events within the NOC service area, reaching over 3,174 citizens with fire and life safety education.

- **Continue to reduce the number of automatic commercial alarms generated as false alarms** within the North Operating Center.

Goal(s): I
Service Type(s): Essential
Measured By: Overall decrease of alarms.
Status or Outcome: Ongoing. False alarm calls in the NOC decreased by 17% in 2011.

North Integrated Operations Division, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program. This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/D, II/A, VII/D
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners.
Status or Outcome: Ongoing. Community Risk Reduction teams are developing baselines, outputs, outcomes, and evaluation tools. In addition to the program's goal to reduce the number and severity of calls, CRR can improve the culture of safety and preparedness for integrated operations personnel.

- Reduce the number of emergency incidents at assisted living facilities within the North Operating Center.

Goals(s)/Call(s) for Action: I/D, II/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Use existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facility(s)
Status or Outcome: Ongoing. As a result of education and relationship-building, response to a targeted NOC care facility continues to decrease (378 calls for service in 2010 compared to 116 in 2011). This type of outreach will be emulated in several CRR initiatives throughout the District.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Promoted two Deputy Fire Marshal-II staff in the NOC.
- Expanded the False Alarm Program to all Operating Centers.
- Replaced and upgraded the fire investigation unit.
- Strengthened relationships with key stakeholders such as the Beaverton Chamber of Commerce, civic groups, and local government partners.
- Completion of the North Battalion Headquarters.

North Integrated Operations Division, continued

2012-13 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies** geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4
Service Type(s): Essential
Measured By: North Operating Center station Captains will host quarterly Community Risk Reduction (CRR) meetings where their CRR team (PAO, DFM, and Duty Chief) will review and identify local data and prioritize projects to be initiated. Projects may involve utilizing other programs such as Public Education, Apartment Manager Program, False Alarm Program, etc. Additional meetings with other partners may occur based on the projects initiated. These partners may include, but are not limited to, the Fire Chief's Office, Planning, EMS, Training, Emergency Management, and may involve external partners.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I/7; VI/C, 2
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, weekly check-ins, etc. This Service Measure will be evaluated by an annual survey (to be developed).

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the North Integrated Operations area.

Goal(s): I/4; II/1; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings, as well as Chamber of Commerce and other community organization events. In addition, invite strategic partners to ride with District personnel.

- **Communicate regularly with local media who cover the North Operating Center.** Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I/3, 4; II/B, C, D, 1, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, newsletter articles.

North Integrated Operations Division, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the North Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I/B, 4; II/A, B, and C; 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- **Increase the number of community events within the North Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations personnel with an emphasis on at-risk communities.

Goal(s): II/1 and 5
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- **Continue to reduce the number of automatic commercial alarms generated as false alarms** within the North Operating Center.

Goal(s): I/A and E, 1; II/2
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

2012-13 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internally and external).

Goal(s)/Call(s) for Action: I/4; II/1 and 2; VII/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens

- **Reduce the number of emergency incidents at assisted living facilities** within the North Operating Center.

Goals(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities

North Integrated Operations Division, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- **Establish hands-only CPR training at North Operations area middle schools** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action:	I/3 and 4; II/A, C, 1 and 5; VII/A
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Purchase training mannequins from proposed Pub Ed supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s):	EMS, schools, and external partners/citizens.



North Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5001 Salaries & Wages Union	6,546,324	7,096,539	7,658,783	7,928,812	7,928,812	8,006,832
5002 Salaries & Wages Nonunion		530,624	689,966	712,943	712,943	712,943
5003 Vacation Taken Union	812,568	959,917	1,000,343	1,025,301	1,025,301	1,031,159
5004 Vacation Taken Nonunion		60,764	67,721	54,278	54,278	54,278
5005 Sick Leave Taken Union	185,862	338,799	320,320	275,199	275,199	276,873
5006 Sick Taken Nonunion		7,763		10,856	10,856	10,856
5007 Personal Leave Taken Union	82,401	100,765		102,112	102,112	102,949
5008 Personal Leave Taken Nonunion		4,990		4,652	4,652	4,652
5010 Comp Taken Nonunion		917				
5015 Vacation Sold		626	34,026	35,492	35,492	37,906
5016 Vacation Sold at Retirement	1,190	33,780	103,366	19,518	19,518	20,983
5017 PEHP Vac Sold at Retirement	12,261	6,208	76,876	51,456	51,456	51,456
5020 Deferred Comp Match Union	115,632	282,116	335,636	372,961	372,961	376,309
5021 Deferred Comp Match Nonunion		10,492	25,970	31,016	31,016	31,016
5041 Severance Pay		10,000				
5101 Vacation Relief	955,894	1,122,930	1,106,169	1,017,608	1,017,608	1,017,608
5102 Duty Chief Relief		68,069	76,856	82,480	82,480	82,480
5105 Sick Relief	208,478	229,345	193,900	248,414	248,414	248,414
5106 On the Job Injury Relief		42,289		56,781	56,781	56,781
5107 Short Term Disability Relief		36,875		40,156	40,156	39,198
5110 Personal Leave Relief	121,828	143,682	123,858	128,643	128,643	128,643
5115 Vacant Slot Relief	81,587	130,736				
5118 Standby Overtime	7,897	9,495	6,833	9,758	9,758	9,758
5120 Overtime Union	141,599	180,489	108,446	123,867	123,867	123,867
5121 Overtime Nonunion		3,837	2,900	2,000	2,000	2,000
5123 Comp Time Sold Nonunion		72				
5201 PERS Taxes	1,699,292	2,106,635	2,373,380	2,462,190	2,462,190	2,479,906
5203 FICA/MEDI	672,556	819,990	913,120	943,677	943,677	950,467
5206 Worker's Comp	225,985	339,640	365,186	404,782	404,782	408,049
5207 TriMet/Wilsonville Tax	58,655	73,757	82,576	86,571	86,571	87,194
5208 OR Worker's Benefit Fund Tax	3,717	4,122	8,035	4,605	4,605	4,640
5210 Medical Ins Union	1,539,972	1,670,847	2,020,570	1,981,278	1,981,278	1,997,827
5211 Medical Ins Nonunion		54,328	76,146	79,254	79,254	79,254
5220 Post Retire Ins Union	55,400	69,350	67,200	66,600	66,600	67,200
5221 Post Retire Ins Nonunion		4,725	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion		7,874	11,583	11,144	11,144	11,144
5240 Life/Disability Insurance		5,677	8,612	9,111	9,111	9,111
5270 Uniform Allowance	2,781	24,205	47,490	57,250	57,250	57,250
5295 Vehicle Allowance						
Total Personnel Services	13,531,879	16,593,273	17,912,167	18,447,065	18,447,065	18,585,303
5300 Office Supplies	11,962	6,102	15,380	7,800	7,800	7,800
5301 Special Department Supplies	31,109	31,731	54,275	48,700	48,700	48,700
5302 Training Supplies	318	795	5,900	5,575	5,575	5,575
5303 Physical Fitness						
5304 Hydrant Maintenance						

North Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5305 Fire Extinguisher	1,286	462	1,095	1,160	1,160	1,160
5306 Photography Supplies & Process	95	43				
5307 Smoke Detector Program	124	1,559	2,500	2,500	2,500	2,500
5320 EMS Supplies	25	95,450	113,750	113,850	113,850	113,850
5321 Fire Fighting Supplies	16,904	16,174	24,310	24,000	24,000	24,000
5325 Protective Clothing	4,665	16,641	14,983	13,500	13,500	13,500
5330 Noncapital Furniture & Equip	6,373	5,354	75,443	37,205	37,205	37,205
5350 Apparatus Fuel/Lubricants	67,481	104,450	122,175	134,779	134,779	134,779
5361 M&R Bldg/Bldg Equip & Improv	69,340	49,088	255,824	200,587	200,587	200,587
5365 M&R Firefight Equip	423	561	3,360	3,450	3,450	3,450
5367 M&R Office Equip	28,050	24,982	21,716	21,716	21,716	21,716
5414 Other Professional Services	1,207	2,294	10,389	7,389	7,389	7,389
5415 Printing	300	1,015	2,975	2,075	2,075	2,075
5416 Custodial & Bldg Services	33,400		50,203	38,602	38,602	38,602
5417 Temporary Services		6,996				
5432 Natural Gas	44,350	50,085	55,840	53,100	53,100	53,100
5433 Electricity	112,418	111,051	130,885	138,340	138,340	138,340
5434 Water/Sewer	50,486	55,724	57,360	60,030	60,030	60,030
5436 Garbage	12,895	13,765	15,705	13,900	13,900	13,900
5437 Cable Access	163,589					
5450 Rental of Equip	921	420	60			
5461 External Training						
5462 Travel and Per Diem	14	741	2,000	2,500	2,500	2,500
5471 Citizen Awards		238	300	300	300	300
5480 Community Events/Open House		1,363	7,030	6,050	6,050	6,050
5481 Community Education Materials		7,209	9,336	12,000	12,000	12,000
5484 Postage UPS & Shipping	5,540	2,454	833	1,000	1,000	1,000
5500 Dues & Subscriptions	1,031	2,614	7,020	5,125	5,125	5,125
5502 Certifications & Licensing		395				
5570 Misc Business Exp	3,344	3,037	4,780	4,900	4,900	4,900
5571 Planning Retreat Expense			1,000	550	550	550
5575 Laundry/Repair Expense	98		2,168	2,272	2,272	2,272
Total Materials & Services	667,749	612,793	1,068,595	962,955	962,955	962,955
Total General Fund	14,199,628	17,206,066	18,980,762	19,410,020	19,410,020	19,548,258

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North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 155

DIVISION DESCRIPTION

The North Operating Center (NOC) manages the District's connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District. The NOC is staffed with personnel transferred from other departments and is located at the District's Blanton Street facility in Aloha.

BUDGET SUMMARY

Expenditures	2009-10 Actual ⁽¹⁾	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services		\$1,637,528	\$2,110,009	\$2,265,170
Materials and Services	\$327,605	156,976	287,732	251,872
Total Expenditures	\$327,605	\$1,794,504	\$2,397,741	\$2,517,042

⁽¹⁾ Reflects Admin Facility budget for years prior to the reorganization. Totals do not include the North Operating Center.

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Assistant Fire Marshal	0.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	5.00	5.00	6.00
Community Liaison	0.00	1.00	1.00	1.00
Administrative Assistant II	0.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	0.00	13.00	13.00	14.00

2012-13 SIGNIFICANT CHANGES

The NOC manages Integrated Operations for the northern service area of the District. A Deputy Fire Marshal was transferred from the Central Integrated Operations Division for the 2012-13 budget year.

Materials and Services are reduced due to a non-repeated expenditure in the prior year to relocate the North Battalion Headquarters from Station 67 to the NOC. This cost center fully accounts for the building maintenance, utilities, and custodial services of the NOC, in addition to fuel costs for assigned Integrated Operations personnel.

North Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10155 General Fund						
5001 Salaries & Wages Union		322,336	398,204	414,301	414,301	491,363
5002 Salaries & Wages Nonunion		530,624	689,966	712,943	712,943	712,943
5003 Vacation Taken Union		39,204	39,383	31,647	31,647	37,505
5004 Vacation Taken Nonunion		60,764	67,721	54,278	54,278	54,278
5005 Sick Leave Taken Union		7,937		9,042	9,042	10,716
5006 Sick Taken Nonunion		7,763		10,856	10,856	10,856
5007 Personal Leave Taken Union		6,227		4,521	4,521	5,358
5008 Personal Leave Taken Nonunion		4,990		4,652	4,652	4,652
5010 Comp Taken Nonunion		917				
5015 Vacation Sold		626	34,026	35,492	35,492	37,906
5016 Vacation Sold at Retirement		33,780	60,658			1,465
5020 Deferred Comp Match Union		13,188	15,316	18,084	18,084	21,432
5021 Deferred Comp Match Nonunion		10,492	25,970	31,016	31,016	31,016
5041 Severance Pay		10,000				
5102 Duty Chief Relief		68,069	76,856	82,480	82,480	82,480
5120 Overtime Union		35,903	48,653	61,764	61,764	61,764
5121 Overtime Nonunion		3,837	2,900	2,000	2,000	2,000
5123 Comp Time Sold Nonunion		72				
5201 PERS Taxes		211,490	283,106	295,044	295,044	312,760
5203 FICA/MEDI		77,033	111,988	113,080	113,080	119,870
5206 Worker's Comp		39,260	39,127	35,627	35,627	38,894
5207 TriMet/Wilsonville Tax		7,516	10,127	10,374	10,374	10,997
5208 OR Worker's Benefit Fund Tax		309	460	460	460	495
5210 Medical Ins Union		67,802	91,017	82,742	82,742	99,291
5211 Medical Ins Nonunion		54,328	76,146	79,254	79,254	79,254
5220 Post Retire Ins Union		2,950	3,600	3,000	3,000	3,600
5221 Post Retire Ins Nonunion		4,725	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion		7,874	11,583	11,144	11,144	11,144
5240 Life/Disability Insurance		5,677	8,612	9,111	9,111	9,111
5270 Uniform Allowance		1,835	8,290	7,720	7,720	7,720
5295 Vehicle Allowance						
Total Personnel Services		1,637,528	2,110,009	2,126,932	2,126,932	2,265,170
5300 Office Supplies	6,018	3,799	3,180	3,500	3,500	3,500
5301 Special Department Supplies	4,650	2,901	8,000	7,000	7,000	7,000
5302 Training Supplies		512	3,500	3,175	3,175	3,175
5304 Hydrant Maintenance						
5305 Fire Extinguisher			200	200	200	200
5306 Photography Supplies & Process		35				
5307 Smoke Detector Program		278	100	100	100	100
5320 EMS Supplies	25	251	400	500	500	500
5321 Fire Fighting Supplies		234	1,400			
5325 Protective Clothing		1,635	3,783	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	806	503	11,000	3,005	3,005	3,005
5350 Apparatus Fuel/Lubricants		19,836	17,500	25,809	25,809	25,809
5361 M&R Bldg/Bldg Equip & Improv	22,195	14,576	91,424	68,593	68,593	68,593

North Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10155 General Fund						
5367 M&R Office Equip	22,581	16,135	8,916	8,916	8,916	8,916
5415 Printing	282	912	2,500	1,600	1,600	1,600
5416 Custodial & Bldg Services	33,400		35,220	31,029	31,029	31,029
5417 Temporary Services		6,996				
5432 Natural Gas	11,269	16,781	14,500	14,500	14,500	14,500
5433 Electricity	43,261	38,087	46,900	48,780	48,780	48,780
5434 Water/Sewer	11,057	15,377	13,770	13,770	13,770	13,770
5436 Garbage	2,022	3,295	3,700	1,700	1,700	1,700
5437 Cable Access	163,589					
5450 Rental of Equip	826	300				
5461 External Training						
5462 Travel and Per Diem	14	741	2,000	2,500	2,500	2,500
5471 Citizen Awards		238	300	300	300	300
5480 Community Events/Open House		1,327	2,330	2,650	2,650	2,650
5481 Community Education Materials		7,209	9,336	6,750	6,750	6,750
5484 Postage UPS & Shipping	5,533	2,446	833	1,000	1,000	1,000
5500 Dues & Subscriptions		1,799	5,420	3,525	3,525	3,525
5502 Certifications & Licensing		395				
5570 Misc Business Exp	75	380	300	300	300	300
5571 Planning Retreat Expense			1,000	550	550	550
5575 Laundry/Repair Expense			220	120	120	120
Total Materials & Services	327,605	156,976	287,732	251,872	251,872	251,872
Total General Fund	327,605	1,794,504	2,397,741	2,378,804	2,378,804	2,517,042

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Station 60 – Cornell Road

Fund 10 • Directorate 04 • Division 60 • Department 060

STATION DESCRIPTION

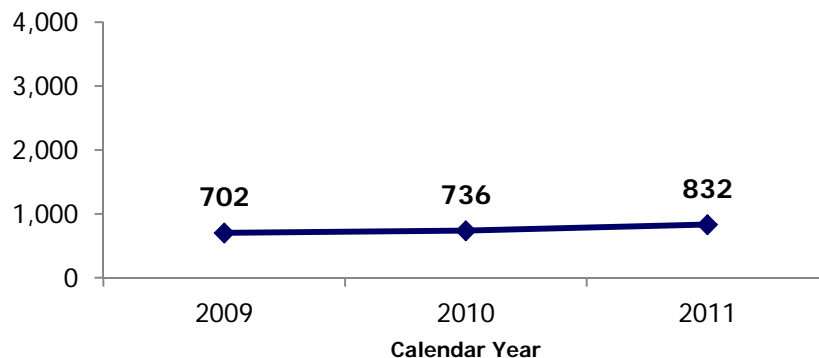
Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing Adequate Fire and Emergency Response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

The 3,952 acres (6.18 miles²) of Station 60's First-Due Area includes mostly unincorporated portions of Washington and Multnomah counties, with small fragments in Beaverton. 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	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,295,652	\$1,387,575	\$1,393,663	\$1,441,509
Materials and Services	34,448	41,536	74,569	75,615
Total Expenditures	\$1,330,100	\$1,429,111	\$1,468,232	\$1,517,124

STATION 60 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 60 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

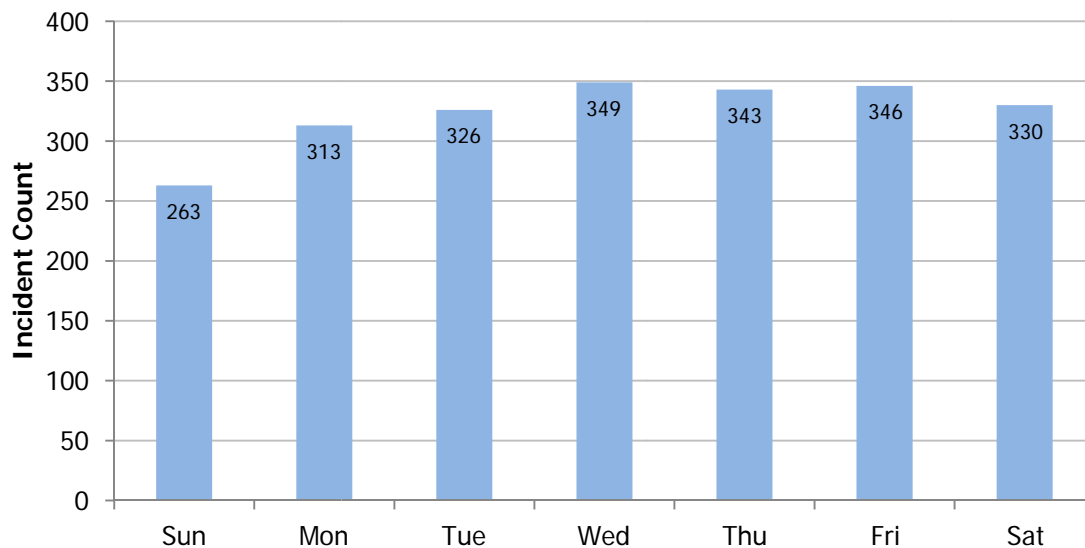
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	135	16	153	26	125	26
Overpressure	0	0	0	0	0	0
EMS/Rescue Call	509	341	521	370	657	475
Hazardous Condition	16	19	17	22	16	20
Service Call	26	49	16	42	23	46
Good Intent Call	16	195	29	184	2	184
False Call	0	80	0	92	0	79
Natural Condition	0	1	0	0	0	0
Other Situation	0	1	0	0	9	20
Total	702		736		832	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 60 – Cornell Road, continued

STATION 60 FIRST-DUE AREA

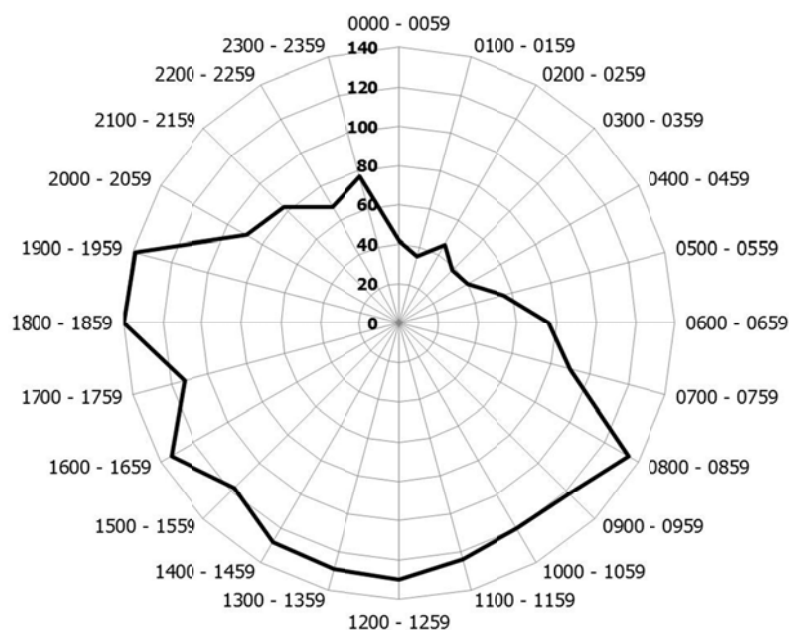
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 60 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 60 Cornell Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10060 General Fund						
5001 Salaries & Wages Union	618,034	586,588	643,358	666,814	666,814	666,814
5003 Vacation Taken Union	84,810	99,187	85,150	88,174	88,174	88,174
5005 Sick Leave Taken Union	25,028	71,328	28,383	23,618	23,618	23,618
5007 Personal Leave Taken Union	7,809	7,438		8,660	8,660	8,660
5016 Vacation Sold at Retirement			3,784	1,732	1,732	1,732
5017 PEHP Vac Sold at Retirement	2,121		6,812	4,566	4,566	4,566
5020 Deferred Comp Match Union	11,881	24,225	28,383	31,491	31,491	31,491
5101 Vacation Relief	95,421	111,053	98,017	90,299	90,299	90,299
5105 Sick Relief	27,389	24,533	17,181	22,043	22,043	22,043
5106 On the Job Injury Relief		1,938		5,039	5,039	5,039
5107 Short Term Disability Relief		5,452		3,566	3,566	3,566
5110 Personal Leave Relief	14,300	10,640	10,975	11,415	11,415	11,415
5115 Vacant Slot Relief	1,623	12,021				
5118 Standby Overtime	897	763	606	866	866	866
5120 Overtime Union	4,934	9,901	5,298	5,511	5,511	5,511
5201 PERS Taxes	166,934	179,210	185,219	192,306	192,306	192,306
5203 FICA/MEDI	64,278	69,254	70,988	73,704	73,704	73,704
5206 Worker's Comp	19,288	26,327	28,892	32,758	32,758	32,758
5207 TriMet/Wilsonville Tax	5,182	6,010	6,420	6,762	6,762	6,762
5208 OR Worker's Benefit Fund Tax	336	307	767	419	419	419
5210 Medical Ins Union	139,952	136,057	163,830	161,196	161,196	161,196
5220 Post Retire Ins Union	5,400	5,150	5,400	5,400	5,400	5,400
5270 Uniform Allowance	33	190	4,200	5,170	5,170	5,170
Total Personnel Services	1,295,652	1,387,575	1,393,663	1,441,509	1,441,509	1,441,509
5300 Office Supplies	946	19	1,200	500	500	500
5301 Special Department Supplies	2,773	2,140	3,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5303 Physical Fitness						
5305 Fire Extinguisher	80		100	120	120	120
5307 Smoke Detector Program		80	300	300	300	300
5320 EMS Supplies		4,945	6,900	6,900	6,900	6,900
5321 Fire Fighting Supplies	672	458	2,400	2,400	2,400	2,400
5325 Protective Clothing	10	492	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,794	2,028	2,250			
5350 Apparatus Fuel/Lubricants	7,031	8,889	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	3,385	4,348	21,064	24,946	24,946	24,946
5365 M&R Firefight Equip	169		360	360	360	360
5367 M&R Office Equip	684	1,074	1,600	1,600	1,600	1,600
5414 Other Professional Services	19	104	169	169	169	169
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services			1,232	739	739	739
5432 Natural Gas	3,160	2,847	4,500	4,500	4,500	4,500
5433 Electricity	7,825	8,088	8,663	8,800	8,800	8,800
5434 Water/Sewer	4,379	4,762	5,000	5,000	5,000	5,000
5436 Garbage	1,267	1,085	1,500	1,500	1,500	1,500

Station 60 Cornell Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10060 General Fund						
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				300	300	300
5500 Dues & Subscriptions	96	73	200	200	200	200
5570 Misc Business Exp	159	104	480	480	480	480
5575 Laundry/Repair Expense			201	201	201	201
Total Materials & Services	34,448	41,536	74,569	75,615	75,615	75,615
Total General Fund	1,330,101	1,429,110	1,468,232	1,517,124	1,517,124	1,517,124

Station 61 – Butner Road

Fund 10 • Directorate 04 • Division 60 • Department 061

STATION DESCRIPTION

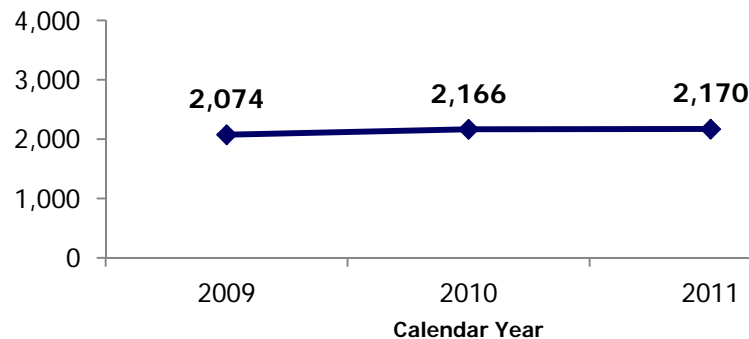
Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squirt 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 61**. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 4,677 acres (7.31 miles²) of Station 61's First-Due Area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,638,183	\$1,932,203	\$2,088,526	\$1,992,659
Materials and Services	43,861	60,813	85,956	98,100
Total Expenditures	\$1,682,044	\$1,993,016	\$2,174,482	\$2,090,759

STATION 61 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 61 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

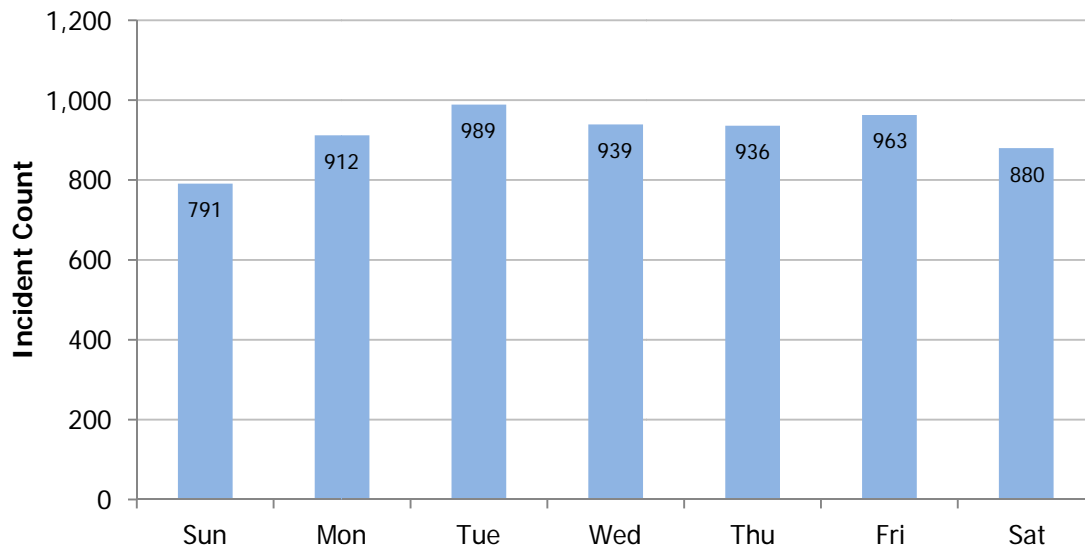
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	295	70	272	49	233	46
Overpressure	0	1	0	3	0	7
EMS/Rescue Call	1,637	1,261	1,756	1,337	1,791	1,340
Hazardous Condition	32	65	41	83	53	77
Service Call	69	75	56	80	53	103
Good Intent Call	41	400	41	429	8	469
False Call	0	199	0	182	0	128
Natural Condition	0	0	0	0	0	0
Other Situation	0	3	0	3	32	0
Total	2,074		2,166		2,170	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 61 – Butner Road, continued

STATION 61 FIRST-DUE AREA

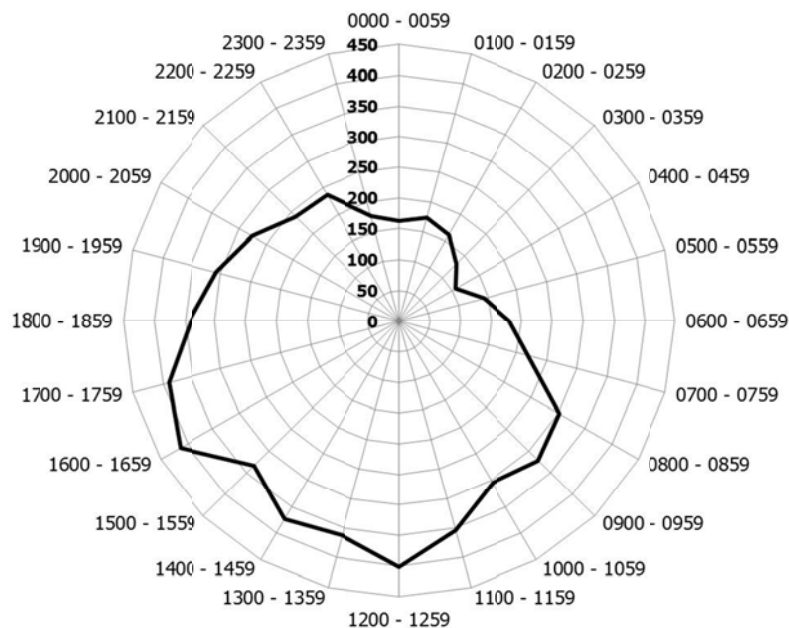
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 61 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 61 Butner Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10061 General Fund						
5001 Salaries & Wages Union	803,971	868,478	959,852	989,446	989,446	917,422
5003 Vacation Taken Union	92,504	107,297	127,039	130,836	130,836	121,312
5005 Sick Leave Taken Union	21,896	28,950	42,346	35,045	35,045	32,494
5007 Personal Leave Taken Union	12,769	15,280		12,850	12,850	11,915
5016 Vacation Sold at Retirement			5,646	2,570	2,570	2,383
5017 PEHP Vac Sold at Retirement	2,121	2,121	10,163	6,775	6,775	6,282
5020 Deferred Comp Match Union	13,705	34,165	42,346	46,727	46,727	43,326
5101 Vacation Relief	99,096	157,658	146,236	133,990	133,990	124,237
5105 Sick Relief	28,699	40,768	25,634	32,709	32,709	30,328
5106 On the Job Injury Relief		992		7,476	7,476	6,932
5107 Short Term Disability Relief		4,926		5,287	5,287	4,441
5110 Personal Leave Relief	17,984	28,424	16,374	16,939	16,939	15,706
5115 Vacant Slot Relief	8,088	25,470				
5118 Standby Overtime	821	1,432	903	1,285	1,285	1,191
5120 Overtime Union	23,758	8,874	7,905	8,177	8,177	7,582
5201 PERS Taxes	196,018	244,468	276,335	285,351	285,351	264,580
5203 FICA/MEDI	81,783	95,823	105,910	109,366	109,366	101,405
5206 Worker's Comp	28,776	39,279	43,105	48,607	48,607	45,069
5207 TriMet/Wilsonville Tax	6,874	8,454	9,578	10,033	10,033	9,303
5208 OR Worker's Benefit Fund Tax	458	492	1,007	536	536	512
5210 Medical Ins Union	192,176	205,573	254,847	250,750	250,750	232,839
5220 Post Retire Ins Union	6,300	9,150	8,400	8,400	8,400	7,800
5270 Uniform Allowance	388	4,128	4,900	6,000	6,000	5,600
Total Personnel Services	1,638,183	1,932,203	2,088,526	2,149,155	2,149,155	1,992,659
5300 Office Supplies	265	327	1,400	500	500	500
5301 Special Department Supplies	3,264	3,658	4,200	4,350	4,350	4,050
5302 Training Supplies		18	300	300	300	300
5305 Fire Extinguisher	114	22	100	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		13,339	16,100	16,100	16,100	16,100
5321 Fire Fighting Supplies	2,402	1,022	2,800	2,800	2,800	2,600
5325 Protective Clothing	486	1,862	1,400	1,400	1,400	1,300
5330 Noncapital Furniture & Equip	214	99	3,000	660	660	660
5350 Apparatus Fuel/Lubricants	7,631	9,540	11,000	11,520	11,520	11,520
5361 M&R Bldg/Bldg Equip & Improv	5,244	5,971	14,484	29,506	29,506	29,506
5365 M&R Firefight Equip		200	420	420	420	390
5367 M&R Office Equip	684	1,066	1,600	1,600	1,600	1,600
5414 Other Professional Services	115	287	498	498	498	498
5415 Printing		18	75	75	75	75
5416 Custodial & Bldg Services			1,676	941	941	941
5432 Natural Gas	4,122	4,097	5,000	4,500	4,500	4,500
5433 Electricity	8,587	9,448	10,000	11,000	11,000	11,000
5434 Water/Sewer	7,650	6,797	8,000	7,200	7,200	7,200
5436 Garbage	2,146	2,187	2,200	2,200	2,200	2,200
5480 Community Events/Open House			300	300	300	300

Station 61 Butner Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10061 General Fund						
5481 Community Education Materials				1,200	1,200	1,200
5500 Dues & Subscriptions	94	95	200	200	200	200
5570 Misc Business Exp	845	763	560	560	560	520
5575 Laundry/Repair Expense			343	520	520	520
Total Materials & Services	43,861	60,813	85,956	98,770	98,770	98,100
Total General Fund	1,682,044	1,993,016	2,174,482	2,247,925	2,247,925	2,090,759

Station 62 - Aloha

Fund 10 • Directorate 04 • Division 60 • Department 062

STATION DESCRIPTION

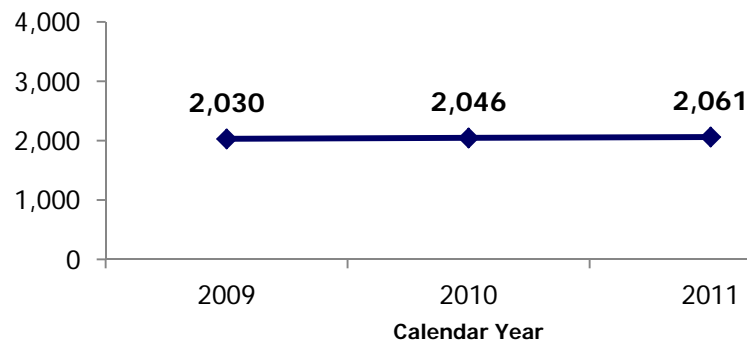
Station 62, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing aerial pumper **Squirt 62** and can also respond in **Light Brush 62** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 62**. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 6,840 acres (10.69 miles²) of Station 62's First-Due Area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro. **Volunteer Company 362** is located at Station 62, responding out of **Engine 362** and **Van 362**.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,565,863	\$1,787,714	\$1,911,775	\$2,149,616
Materials and Services	68,824	78,310	114,016	108,433
Total Expenditures	\$1,634,687	\$1,866,024	\$2,025,791	\$2,258,049

STATION 62 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 62 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

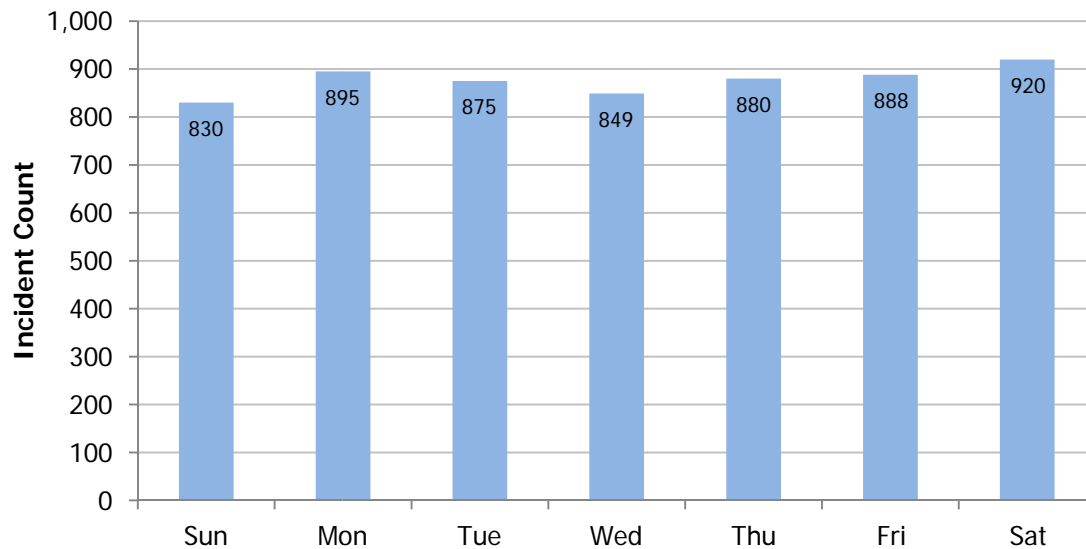
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	192	59	158	50	173	62
Overpressure	0	5	0	5	0	8
EMS/Rescue Call	1,688	1,348	1,736	1,389	1,748	1,375
Hazardous Condition	44	45	44	51	38	53
Service Call	79	114	75	116	72	118
Good Intent Call	27	356	33	338	13	347
False Call	0	98	0	96	0	97
Natural Condition	0	2	0	1	0	0
Other Situation	0	3	0	0	17	1
Total	2,030		2,046		2,061	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 62 – Aloha, continued

STATION 62 FIRST-DUE AREA

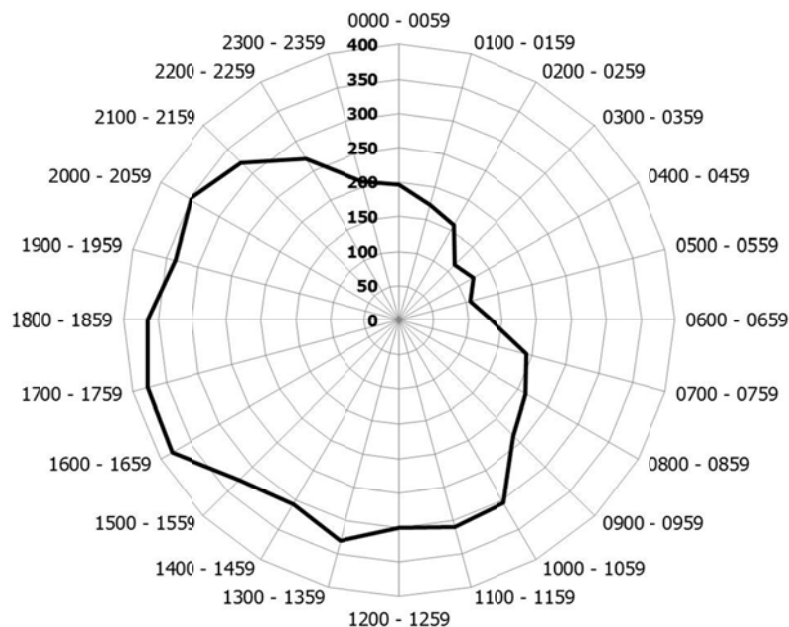
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 62 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 62 Aloha, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10062 General Fund						
5001 Salaries & Wages Union	783,532	832,346	876,782	917,422	917,422	990,404
5003 Vacation Taken Union	83,022	106,556	116,045	121,312	121,312	130,836
5005 Sick Leave Taken Union	19,901	32,952	38,682	32,494	32,494	35,045
5007 Personal Leave Taken Union	13,003	19,273		11,915	11,915	12,850
5016 Vacation Sold at Retirement	1,190		5,158	2,383	2,383	2,570
5017 PEHP Vac Sold at Retirement			9,284	6,282	6,282	6,775
5020 Deferred Comp Match Union	11,592	27,851	38,682	43,326	43,326	46,727
5101 Vacation Relief	101,530	113,608	133,580	124,237	124,237	133,990
5105 Sick Relief	20,983	26,078	23,415	30,328	30,328	32,709
5106 On the Job Injury Relief		7,661		6,932	6,932	7,476
5107 Short Term Disability Relief		350		4,902	4,902	4,790
5110 Personal Leave Relief	16,381	19,794	14,957	15,706	15,706	16,939
5115 Vacant Slot Relief	16,109	7,132				
5118 Standby Overtime	1,289	1,530	825	1,191	1,191	1,285
5120 Overtime Union	4,573	21,786	7,221	7,582	7,582	8,177
5201 PERS Taxes	187,458	225,263	252,420	264,580	264,580	285,351
5203 FICA/MEDI	79,453	89,385	96,744	101,405	101,405	109,366
5206 Worker's Comp	28,421	36,386	39,375	45,069	45,069	48,607
5207 TriMet/Wilsonville Tax	7,060	8,024	8,749	9,303	9,303	10,033
5208 OR Worker's Benefit Fund Tax	451	467	863	512	512	536
5210 Medical Ins Union	183,468	199,100	236,643	232,839	232,839	250,750
5220 Post Retire Ins Union	6,100	9,150	7,800	7,800	7,800	8,400
5270 Uniform Allowance	348	3,023	4,550	5,600	5,600	6,000
Total Personnel Services	1,565,864	1,787,714	1,911,775	1,993,120	1,993,120	2,149,616
5300 Office Supplies	846	496	1,300	500	500	500
5301 Special Department Supplies	3,832	4,289	4,575	4,050	4,050	4,350
5302 Training Supplies	106	35	300	300	300	300
5305 Fire Extinguisher	257	44	275	120	120	120
5306 Photography Supplies & Process	92					
5307 Smoke Detector Program	124	462	300	300	300	300
5320 EMS Supplies		12,087	16,100	16,100	16,100	16,100
5321 Fire Fighting Supplies	2,518	2,804	2,770	2,600	2,600	2,800
5325 Protective Clothing	658	1,503	1,300	1,300	1,300	1,400
5330 Noncapital Furniture & Equip	1,059	2,252	598	1,400	1,400	1,400
5350 Apparatus Fuel/Lubricants	9,816	11,482	19,000	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	11,940	5,112	13,020	8,750	8,750	8,750
5365 M&R Firefight Equip		38	390	390	390	420
5367 M&R Office Equip	684	1,149	1,600	1,600	1,600	1,600
5414 Other Professional Services	86	428	626	626	626	626
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services			2,083	1,109	1,109	1,109
5432 Natural Gas	10,714	10,566	12,000	12,000	12,000	12,000
5433 Electricity	15,334	15,144	24,000	24,000	24,000	24,000
5434 Water/Sewer	8,477	8,858	10,000	10,000	10,000	10,000
5436 Garbage	1,412	1,190	1,800	1,500	1,500	1,500

Station 62 Aloha, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10062 General Fund						
5450 Rental of Equip	35	60				
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				350	350	350
5500 Dues & Subscriptions	224	95	200	200	200	200
5570 Misc Business Exp	552	219	520	520	520	560
5575 Laundry/Repair Expense	60		884	673	673	673
Total Materials & Services	68,824	78,310	114,016	107,763	107,763	108,433
Total General Fund	1,634,687	1,866,024	2,025,791	2,100,883	2,100,883	2,258,049

Station 64 – Somerset

Fund 10 • Directorate 04 • Division 60 • Department 064

STATION DESCRIPTION

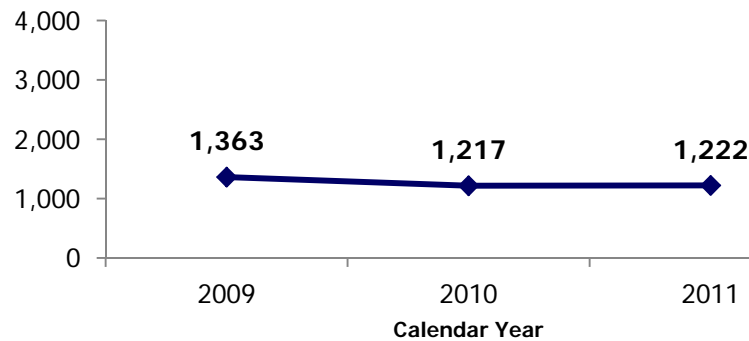
Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970. This 7,500 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 64** and can also respond in **Heavy Brush 64** and **Water Tender 64** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 18,235 acres (28.49 miles²) of Station 64's First-Due Area includes portions of northern Aloha and northeastern Hillsboro, as well as unincorporated Washington County to the Columbia County line.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,555,994	\$1,524,423	\$1,776,138	\$1,856,223
Materials and Services	45,348	61,631	110,976	75,086
Total Expenditures	\$1,601,342	\$1,586,054	\$1,887,114	\$1,931,309

STATION 64 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 64 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

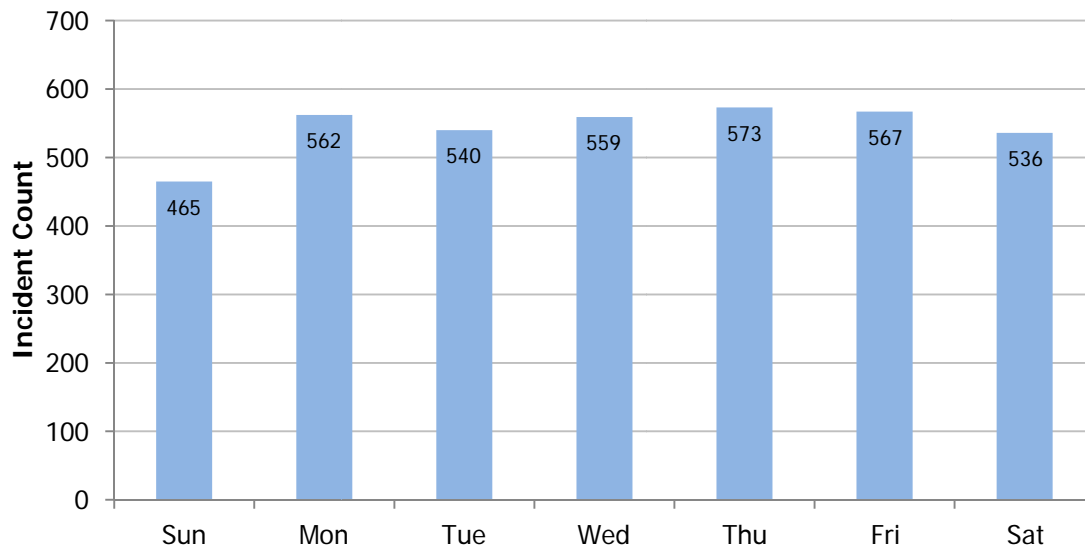
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	150	36	153	37	132	41
Overpressure	0	1	0	1	0	2
EMS/Rescue Call	1,117	900	983	799	1,000	798
Hazardous Condition	17	32	20	39	23	33
Service Call	52	92	35	76	43	91
Good Intent Call	27	217	26	174	6	202
False Call	0	85	0	90	0	52
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	1	18	3
Total	1,363		1,217		1,222	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 64 – Somerset, continued

STATION 64 FIRST-DUE AREA

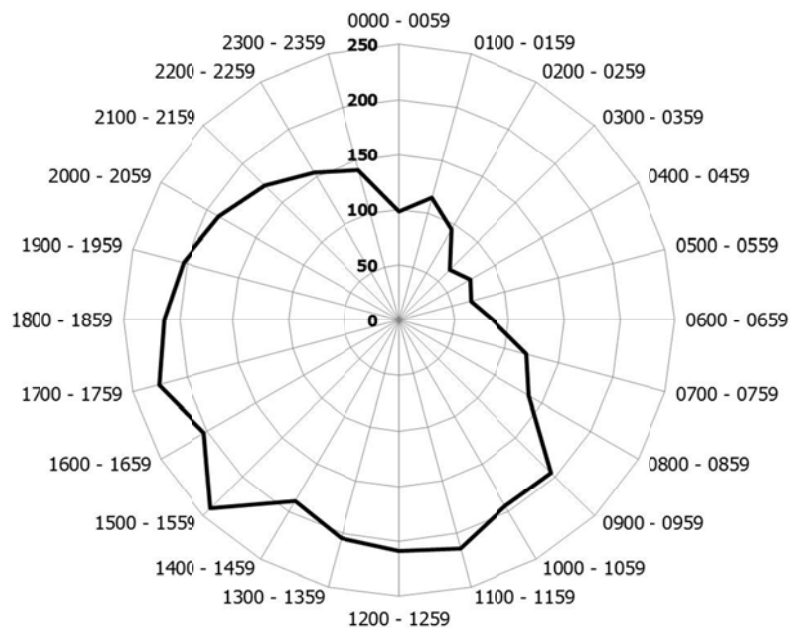
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 64 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 64 Somerset, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10064 General Fund						
5001 Salaries & Wages Union	745,606	719,118	815,354	854,770	854,770	854,770
5003 Vacation Taken Union	85,949	90,196	107,915	113,027	113,027	113,027
5005 Sick Leave Taken Union	17,004	19,016	35,972	30,275	30,275	30,275
5007 Personal Leave Taken Union	5,773	7,238		11,101	11,101	11,101
5016 Vacation Sold at Retirement			4,796	2,220	2,220	2,220
5017 PEHP Vac Sold at Retirement	1,966	1,966	8,633	5,853	5,853	5,853
5020 Deferred Comp Match Union	12,662	28,600	35,972	40,367	40,367	40,367
5101 Vacation Relief	117,140	96,659	124,222	115,752	115,752	115,752
5105 Sick Relief	26,372	25,476	21,775	28,257	28,257	28,257
5106 On the Job Injury Relief		2,250		6,459	6,459	6,459
5107 Short Term Disability Relief		5,371		4,568	4,568	4,568
5110 Personal Leave Relief	8,395	11,549	13,909	14,633	14,633	14,633
5115 Vacant Slot Relief	11,864	19,017				
5118 Standby Overtime	702	773	767	1,110	1,110	1,110
5120 Overtime Union	22,552	9,473	6,715	7,064	7,064	7,064
5201 PERS Taxes	199,792	190,362	234,735	246,511	246,511	246,511
5203 FICA/MEDI	76,930	75,418	89,966	94,480	94,480	94,480
5206 Worker's Comp	24,444	34,109	36,616	41,991	41,991	41,991
5207 TriMet/Wilsonville Tax	6,909	6,761	8,136	8,667	8,667	8,667
5208 OR Worker's Benefit Fund Tax	452	413	815	489	489	489
5210 Medical Ins Union	185,100	171,001	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	6,100	7,500	7,200	7,200	7,200	7,200
5270 Uniform Allowance	283	2,156	4,200	6,500	6,500	6,500
Total Personnel Services	1,555,994	1,524,423	1,776,138	1,856,223	1,856,223	1,856,223
5300 Office Supplies	874	272	1,200	500	500	500
5301 Special Department Supplies	2,297	3,504	3,600	4,650	4,650	4,650
5302 Training Supplies	37	15	300	300	300	300
5305 Fire Extinguisher	177		120	120	120	120
5306 Photography Supplies & Process		8				
5307 Smoke Detector Program		185	300	300	300	300
5320 EMS Supplies		12,888	13,800	13,800	13,800	13,800
5321 Fire Fighting Supplies	2,083	1,500	2,400	3,000	3,000	3,000
5325 Protective Clothing	732	2,264	1,200	1,500	1,500	1,500
5330 Noncapital Furniture & Equip	1,001		3,000			
5350 Apparatus Fuel/Lubricants	13,809	18,261	22,000	24,000	24,000	24,000
5361 M&R Bldg/Bldg Equip & Improv	9,248	5,573	39,900	6,831	6,831	6,831
5365 M&R Firefight Equip		89	360	450	450	450
5367 M&R Office Equip	684	1,056	1,600	1,600	1,600	1,600
5414 Other Professional Services	213	335	596	596	596	596
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services			4,088	789	789	789
5432 Natural Gas	2,546	2,781	4,000	2,200	2,200	2,200
5433 Electricity	7,451	8,484	7,750	8,500	8,500	8,500
5434 Water/Sewer	2,877	3,064	2,700	3,200	3,200	3,200
5436 Garbage	990	1,000	1,000	1,000	1,000	1,000

Station 64 Somerset, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10064 General Fund						
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				500	500	500
5500 Dues & Subscriptions	92	119	200	200	200	200
5570 Misc Business Exp	239	232	480	600	600	600
5575 Laundry/Repair Expense			32	100	100	100
Total Materials & Services	45,348	61,631	110,976	75,086	75,086	75,086
Total General Fund	1,601,342	1,586,054	1,887,114	1,931,309	1,931,309	1,931,309

Station 65 – West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

STATION DESCRIPTION

Station 65, located at the intersection of SW Canyon Drive and Canyon Road (Highway 8), was constructed in 1968. This 7,700 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 65**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

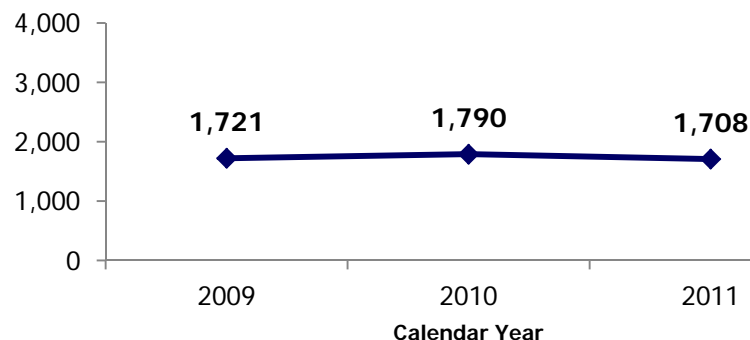
Utilizing bond proceeds that were approved by voters in 2006, Station 65 is being completely rebuilt at a different location (construction began in 2011–12). As one of the oldest fire stations in the District, the current structure does not meet current seismic standards, has dated mechanical and electrical systems, reduced capacity to house multiple modern apparatus, and limited provisions for female firefighters. The new 9,600 square foot, single-story station will have two drive-through apparatus bays, as well as a community room that will be available for neighborhood and community groups. Station 65 is being built in tandem with Fire Station 68 in the Oak Hills/Bethany area. Using the same design for both stations offers a cost-savings to taxpayers and will expedite the construction process.

The 3,294 acres (5.15 miles²) of Station 65's First-Due Area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,610,863	\$1,742,487	\$1,787,829	\$1,854,893
Materials and Services	32,895	46,589	111,804	100,823
Total Expenditures	\$1,643,758	\$1,789,076	\$1,899,633	\$1,955,716

STATION 65 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

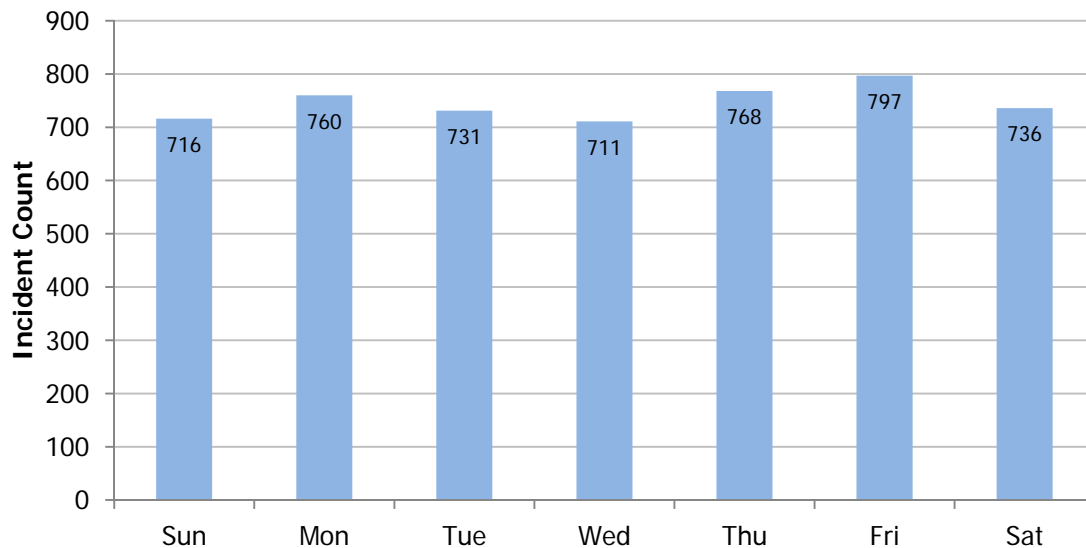
Station 65 – West Slope, continued

STATION 65 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	232	39	218	42	181	33
Overpressure	0	4	0	1	0	5
EMS/Rescue Call	1,375	1,038	1,486	1,125	1,441	1,069
Hazardous Condition	29	42	23	40	28	44
Service Call	66	126	37	134	38	136
Good Intent Call	19	323	26	332	9	335
False Call	0	148	0	113	0	84
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	0	3	11	2
Total	1,721		1,790		1,708	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 65 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011

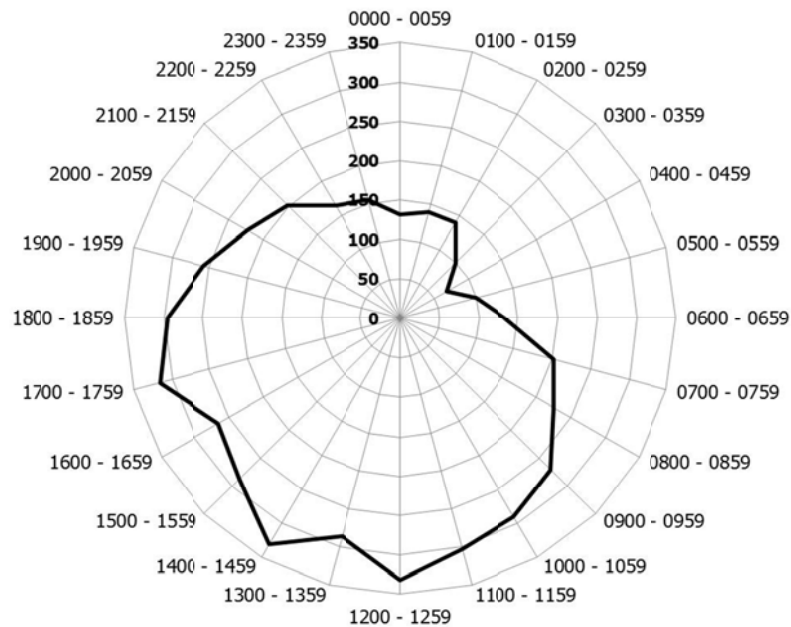


NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 65 – West Slope, continued

STATION 65 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.



Station 65 West Slope, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10065 General Fund						
5001 Salaries & Wages Union	807,457	798,613	821,497	854,770	854,770	854,770
5003 Vacation Taken Union	85,279	100,822	108,728	113,027	113,027	113,027
5005 Sick Leave Taken Union	20,985	27,919	36,243	30,275	30,275	30,275
5007 Personal Leave Taken Union	9,998	8,623		11,101	11,101	11,101
5016 Vacation Sold at Retirement			4,832	2,220	2,220	2,220
5017 PEHP Vac Sold at Retirement	2,121	2,121	8,698	5,853	5,853	5,853
5020 Deferred Comp Match Union	13,319	31,588	36,243	40,367	40,367	40,367
5101 Vacation Relief	93,362	138,388	125,157	115,752	115,752	115,752
5105 Sick Relief	15,615	22,842	21,939	28,257	28,257	28,257
5106 On the Job Injury Relief		9,909		6,459	6,459	6,459
5107 Short Term Disability Relief		12,604		4,568	4,568	4,568
5110 Personal Leave Relief	14,391	9,598	14,014	14,633	14,633	14,633
5115 Vacant Slot Relief	12,199	15,191				
5118 Standby Overtime	1,374	1,266	773	1,110	1,110	1,110
5120 Overtime Union	33,466	18,750	6,765	7,064	7,064	7,064
5201 PERS Taxes	201,555	221,686	236,504	246,511	246,511	246,511
5203 FICA/MEDI	79,739	86,749	90,644	94,480	94,480	94,480
5206 Worker's Comp	24,628	34,032	36,892	41,991	41,991	41,991
5207 TriMet/Wilsonville Tax	7,161	7,843	8,197	8,667	8,667	8,667
5208 OR Worker's Benefit Fund Tax	442	448	863	489	489	489
5210 Medical Ins Union	180,516	183,940	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	7,000	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance	254	2,555	4,200	5,170	5,170	5,170
Total Personnel Services	1,610,863	1,742,487	1,787,829	1,854,893	1,854,893	1,854,893
5300 Office Supplies	834	418	1,700	800	800	800
5301 Special Department Supplies	3,159	3,203	9,600	9,750	9,750	9,750
5302 Training Supplies	87	121	300	300	300	300
5305 Fire Extinguisher	311	169	300	120	120	120
5307 Smoke Detector Program		144	300	300	300	300
5320 EMS Supplies		11,328	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	1,705	2,348	2,570	2,400	2,400	2,400
5325 Protective Clothing	990	1,634	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	242	453	25,000	20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	6,434	7,911	9,500	11,450	11,450	11,450
5361 M&R Bldg/Bldg Equip & Improv	2,983	1,545	22,880	11,335	11,335	11,335
5365 M&R Firefight Equip			360	360	360	360
5367 M&R Office Equip	684	1,095	1,600	1,600	1,600	1,600
5414 Other Professional Services	182	262	3,503	3,503	3,503	3,503
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services			1,572	1,586	1,586	1,586
5432 Natural Gas	1,412	1,539	3,500	3,500	3,500	3,500
5433 Electricity	8,483	8,759	9,200	10,000	10,000	10,000
5434 Water/Sewer	3,805	4,146	3,800	6,000	6,000	6,000
5436 Garbage	1,200	1,200	1,200	2,000	2,000	2,000
5480 Community Events/Open House		25	1,300	1,300	1,300	1,300

Station 65 West Slope, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10065 General Fund						
5481 Community Education Materials				900	900	900
5500 Dues & Subscriptions	199	137	200	200	200	200
5570 Misc Business Exp	186	136	480	480	480	480
5575 Laundry/Repair Expense			189	189	189	189
Total Materials & Services	32,895	46,589	111,804	100,823	100,823	100,823
Total General Fund	1,643,758	1,789,076	1,899,633	1,955,716	1,955,716	1,955,716

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Station 66 – Brockman Road

Fund 10 • Directorate 04 • Division 60 • Department 066

STATION DESCRIPTION

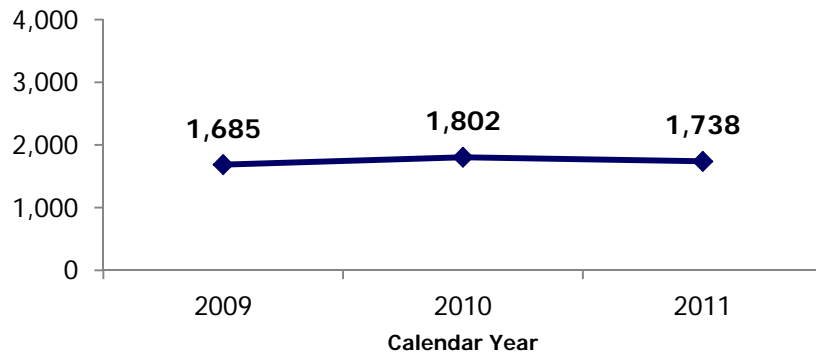
Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and recently remodeled in 2008, utilizing bond proceeds that were approved by voters in 2006. The 7,494 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 66**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 3,498 acres (5.47 miles²) of Station 66's First-Due Area includes south and southwest Beaverton (Murrayhill). Station 66 also houses **Heavy Squad 66**, 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.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,599,780	\$1,581,227	\$1,799,521	\$1,854,893
Materials and Services	35,345	53,127	72,924	70,974
Total Expenditures	\$1,635,125	\$1,634,354	\$1,872,445	\$1,925,867

STATION 66 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 66 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

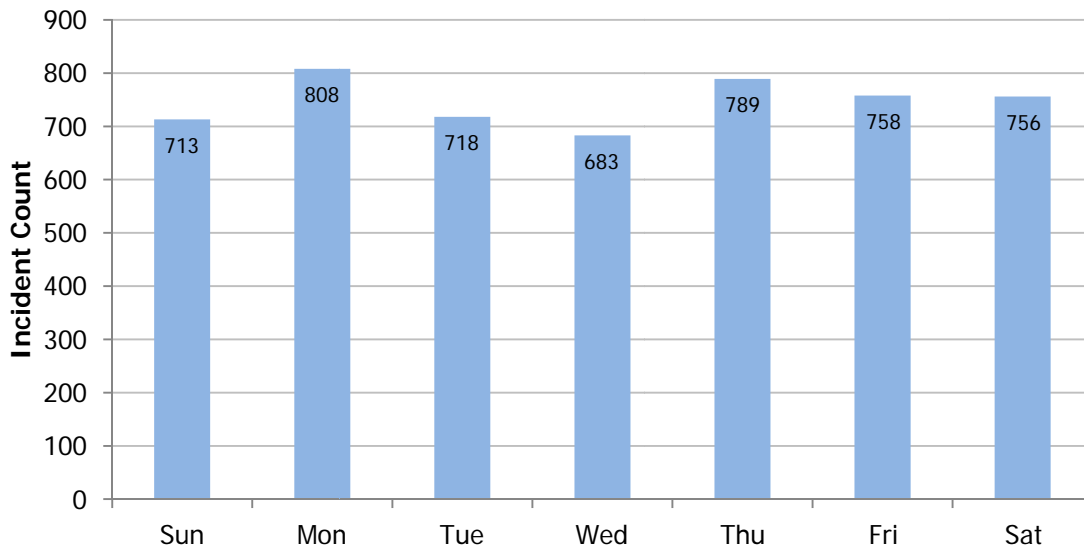
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	189	49	153	36	149	44
Overpressure	0	3	0	2	0	2
EMS/Rescue Call	1,371	1,122	1,536	1,304	1,477	1,198
Hazardous Condition	28	31	29	31	21	31
Service Call	62	108	52	94	68	91
Good Intent Call	35	251	32	234	5	264
False Call	0	121	0	100	0	106
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	1	18	2
Total	1,685		1,802		1,738	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 66 FIRST-DUE AREA

Station 66 – Brockman Road, continued

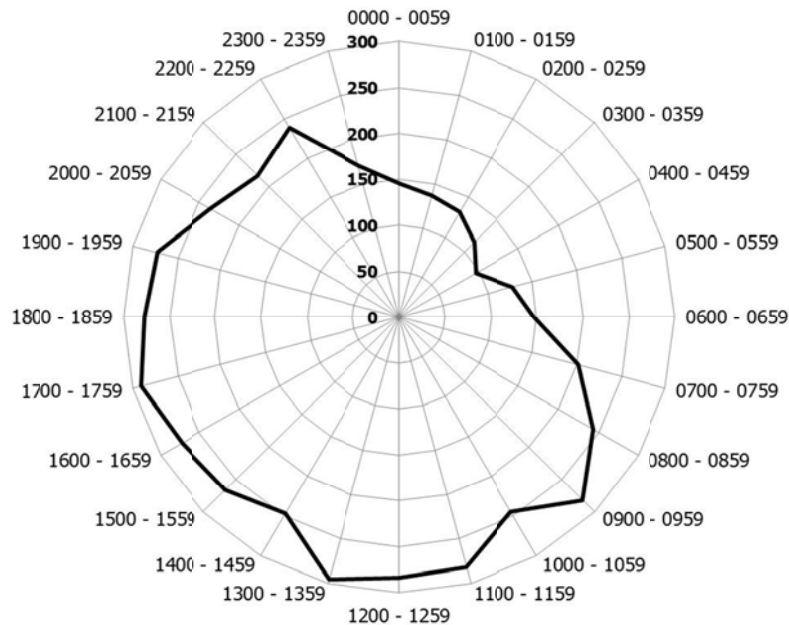
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 66 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 66 Brockman Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10066 General Fund						
5001 Salaries & Wages Union	779,764	739,009	827,640	854,770	854,770	854,770
5003 Vacation Taken Union	90,279	94,212	109,541	113,027	113,027	113,027
5005 Sick Leave Taken Union	28,239	21,607	36,514	30,275	30,275	30,275
5007 Personal Leave Taken Union	10,845	9,175		11,101	11,101	11,101
5016 Vacation Sold at Retirement			4,868	2,220	2,220	2,220
5017 PEHP Vac Sold at Retirement			8,763	5,853	5,853	5,853
5020 Deferred Comp Match Union	12,114	28,433	36,514	40,367	40,367	40,367
5101 Vacation Relief	105,045	113,455	126,093	115,752	115,752	115,752
5105 Sick Relief	22,288	30,975	22,103	28,257	28,257	28,257
5106 On the Job Injury Relief		2,199		6,459	6,459	6,459
5107 Short Term Disability Relief		2,629		4,568	4,568	4,568
5110 Personal Leave Relief	13,273	14,187	14,119	14,633	14,633	14,633
5115 Vacant Slot Relief	13,535	9,812				
5118 Standby Overtime	744	508	779	1,110	1,110	1,110
5120 Overtime Union	14,695	8,849	6,816	7,064	7,064	7,064
5201 PERS Taxes	201,400	198,980	238,272	246,511	246,511	246,511
5203 FICA/MEDI	78,167	77,380	91,322	94,480	94,480	94,480
5206 Worker's Comp	26,412	33,869	37,168	41,991	41,991	41,991
5207 TriMet/Wilsonville Tax	7,084	7,013	8,258	8,667	8,667	8,667
5208 OR Worker's Benefit Fund Tax	444	423	911	489	489	489
5210 Medical Ins Union	188,423	177,277	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	6,300	8,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance	727	3,038	4,200	5,170	5,170	5,170
Total Personnel Services	1,599,780	1,581,227	1,799,521	1,854,893	1,854,893	1,854,893
5300 Office Supplies	568	275	1,200	500	500	500
5301 Special Department Supplies	2,886	3,567	3,600	3,750	3,750	3,750
5302 Training Supplies	90		300	300	300	300
5305 Fire Extinguisher	159	56		120	120	120
5306 Photography Supplies & Process	3					
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		11,835	14,950	14,950	14,950	14,950
5321 Fire Fighting Supplies	1,462	1,610	2,400	2,400	2,400	2,400
5325 Protective Clothing	253	3,219	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip			4,100			
5350 Apparatus Fuel/Lubricants	8,086	8,414	12,200	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	3,104	4,209	9,116	10,374	10,374	10,374
5365 M&R Firefight Equip		93	360	360	360	360
5367 M&R Office Equip	684	1,097	1,600	1,600	1,600	1,600
5414 Other Professional Services	331	324	553	553	553	553
5415 Printing		18	50	50	50	50
5416 Custodial & Bldg Services			1,912	727	727	727
5432 Natural Gas	3,626	3,745	4,000	4,100	4,100	4,100
5433 Electricity	7,575	7,997	7,300	9,500	9,500	9,500
5434 Water/Sewer	4,401	4,563	5,000	6,000	6,000	6,000
5436 Garbage	1,594	1,634	1,700	1,700	1,700	1,700

Station 66 Brockman Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10066 General Fund						
5450 Rental of Equip	60	60	60			
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				300	300	300
5500 Dues & Subscriptions	94	95	200	200	200	200
5570 Misc Business Exp	332	314	480	480	480	480
5575 Laundry/Repair Expense	38		43	210	210	210
Total Materials & Services	35,346	53,127	72,924	70,974	70,974	70,974
Total General Fund	1,635,125	1,634,354	1,872,445	1,925,867	1,925,867	1,925,867

Station 67 – Farmington Road

Fund 10 • Directorate 04 • Division 60 • Department 067

STATION DESCRIPTION

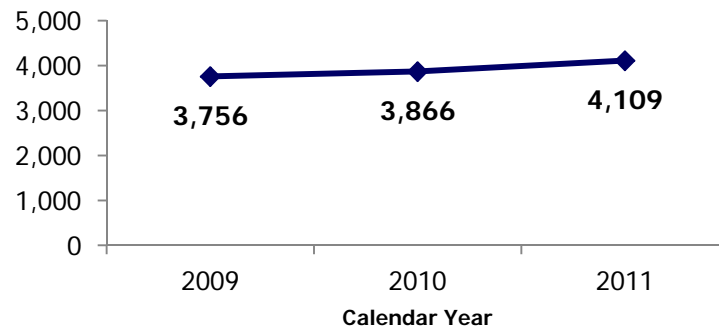
Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 67**. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 67**. The **North Battalion Chief (C5)** also responds from and maintains quarters at Station 67.

The 3,947 acres (6.17 miles²) of Station 67's First-Due Area includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,992,415	\$3,636,260	\$3,686,117	\$3,787,498
Materials and Services	60,827	89,151	128,837	133,174
Total Expenditures	\$3,053,242	\$3,725,411	\$3,814,954	\$3,920,672

STATION 67 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 67 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

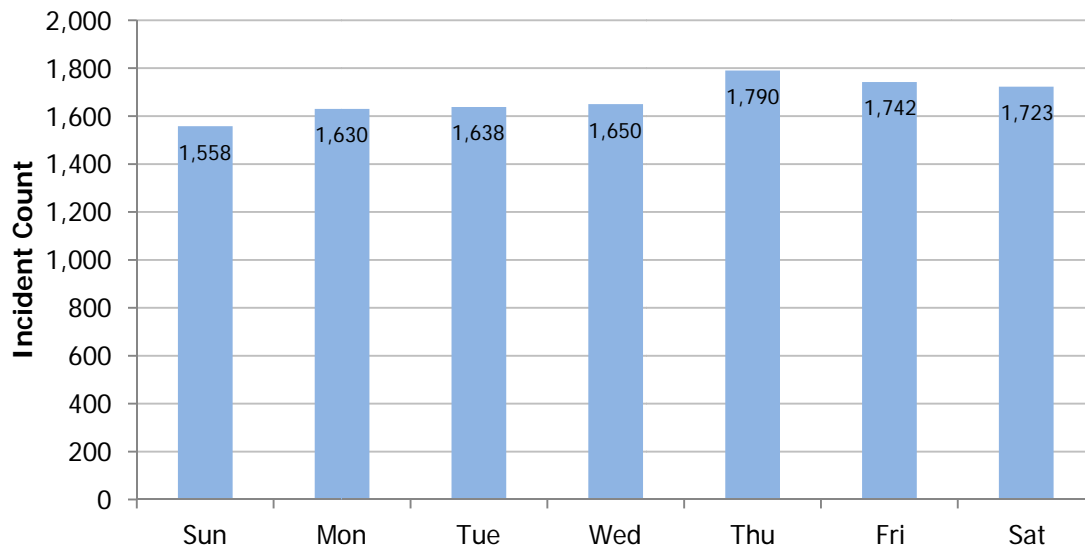
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	363	103	310	103	305	111
Overpressure	0	7	0	9	0	7
EMS/Rescue Call	3,141	2,278	3,312	2,543	3,553	2,503
Hazardous Condition	58	86	65	99	72	90
Service Call	128	229	122	199	110	258
Good Intent Call	66	825	57	749	8	989
False Call	0	223	0	161	0	150
Natural Condition	0	0	0	0	0	0
Other Situation	0	5		3	61	1
Total	3,756		3,866		4,109	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 67 – Farmington Road, continued

STATION 67 FIRST-DUE AREA

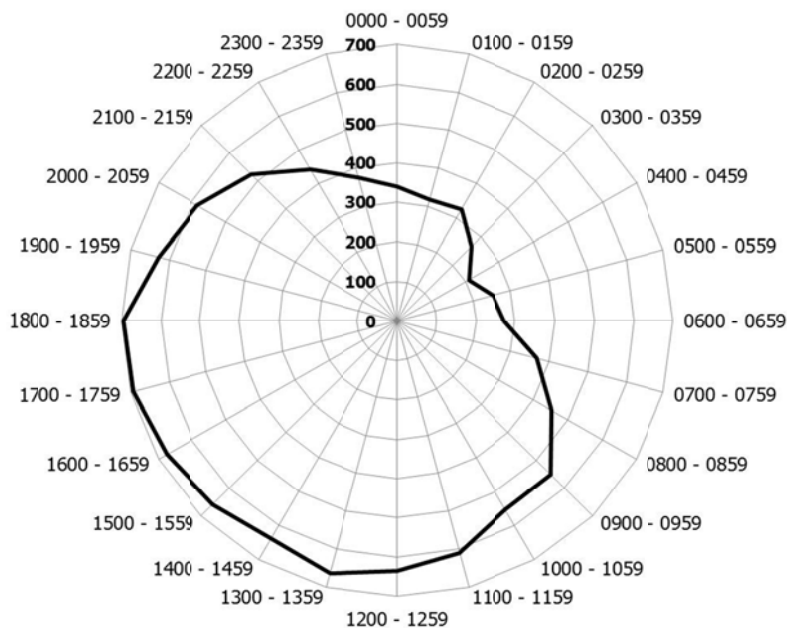
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 67 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 67 Farmington Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10067 General Fund						
5001 Salaries & Wages Union	1,437,815	1,607,524	1,691,166	1,740,463	1,740,463	1,740,463
5003 Vacation Taken Union	199,077	224,616	223,831	230,144	230,144	230,144
5005 Sick Leave Taken Union	33,084	118,588	74,610	61,646	61,646	61,646
5007 Personal Leave Taken Union	14,506	19,075		22,603	22,603	22,603
5016 Vacation Sold at Retirement			9,948	4,521	4,521	4,521
5017 PEHP Vac Sold at Retirement	3,932		17,906	11,918	11,918	11,918
5020 Deferred Comp Match Union	27,682	66,737	74,610	82,194	82,194	82,194
5101 Vacation Relief	236,051	264,519	257,654	235,692	235,692	235,692
5105 Sick Relief	42,150	46,338	45,164	57,536	57,536	57,536
5106 On the Job Injury Relief		15,354		13,151	13,151	13,151
5107 Short Term Disability Relief		1,696		9,298	9,298	9,298
5110 Personal Leave Relief	23,470	37,759	28,849	29,795	29,795	29,795
5115 Vacant Slot Relief	10,207	27,594				
5118 Standby Overtime	948	2,204	1,592	2,260	2,260	2,260
5120 Overtime Union	19,028	63,342	13,927	14,384	14,384	14,384
5201 PERS Taxes	382,329	461,177	486,876	501,941	501,941	501,941
5203 FICA/MEDI	149,111	181,341	186,603	192,377	192,377	192,377
5206 Worker's Comp	48,858	70,806	75,947	85,501	85,501	85,501
5207 TriMet/Wilsonville Tax	12,661	16,027	16,875	17,648	17,648	17,648
5208 OR Worker's Benefit Fund Tax	805	924	1,726	908	908	908
5210 Medical Ins Union	336,954	390,023	455,083	447,768	447,768	447,768
5220 Post Retire Ins Union	13,000	14,850	15,000	15,000	15,000	15,000
5270 Uniform Allowance	747	5,768	8,750	10,750	10,750	10,750
Total Personnel Services	2,992,415	3,636,260	3,686,117	3,787,498	3,787,498	3,787,498
5300 Office Supplies	1,194	417	2,500	500	500	500
5301 Special Department Supplies	5,857	6,022	7,500	7,650	7,650	7,650
5302 Training Supplies		94	300	300	300	300
5305 Fire Extinguisher	189	7		120	120	120
5307 Smoke Detector Program		219	300	300	300	300
5320 EMS Supplies		20,058	24,800	24,800	24,800	24,800
5321 Fire Fighting Supplies	4,392	5,033	5,000	6,000	6,000	6,000
5325 Protective Clothing	887	2,934	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	309	18	1,495	8,610	8,610	8,610
5350 Apparatus Fuel/Lubricants	14,064	19,466	18,875	20,000	20,000	20,000
5361 M&R Bldg/Bldg Equip & Improv	7,337	6,464	30,396	26,752	26,752	26,752
5365 M&R Firefight Equip	254	141	750	750	750	750
5367 M&R Office Equip	684	1,248	1,600	1,600	1,600	1,600
5414 Other Professional Services	232	555	1,106	1,106	1,106	1,106
5415 Printing	18	34	75	75	75	75
5416 Custodial & Bldg Services			1,884	1,132	1,132	1,132
5432 Natural Gas	6,268	6,492	6,500	6,300	6,300	6,300
5433 Electricity	10,128	10,915	12,300	12,960	12,960	12,960
5434 Water/Sewer	6,157	6,304	7,200	6,960	6,960	6,960
5436 Garbage	1,830	1,729	2,000	1,800	1,800	1,800
5480 Community Events/Open House		11	300	300	300	300

Station 67 Farmington Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10067 General Fund						
5481 Community Education Materials				1,200	1,200	1,200
5484 Postage UPS & Shipping	7	8				
5500 Dues & Subscriptions	187	156	200	200	200	200
5570 Misc Business Exp	833	826	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense			256	259	259	259
Total Materials & Services	60,827	89,151	128,837	133,174	133,174	133,174
Total General Fund	3,053,242	3,725,411	3,814,954	3,920,672	3,920,672	3,920,672

Station 68 – Oak Hills

Fund 10 • Directorate 04 • Division 60 • Department 068

STATION DESCRIPTION

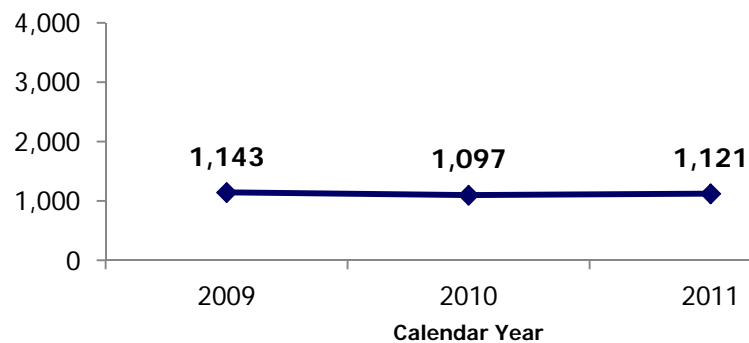
Station 68, located on NW 147th Place just north of West Union Road, was originally constructed in 1970 as a residential home. The 1,500 square foot station and detached 880 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for three of the twelve personnel. The crew responds to incidents utilizing **Engine 68**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 7,041 acres (11.00 miles²) of Station 68's First-Due Area includes primarily unincorporated territory in Washington and Multnomah counties (Bethany).

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,273,128	\$1,363,856	\$1,358,589	\$1,382,842
Materials and Services	18,596	24,660	81,781	48,878
Total Expenditures	\$1,291,724	\$1,388,516	\$1,440,370	\$1,431,720

STATION 68 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

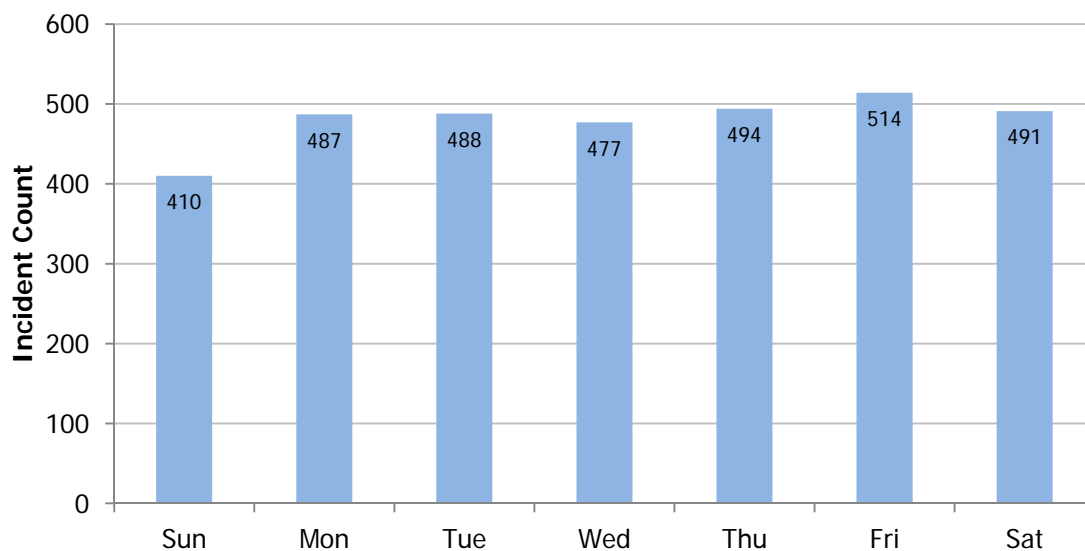
Station 68 – Oak Hills, continued

STATION 68 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	136	47	122	26	108	41
Overpressure	0	1	0	0	0	2
EMS/Rescue Call	917	739	885	736	928	760
Hazardous Condition	16	28	22	33	18	17
Service Call	56	91	49	99	46	114
Good Intent Call	18	163	19	125	10	130
False Call	0	73	0	76	0	56
Natural Condition	0	1	0	0	0	0
Other Situation	0	0	0	2	11	1
Total	1,143		1,097		1,121	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 68 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011

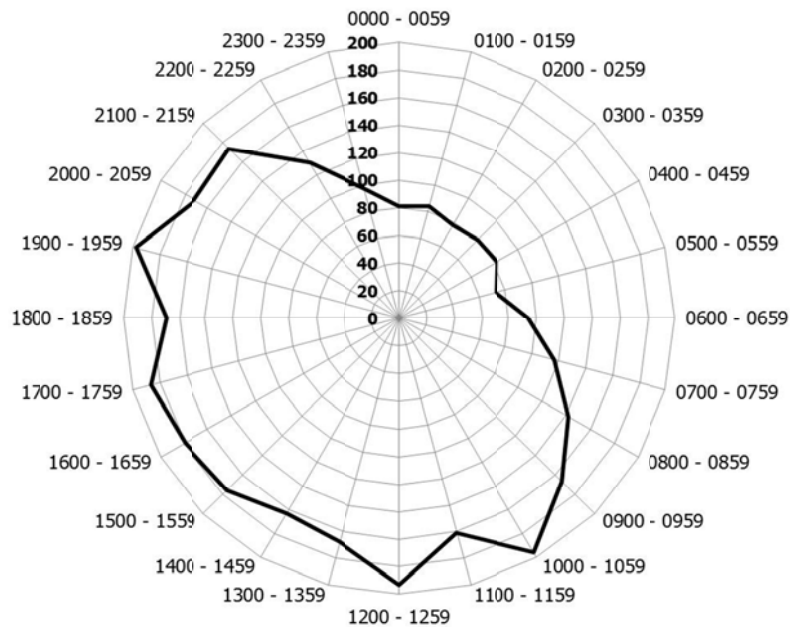


NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 68 – Oak Hills, continued

STATION 68 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 68 Oak Hills, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10068 General Fund						
5001 Salaries & Wages Union	570,145	622,527	624,930	636,056	636,056	636,056
5003 Vacation Taken Union	91,647	97,827	82,711	84,107	84,107	84,107
5005 Sick Leave Taken Union	19,725	10,501	27,570	22,529	22,529	22,529
5007 Personal Leave Taken Union	7,698	8,437		8,260	8,260	8,260
5016 Vacation Sold at Retirement			3,676	1,652	1,652	1,652
5017 PEHP Vac Sold at Retirement			6,617	4,356	4,356	4,356
5020 Deferred Comp Match Union	12,678	27,328	27,570	30,038	30,038	30,038
5101 Vacation Relief	108,248	127,591	95,210	86,134	86,134	86,134
5105 Sick Relief	24,982	12,335	16,689	21,027	21,027	21,027
5106 On the Job Injury Relief		1,985		4,806	4,806	4,806
5107 Short Term Disability Relief		3,847		3,399	3,399	3,399
5110 Personal Leave Relief	13,634	11,731	10,661	10,889	10,889	10,889
5115 Vacant Slot Relief	7,962	14,501				
5118 Standby Overtime	1,121	1,019	588	826	826	826
5120 Overtime Union	18,594	3,610	5,146	5,257	5,257	5,257
5201 PERS Taxes	163,807	173,999	179,913	183,435	183,435	183,435
5203 FICA/MEDI	63,094	67,607	68,955	70,305	70,305	70,305
5206 Worker's Comp	25,158	25,573	28,064	31,247	31,247	31,247
5207 TriMet/Wilsonville Tax	5,724	6,109	6,236	6,450	6,450	6,450
5208 OR Worker's Benefit Fund Tax	327	339	623	303	303	303
5210 Medical Ins Union	133,383	140,076	163,830	161,196	161,196	161,196
5220 Post Retire Ins Union	5,200	5,400	5,400	5,400	5,400	5,400
5270 Uniform Allowance		1,512	4,200	5,170	5,170	5,170
Total Personnel Services	1,273,128	1,363,856	1,358,589	1,382,842	1,382,842	1,382,842
5300 Office Supplies	417	77	1,700	500	500	500
5301 Special Department Supplies	2,391	2,448	9,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher		164		120	120	120
5307 Smoke Detector Program		192	300	300	300	300
5320 EMS Supplies		8,721	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,670	1,166	2,570	2,400	2,400	2,400
5325 Protective Clothing	649	1,098	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	947		25,000	3,530	3,530	3,530
5350 Apparatus Fuel/Lubricants	610	651	1,100	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	3,904	1,291	13,540	13,500	13,500	13,500
5365 M&R Firefight Equip			360	360	360	360
5367 M&R Office Equip	684	1,061	1,600	1,600	1,600	1,600
5414 Other Professional Services	31		3,338	338	338	338
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services			536	550	550	550
5432 Natural Gas	1,234	1,237	1,840	1,500	1,500	1,500
5433 Electricity	3,774	4,129	4,772	4,800	4,800	4,800
5434 Water/Sewer	1,683	1,853	1,890	1,900	1,900	1,900
5436 Garbage	435	446	605	500	500	500
5480 Community Events/Open House			1,600	300	300	300

Station 68 Oak Hills, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10068 General Fund						
5481 Community Education Materials				500	500	500
5500 Dues & Subscriptions	46	46	200	200	200	200
5570 Misc Business Exp	123	63	480	480	480	480
Total Materials & Services	18,596	24,660	81,781	48,878	48,878	48,878
Total General Fund	1,291,724	1,388,516	1,440,370	1,431,720	1,431,720	1,431,720

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Central Integrated Operations Division

Fund 10 • Directorate 04 • Division 61

DIVISION DESCRIPTION

The Central Integrated Operations division manages and responds to the central area of the District through the Central Operating Center and fire stations 33, 35, 50, 51, 53, and 69.

BUDGET SUMMARY

Expenditures	2009-10 Actual ⁽¹⁾	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$12,667,357	\$14,615,591	\$15,340,359	\$15,783,721
Materials and Services	316,530	544,925	627,166	572,201
Total Expenditures	\$12,983,887	\$15,160,516	\$15,967,525	\$16,355,922

⁽¹⁾ Reflects combined fire station budgets for years prior to the reorganization. Totals do not include the Central Operating Center.

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Fire Marshal	0.00	0.00	0.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Public Education Chief Officer	0.00	1.00	1.00	1.00
Community Liaison	0.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	5.00	5.00	4.00
Administrative Assistant II	0.00	2.00	2.00	2.00
Administrative Assistant I	0.00	0.50	0.50	0.50
Station 33	12.00	12.00	12.00	12.00
Station 35	14.00	14.00	14.00	14.00
Station 50	12.00	13.00	13.00	13.00
Station 51	24.00	24.00	24.00	24.00
Station 53	14.00	14.00	14.00	14.00
Station 69 ⁽¹⁾	9.00	9.00	9.00	9.00
Total Full-Time Equivalents (FTE)	85.00	99.50	99.50	99.50

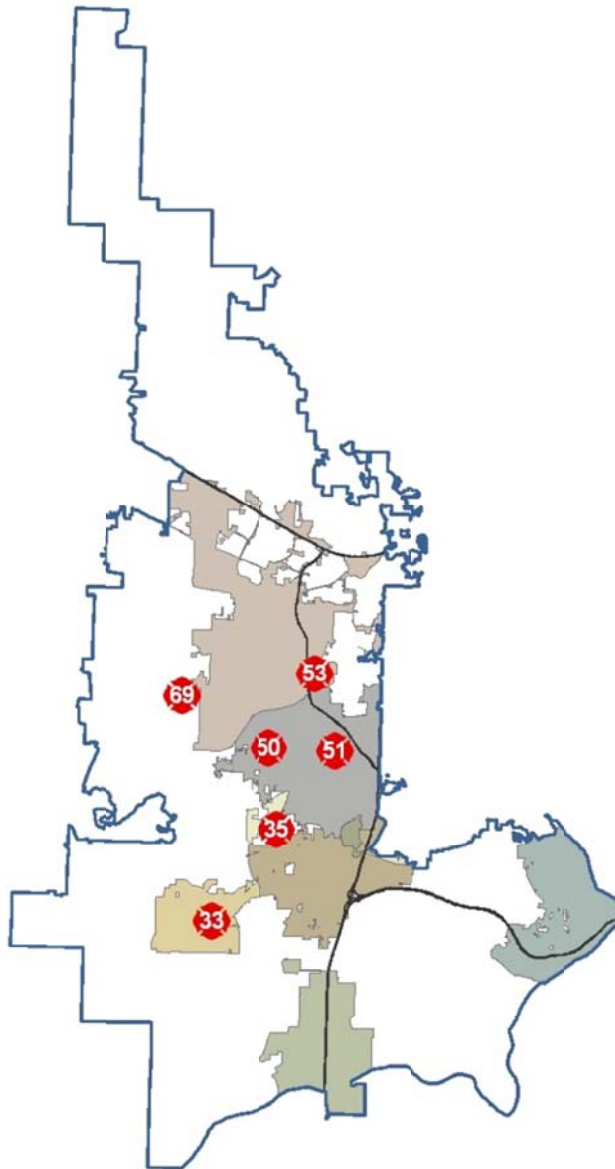
⁽¹⁾ This station is staffed with nine FTE from the General Fund (three FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for three additional FTE at each of these stations (four FTE per shift).

Central Integrated Operations Division, continued

2012-13 SIGNIFICANT CHANGES





















The change in personnel Services reflects the anticipated increases in wages and benefits as well as a transfer from the Fire Chief's Office budget of the District's Fire Marshal and transfer to North Integrated Operations Center of a DFM position.

LOCATION OF STATIONS IN AREA OF OPERATIONS



Central Integrated Operations Division, continued


STATION FTE AND UNITS

Stations	2011-12 Budget			2012-13 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 35 (King City)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 50 (Walnut)	13.00	 	Engine, Car	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue/Engine [§]	24.00	 	Truck, Heavy Rescue/Engine [§]
Station 53 (Progress)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 69 (Cooper Mountain)	12.00*		Engine	12.00*		Engine

* These stations are staffed with nine FTE from the General Fund (three FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for three additional FTE at each of these stations (four FTE per shift).

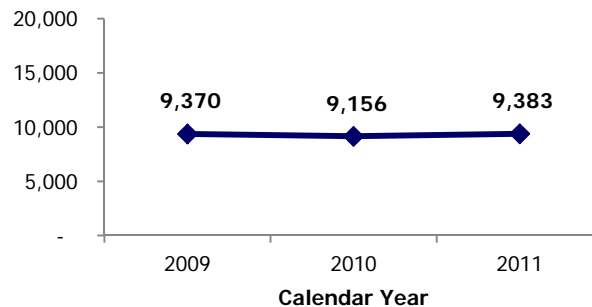
[§] These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

○ Full Time Employees (FTE) per Unit

 53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

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

CENTRAL INTEGRATED OPERATIONS INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

CENTRAL INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

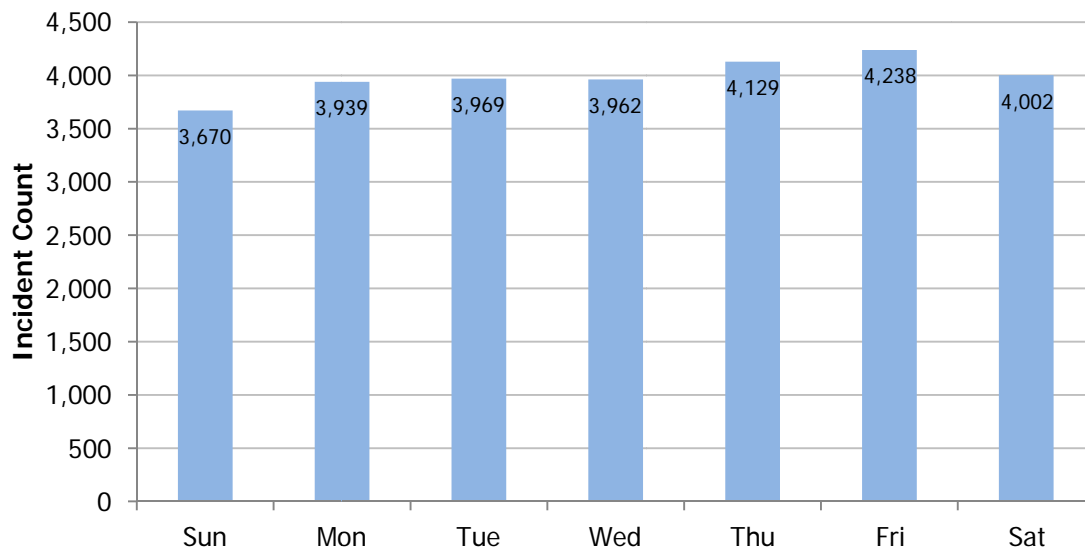
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	1,107	240	970	201	918	265
Overpressure	0	19	0	10	0	16
EMS/Rescue Call	7,544	5,648	7,586	5,840	7,869	6,014
Hazardous Condition	173	239	156	205	140	227
Service Call	390	745	269	599	291	597
Good Intent Call	156	1,722	175	1,623	58	1,712
False Call	0	741	0	666	0	531
Natural Condition	0	6	0	0	0	5
Other Situation	0	10	0	12	107	16
Total	9,370		9,156		9,383	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Central Integrated Operations Division, continued

CENTRAL INTEGRATED OPERATIONS

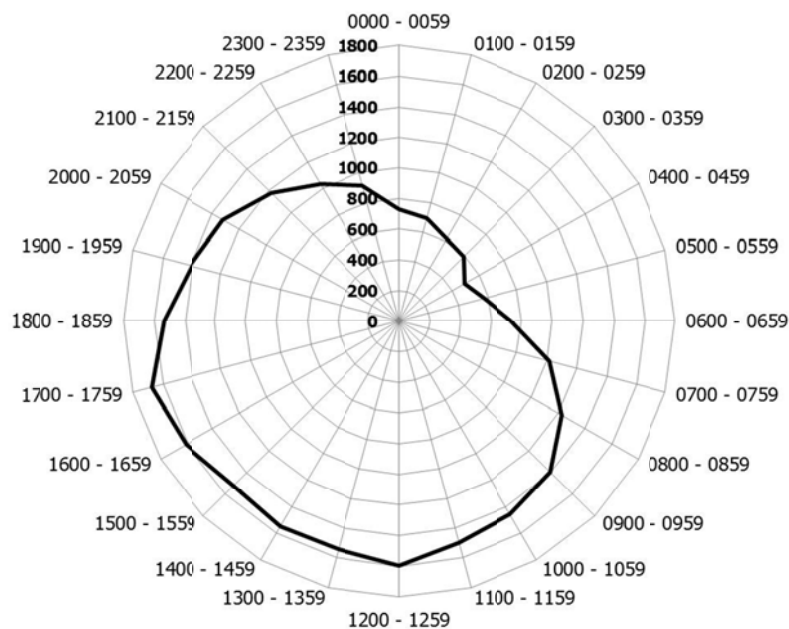
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

CENTRAL INTEGRATED OPERATIONS

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Central Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES

- With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I, II, VI, VII
Service Type(s): Essential
Measured By: Central Operating Center stations will host quarterly Community Risk Reduction Program meetings where partners will review and identify the local data and prioritize the efforts to be initiated. Additional meetings may occur based on the efforts launched. Partners may include, but are not limited to, Planning, EMS, Training, Emergency Management, and may involve external partners and citizens.
Status or Outcome: Ongoing. A SharePoint site has been launched that includes templates, resources, and information about the program. The site will continue to evolve as stations upload information about their projects. Central Integrated Operations projects range from utilizing citizens to mitigate fire and life safety issues within their own community to partnering on pre-planning for an at-risk apartment complex, and many other levels in-between. All Central Integrated Operations stations have reviewed their local data and completed their quarterly meetings.

- Strengthen internal District communications and successful team building strategies for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additionally, communication will occur through quarterly station liaison visits, biannual Captains' meetings, Operating Center meetings, and an annual Operating Center retreat. This Service Measure will be evaluated by an annual survey to be developed.
Status or Outcome: Ongoing/incomplete. The Integrated Operations Management team meets monthly, as does the Central Integrated Operations team (along with Captains, as they are able) and Battalion Chiefs regularly communicate with their station captains on the status of their projects. An annual survey has not yet been developed and Central Integrated Operations has not held an annual retreat.

- Communicate regularly with local business owners, community leaders, and city/county decision makers. Using traditional and non-traditional channels build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations area.

Goal(s): I, II, VIII
Service Type(s): Essential
Measured By: Regular attendance by District personnel at Chamber of Commerce events, city council meetings, NAC/CPO, and partnership sponsoring community events.
Status or Outcome: Ongoing. Central Integrated Operations staff regularly attend city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings, in addition to Chamber of Commerce and other community organization events.

Central Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Communicate regularly with local media** who cover the Central Operating service area. Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I, II, III, VIII
Service Type(s): Essential
Measured By: Media coverage of events in the Central Operating service area.
Status or Outcome: Ongoing. Central Integrated Operations staff work one-on-one with local media, utilize FlashNews and a variety of social media platforms to promote District initiatives, provide safety information, and report out on incidents. They also provide articles for local city and community newsletters.

- **Participate in District operations and EMS QI processes.** Ensure suppression forces are operating as efficiently and as safely as possible while assisting with data collection for community risk reduction.

Goal(s): I, III, VIII
Service Type(s): Essential
Measured By: Biannual review and comparison of trend files.
Status or Outcome: Ongoing with both Ops QI and EMS QI. Both groups worked on data-supported decisions and actions measured by definable outcomes. Neither group indicated an action or effort that had specific ties to an individual division; however, the main effort is to gather mutually-agreeable data points. Integrated Operations can actively seek ways to partner with these committees in an effort to identify baseline data for Community Risk Reduction projects. This Service Measure will move to 10200-Integrated Operations Administration in fiscal year 2012-13.

- **Increase the number of apartment manager/property representatives trained through the Multi-family Fire Reduction Program within the Central Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of 20% attendance within the District's service area.
Status or Outcome: Ongoing/incomplete. The program was offered four times this year, with an overall attendance increase of six percent; however, a formal program for direct outreach by station personnel is now offered under Community Risk Reduction. Therefore, it is expected that outreach will help increase the attendance rate by Operating Center. Additionally, properties managed by the Washington County Housing Authority will be targeted for participation in the program. Central Integrated Operations staff will continue to reach out to multi-family residential communities within TVF&R's service area and encourage their participation in the program.

Central Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Increase the number of Safety House events within the Central Operating Center** to assist in educating the community in fire and life safety. Expand outreach efforts to include all Integrated Operations staff. Target schools, apartments, and community events within the stations' first due geographical areas.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.
Status or Outcome: Ongoing. The Safety House was used at three events within the Central Integrated Operations area, reaching over 1,200 citizens with fire and life safety education.

- **Continue to reduce the number of automatic commercial alarms generated as false alarms** within the Central Operating Center.

Goal(s): I
Service Type(s): Essential
Measured By: Overall decrease of false alarms.
Status or Outcome: Ongoing. False alarm calls in the Central Integrated Operations area reduced by 18% in 2011.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internal and external).

Goal(s): I, II, VII
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens.
Status or Outcome: Ongoing. Central Integrated Operations staff are working together to establish baselines and develop outcomes with measurables in order to fully evaluate the impact of their projects.

- **Reduce the number of emergency incidents at assisted living facilities** within Central Operating Center response area.

Goals(s): I, II
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities
Status or Outcome: Ongoing. Through outreach and educational team building, incident response continues to decrease. Central Integrated Operations staff have worked closely with the administrators in assisted living facilities. This type of outreach has instigated several CRR initiatives throughout the District. An example for the Central Integrated Operations area includes one assisted living facility that saw an overall call number of 116 - a decrease of 33% over the 174 calls last year.

Central Integrated Operations Division, continued

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Promoted a Deputy Fire Marshal-I, two Battalion Chiefs, one Captain, and one Public Affairs Officer.
- Expanded the False Alarm Program to include back-up staff and established a goal to follow-up on 100% of false alarms.
- Summerfield smoke alarm outreach/campaign.
- Built working relationships with city staffs, city councils, and Chambers of Commerce.
- Implemented replacement of the Fire Investigation Unit.

2012-13 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4
Service Type(s): Essential
Measured By: Increase use of the CRR SharePoint site to memorialize CRR projects, and quantitative increase in CRR projects.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I/7, VI/C and 2
Service Type(s): Essential
Measured By: Timely communications between Division and Battalion Chiefs and their direct reports, quarterly CRR meetings, station liaison visits, biannual Captain's meetings, Central Integrated Operations meetings, Central Integrated Operations coffee chats, etc. This Service Measure will be evaluated by an annual survey (to be developed).

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations area.

Goal(s): I/4; II/1; VIII/1
Service Type(s): Essential
Measured By: Regularly attend city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings as well as Chamber of Commerce and other community organization events. In addition, strategic partners will be invited to ride with District staff.

- **Communicate regularly with local media** who cover the Central Operating service area. Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I/3 and 4; II/B, C, D, 1, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Quantitative use of FlashNews, social media outlets, traditional media, and community newsletters.

Central Integrated Operations Division, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the Central Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I/B and 4; II/A, B, C, 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent District-wide.

- **Increase the number of community events within the Central Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s): II/1 and 5
Service Type(s): Essential
Measured By: Increase number of scheduled community events.

- **Continue to reduce the number of false alarms generated by automatic commercial alarms** within the Central Operating Center.

Goal(s): I/E and 1; II/2
Service Type(s): Essential
Measured By: Decrease number of false alarms.

2012-13 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/4; II/1 and 2; VII/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management. May involve external partners and citizens.

- **Reduce the number of emergency incidents at assisted living facilities** within Central Operating Center response area.

Goal(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities

Central Integrated Operations Division, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- **Establish hands-only CPR training at Central Operations area middle schools** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action:	I/3 and 4; II/A and C; 1 and 5; VII/A
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Purchase training mannequins out of proposed Pub Ed supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s):	EMS, schools, and external partners/citizens

Central Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5001 Salaries & Wages Union	6,057,507	6,332,576	6,534,426	6,608,450	6,608,450	6,608,450
5002 Salaries & Wages Nonunion		581,251	680,795	837,622	837,622	837,622
5003 Vacation Taken Union	802,762	851,957	851,463	855,384	855,384	855,384
5004 Vacation Taken Nonunion		55,245	66,460	63,916	63,916	63,916
5005 Sick Leave Taken Union	180,574	231,433	271,120	229,560	229,560	229,560
5006 Sick Taken Nonunion		5,431		12,783	12,783	12,783
5007 Personal Leave Taken Union	78,698	83,383		85,111	85,111	85,111
5008 Personal Leave Taken Nonunion		3,930		5,479	5,479	5,479
5010 Comp Taken Nonunion		4,162				
5015 Vacation Sold		1,798	33,514	42,756	42,756	42,756
5016 Vacation Sold at Retirement	5,705		43,559	22,582	22,582	22,582
5017 PEHP Vac Sold at Retirement	9,769	3,854	65,069	43,022	43,022	43,022
5020 Deferred Comp Match Union	109,225	241,807	285,938	310,769	310,769	310,769
5021 Deferred Comp Match Nonunion		11,670	25,846	36,524	36,524	36,524
5101 Vacation Relief	859,148	850,491	936,268	850,799	850,799	850,799
5102 Duty Chief Relief		84,839	76,942	82,480	82,480	82,480
5105 Sick Relief	203,944	193,411	164,118	207,694	207,694	207,694
5106 On the Job Injury Relief		39,394		47,475	47,475	47,475
5107 Short Term Disability Relief		20,572		30,736	30,736	30,736
5110 Personal Leave Relief	101,655	96,121	104,833	107,554	107,554	107,554
5115 Vacant Slot Relief	210,149	141,236				
5118 Standby Overtime	7,216	8,184	5,783	8,159	8,159	8,159
5120 Overtime Union	90,438	227,190	97,873	97,706	97,706	97,706
5121 Overtime Nonunion		723	3,796	2,000	2,000	2,000
5201 PERS Taxes	1,639,611	1,860,191	2,037,270	2,114,561	2,114,561	2,114,561
5203 FICA/MEDI	627,560	719,726	783,929	810,441	810,441	810,441
5206 Worker's Comp	189,683	299,540	312,829	343,109	343,109	343,109
5207 TriMet/Wilsonville Tax	56,289	65,538	70,892	74,349	74,349	74,349
5208 OR Worker's Benefit Fund Tax	3,296	3,532	9,508	4,986	4,986	4,986
5210 Medical Ins Union	1,379,870	1,411,317	1,656,504	1,606,515	1,606,515	1,606,515
5211 Medical Ins Nonunion		74,432	91,621	103,905	103,905	103,905
5220 Post Retire Ins Union	51,750	54,900	54,600	54,000	54,000	54,000
5221 Post Retire Ins Nonunion		7,334	7,650	8,100	8,100	8,100
5230 Dental Ins Nonunion		11,792	14,406	15,862	15,862	15,862
5240 Life/Disability Insurance		7,174	8,960	10,432	10,432	10,432
5270 Uniform Allowance	2,509	23,695	38,627	40,190	40,190	43,140
5295 Vehicle Allowance		5,760	5,760	5,760	5,760	5,760
Total Personnel Services	12,667,357	14,615,591	15,340,359	15,780,771	15,780,771	15,783,721
5300 Office Supplies	4,493	10,364	10,900	3,600	3,600	3,600
5301 Special Department Supplies	25,901	35,406	28,200	28,450	28,450	28,450
5302 Training Supplies	3,042	1,221	9,300	7,600	7,600	7,600
5304 Hydrant Maintenance						
5305 Fire Extinguisher	408	344	665	720	720	720
5306 Photography Supplies & Process			200			
5307 Smoke Detector Program		824	1,900	1,900	1,900	1,900

Central Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5320 EMS Supplies		62,977	78,100	78,006	78,006	78,006
5321 Fire Fighting Supplies	17,899	17,138	26,901	27,756	27,756	27,756
5325 Protective Clothing	9,406	15,933	17,683	15,900	15,900	15,900
5330 Noncapital Furniture & Equip	24,619	11,909	13,069	4,405	4,405	4,405
5350 Apparatus Fuel/Lubricants	57,209	85,918	107,900	103,040	103,040	103,040
5361 M&R Bldg/Bldg Equip & Improv	34,880	38,814	125,749	101,544	101,544	101,544
5365 M&R Firefight Equip	2,553	2,048	6,720	5,020	5,020	5,020
5367 M&R Office Equip	3,033	10,638	15,600	15,600	15,600	15,600
5414 Other Professional Services	506	19,424	3,001	3,001	3,001	3,001
5415 Printing	46	1,978	1,400	1,900	1,900	1,900
5416 Custodial & Bldg Services	74		8,896	4,551	4,551	4,551
5432 Natural Gas	19,177	20,908	24,933	23,900	23,900	23,900
5433 Electricity	76,744	128,539	69,947	73,582	73,582	73,582
5434 Water/Sewer	24,709	41,710	25,804	31,308	31,308	31,308
5436 Garbage	8,674	11,051	10,270	9,370	9,370	9,370
5450 Rental of Equip		35	2,500			
5461 External Training			1,500			
5462 Travel and Per Diem		3,494	6,800	980	980	980
5471 Citizen Awards		295	300	250	250	250
5480 Community Events/Open House	89	4,867	5,430	5,370	5,370	5,370
5481 Community Education Materials		8,386	9,336	10,000	10,000	10,000
5484 Postage UPS & Shipping	67	4,004	833	1,000	1,000	1,000
5500 Dues & Subscriptions	583	3,643	6,330	6,216	6,216	6,216
5502 Certifications & Licensing		310		250	250	250
5570 Misc Business Exp	2,419	2,747	4,180	4,180	4,180	4,180
5571 Planning Retreat Expense			1,000	550	550	550
5575 Laundry/Repair Expense			2,062	2,252	2,252	2,252
Total Materials & Services	316,530	544,925	627,409	572,201	572,201	572,201
Total General Fund	12,983,887	15,160,516	15,967,768	16,352,972	16,352,972	16,355,922

Central Operating Center

Fund 10 • Directorate 04 • Division 61 • Department 160

DESCRIPTION

The newly created Central Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the central portion of the District. The Center has been staffed with personnel transferred from other departments and one new Division Chief position.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services		\$1,847,272	\$2,019,656	\$2,179,295
Materials and Services	\$18,577	175,303	61,457	42,761
Total Expenditures	\$18,577	\$2,022,575	\$2,081,113	\$2,222,056

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Fire Marshal	0.00	0.00	0.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Public Education Chief Officer	0.00	1.00	1.00	1.00
Community Liaison	0.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	5.00	5.00	4.00
Administrative Assistant II	0.00	2.00	2.00	2.00
Administrative Assistant I	0.00	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	0.00	13.50	13.50	13.50

2011-12 SIGNIFICANT CHANGES

This Center is based out of the Command and Business Operations Center (CBOC) at the District's Dartmouth facility, occupied in October of 2010. The Central Operating Center manages Integrated Operations for the central service area of the District. Personnel were transferred from the former Emergency Operations, Fire Prevention, and Community Services budgets in 2010-11. The Fire Marshal was transferred to this budget in 2012-13 and a Deputy Fire Marshal transferred to the North Operating Center budget.

The significant decrease in Materials and Services is due to the reassignment of operating funds for the CBOC facility to the Fire Chief's Office (10150).

Central Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10160 General Fund						
5001 Salaries & Wages Union		392,266	389,039	325,729	325,729	325,729
5002 Salaries & Wages Nonunion		581,251	680,795	837,622	837,622	837,622
5003 Vacation Taken Union		55,016	38,103	24,611	24,611	24,611
5004 Vacation Taken Nonunion		55,245	66,460	63,916	63,916	63,916
5005 Sick Leave Taken Union		16,841		7,032	7,032	7,032
5006 Sick Taken Nonunion		5,431		12,783	12,783	12,783
5007 Personal Leave Taken Union		3,545		3,516	3,516	3,516
5008 Personal Leave Taken Nonunion		3,930		5,479	5,479	5,479
5010 Comp Taken Nonunion		4,162				
5015 Vacation Sold		1,798	33,514	42,756	42,756	42,756
5016 Vacation Sold at Retirement			7,409	6,264	6,264	6,264
5020 Deferred Comp Match Union		15,593	14,818	14,064	14,064	14,064
5021 Deferred Comp Match Nonunion		11,670	25,846	36,524	36,524	36,524
5102 Duty Chief Relief		84,839	76,942	82,480	82,480	82,480
5120 Overtime Union		40,473	35,836	35,869	35,869	35,869
5121 Overtime Nonunion		723	3,796	2,000	2,000	2,000
5201 PERS Taxes		238,088	265,770	300,678	300,678	300,678
5203 FICA/MEDI		88,756	104,972	115,240	115,240	115,240
5206 Worker's Comp		41,631	36,495	34,130	34,130	34,130
5207 TriMet/Wilsonville Tax		8,505	9,493	10,572	10,572	10,572
5208 OR Worker's Benefit Fund Tax		384	477	477	477	477
5210 Medical Ins Union		82,705	91,017	66,194	66,194	66,194
5211 Medical Ins Nonunion		74,432	91,621	103,905	103,905	103,905
5220 Post Retire Ins Union		3,150	3,000	2,400	2,400	2,400
5221 Post Retire Ins Nonunion		7,334	7,650	8,100	8,100	8,100
5230 Dental Ins Nonunion		11,792	14,406	15,862	15,862	15,862
5240 Life/Disability Insurance		7,174	8,960	10,432	10,432	10,432
5270 Uniform Allowance		4,777	7,477	4,900	4,900	4,900
5295 Vehicle Allowance		5,760	5,760	5,760	5,760	5,760
Total Personnel Services		1,847,272	2,019,656	2,179,295	2,179,295	2,179,295
5300 Office Supplies		7,630	2,000	600	600	600
5301 Special Department Supplies		11,284	1,000	350	350	350
5302 Training Supplies		42	3,500	2,200	2,200	2,200
5304 Hydrant Maintenance						
5305 Fire Extinguisher			200			
5306 Photography Supplies & Process			200			
5307 Smoke Detector Program			100	100	100	100
5320 EMS Supplies		355	400	300	300	300
5321 Fire Fighting Supplies		307	1,400			
5325 Protective Clothing		1,588	3,783	2,000	2,000	2,000
5330 Noncapital Furniture & Equip		3,546	243			
5350 Apparatus Fuel/Lubricants		11,134	16,750	10,500	10,500	10,500
5361 M&R Bldg/Bldg Equip & Improv		12,620				
5367 M&R Office Equip		4,104	6,000	6,000	6,000	6,000
5414 Other Professional Services		17,865	375	375	375	375

Central Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10160 General Fund						
5415 Printing		1,944	1,000	1,500	1,500	1,500
5416 Custodial & Bldg Services	74					
5432 Natural Gas	1,290	2,632				
5433 Electricity	15,960	61,449				
5434 Water/Sewer	1,252	12,301				
5436 Garbage		1,871				
5450 Rental of Equip		35				
5461 External Training						
5462 Travel and Per Diem		3,494	4,000	980	980	980
5471 Citizen Awards		295	300	250	250	250
5480 Community Events/Open House		4,621	3,630	3,570	3,570	3,570
5481 Community Education Materials		8,386	9,336	6,800	6,800	6,800
5484 Postage UPS & Shipping		3,985	833	1,000	1,000	1,000
5500 Dues & Subscriptions		2,968	5,130	5,016	5,016	5,016
5502 Certifications & Licensing		310		250	250	250
5570 Misc Business Exp		538	300	300	300	300
5571 Planning Retreat Expense			1,000	550	550	550
5575 Laundry/Repair Expense			220	120	120	120
Total Materials & Services	18,577	175,303	61,700	42,761	42,761	42,761
Total General Fund	18,577	2,022,576	2,081,356	2,222,056	2,222,056	2,222,056

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Station 33 – Sherwood

Fund 10 • Directorate 04 • Division 60 • Department 033

STATION DESCRIPTION

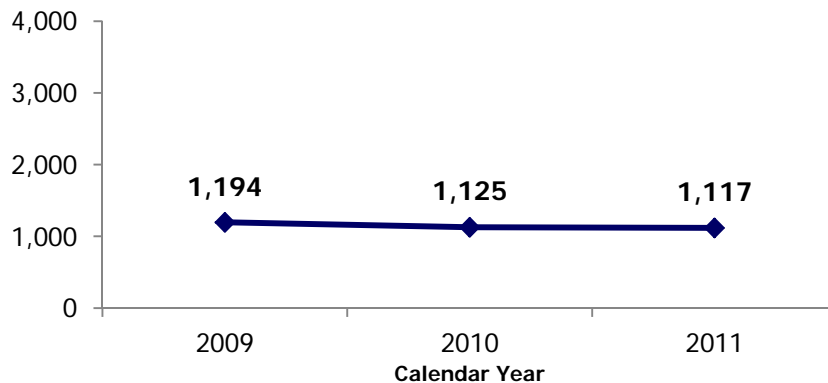
Station 33, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 33** and can also respond in **Water Tender 33** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 18,570 acres (29.02 miles²) of Station 33's First-Due Area includes the City of Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333, Engine 333, and Van 333**.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,644,129	\$1,758,891	\$1,787,829	\$1,854,463
Materials and Services	39,062	52,870	63,626	83,796
Total Expenditures	\$1,683,191	\$1,811,761	\$1,851,455	\$1,938,259

STATION 33 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 33 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

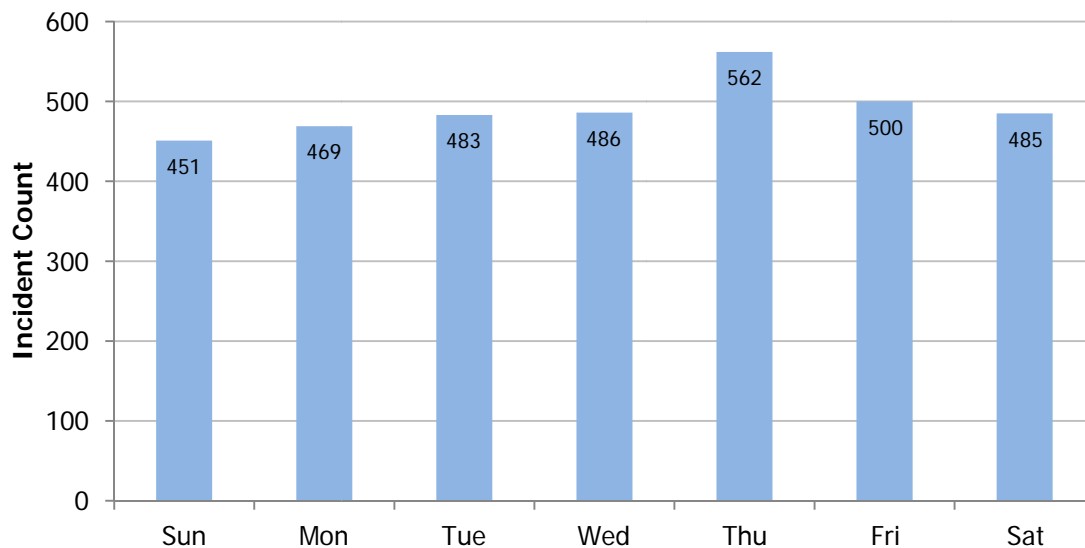
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	178	34	130	42	127	23
Overpressure	0	0	0	1	0	2
EMS/Rescue Call	892	733	889	734	886	730
Hazardous Condition	25	32	28	21	32	28
Service Call	68	102	45	80	48	77
Good Intent Call	31	174	33	176	9	184
False Call	0	113	0	66	0	66
Natural Condition	0	0	0	0	0	0
Other Situation	0	6	0	5	15	7
Total	1,194		1,125		1,117	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 33 – Sherwood, continued

STATION 33 FIRST-DUE AREA

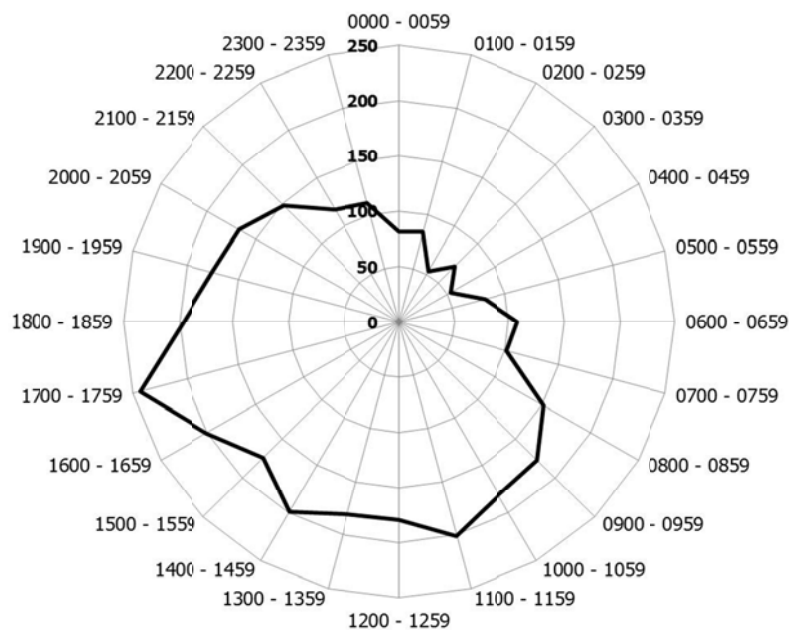
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 33 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 33 Sherwood, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10033 General Fund						
5001 Salaries & Wages Union	740,373	838,137	821,497	854,770	854,770	854,770
5003 Vacation Taken Union	116,380	117,078	108,728	113,027	113,027	113,027
5005 Sick Leave Taken Union	29,546	26,126	36,243	30,275	30,275	30,275
5007 Personal Leave Taken Union	13,369	8,458		11,101	11,101	11,101
5016 Vacation Sold at Retirement			4,832	2,220	2,220	2,220
5017 PEHP Vac Sold at Retirement	1,272		8,698	5,853	5,853	5,853
5020 Deferred Comp Match Union	14,271	28,510	36,243	40,367	40,367	40,367
5101 Vacation Relief	139,252	124,059	125,157	115,752	115,752	115,752
5105 Sick Relief	38,930	25,153	21,939	28,257	28,257	28,257
5106 On the Job Injury Relief		1,165		6,459	6,459	6,459
5107 Short Term Disability Relief		1,165		4,138	4,138	4,138
5110 Personal Leave Relief	10,821	17,039	14,014	14,633	14,633	14,633
5115 Vacant Slot Relief	10,460	13,745				
5118 Standby Overtime	1,268	1,012	773	1,110	1,110	1,110
5120 Overtime Union	12,771	13,248	6,765	7,064	7,064	7,064
5201 PERS Taxes	211,094	221,447	236,504	246,511	246,511	246,511
5203 FICA/MEDI	80,889	85,904	90,644	94,480	94,480	94,480
5206 Worker's Comp	24,628	33,838	36,892	41,991	41,991	41,991
5207 TriMet/Wilsonville Tax	7,268	7,555	8,197	8,667	8,667	8,667
5208 OR Worker's Benefit Fund Tax	437	444	863	489	489	489
5210 Medical Ins Union	183,688	186,608	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	7,050	6,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	362	1,301	4,200	5,170	5,170	5,170
Total Personnel Services	1,644,129	1,758,891	1,787,829	1,854,463	1,854,463	1,854,463
5300 Office Supplies	506	737	1,200	500	500	500
5301 Special Department Supplies	2,435	2,700	3,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	141	56	150	120	120	120
5307 Smoke Detector Program		185	300	300	300	300
5320 EMS Supplies		7,958	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,264	1,901	2,570	2,400	2,400	2,400
5325 Protective Clothing	220	2,030	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,116	520	243			
5350 Apparatus Fuel/Lubricants	8,439	10,123	11,500	11,500	11,500	11,500
5361 M&R Bldg/Bldg Equip & Improv	3,863	4,815	6,844	27,431	27,431	27,431
5365 M&R Firefight Equip	100		360	360	360	360
5367 M&R Office Equip	684	1,146	1,600	1,600	1,600	1,600
5414 Other Professional Services	175	339	332	332	332	332
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services			500	576	576	576
5432 Natural Gas	3,710	3,115	4,500	4,500	4,500	4,500
5433 Electricity	8,457	8,863	9,786	9,786	9,786	9,786
5434 Water/Sewer	5,879	6,543	6,500	6,500	6,500	6,500
5436 Garbage	1,475	1,480	1,500	1,500	1,500	1,500
5480 Community Events/Open House	19	100	300	300	300	300

Station 33 Sherwood, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10033 General Fund						
5481 Community Education Materials				500	500	500
5484 Postage UPS & Shipping	12					
5500 Dues & Subscriptions	46	68	200	200	200	200
5570 Misc Business Exp	522	192	480	480	480	480
5575 Laundry/Repair Expense			411	411	411	411
Total Materials & Services	39,062	52,870	63,626	83,796	83,796	83,796
Total General Fund	1,683,191	1,811,761	1,851,455	1,938,259	1,938,259	1,938,259

Station 35 - King City

Fund 10 • Directorate 04 • Division 60 • Department 035

STATION DESCRIPTION

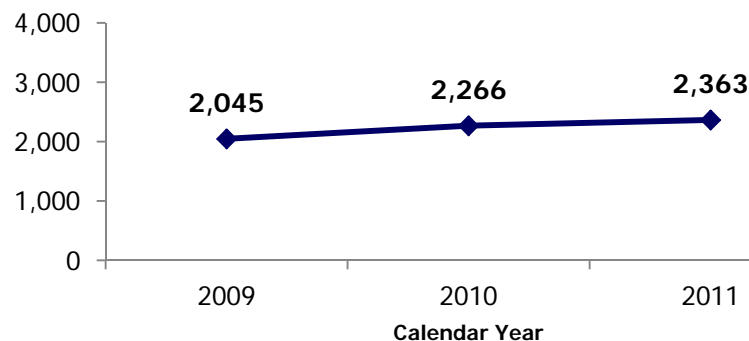
Station 35, located on Highway 99W just south of Durham Road, was constructed in 1972 and seismically upgraded in 2003. The 6,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 35** and can also respond in **Water Tender 35** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 35**. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 5,679 acres (8.87 miles²) of Station 35's First-Due Area includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a small corner of northwest Tualatin.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,412,414	\$1,956,740	\$2,146,984	\$2,183,849
Materials and Services	41,864	54,880	79,840	77,622
Total Expenditures	\$2,454,278	\$2,011,620	\$2,226,824	\$2,261,471

STATION 35 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 35 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

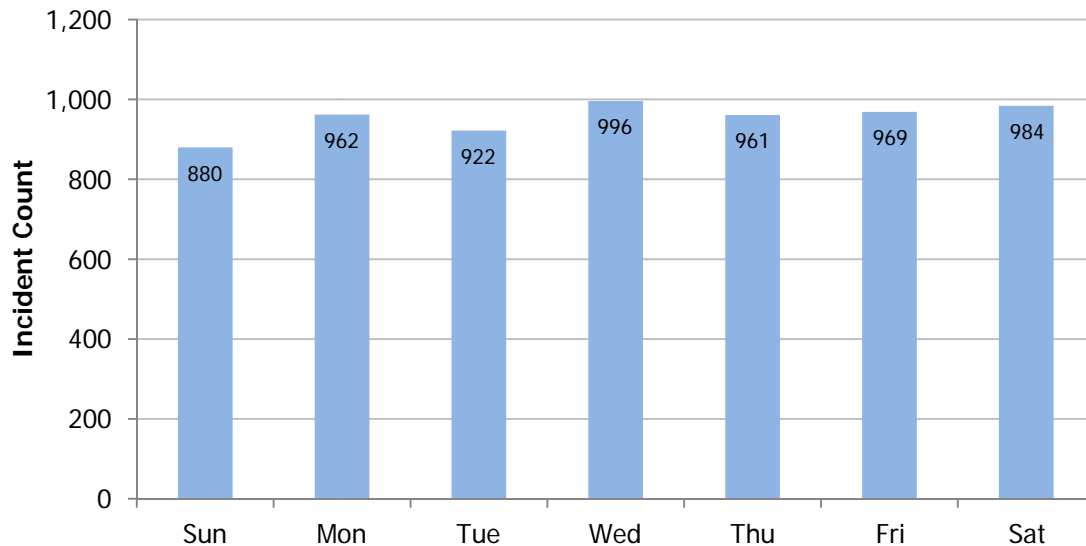
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	180	44	172	26	141	44
Overpressure	0	2	0	3	0	2
EMS/Rescue Call	1,717	1,368	1,992	1,548	2,135	1,576
Hazardous Condition	29	39	18	24	14	35
Service Call	88	187	60	178	51	215
Good Intent Call	31	262	24	348	7	393
False Call	0	140	0	139	0	96
Natural Condition	0	2	0	0	0	0
Other Situation	0	1	0	0	15	2
Total	2,045		2,266		2,363	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 35 – King City, continued

STATION 35 FIRST-DUE AREA

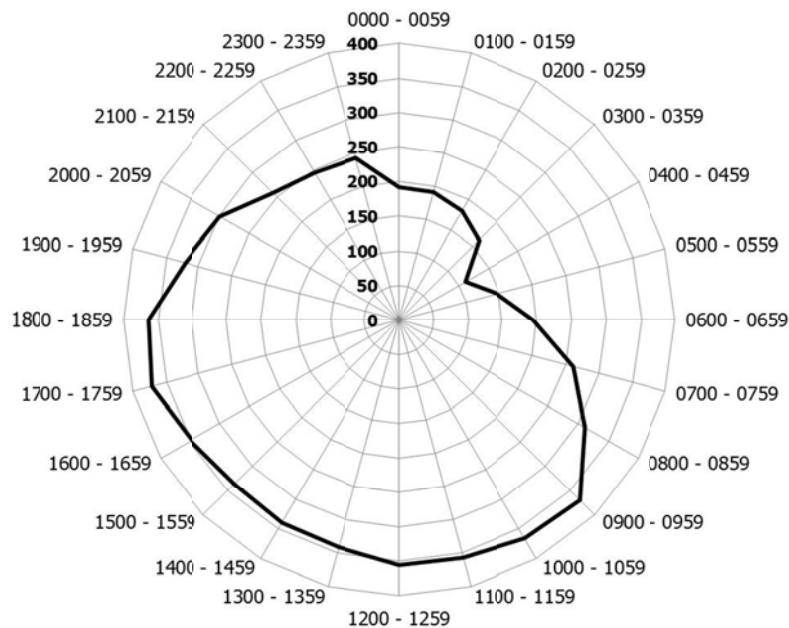
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 35 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 35 King City, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10035 General Fund						
5001 Salaries & Wages Union	1,114,239	882,010	990,566	1,007,901	1,007,901	1,007,901
5003 Vacation Taken Union	129,329	112,472	131,104	133,276	133,276	133,276
5005 Sick Leave Taken Union	36,341	56,077	43,701	35,699	35,699	35,699
5007 Personal Leave Taken Union	8,851	11,908		13,090	13,090	13,090
5016 Vacation Sold at Retirement	5,705		5,827	2,618	2,618	2,618
5017 PEHP Vac Sold at Retirement			10,488	6,902	6,902	6,902
5020 Deferred Comp Match Union	18,294	34,676	43,701	47,599	47,599	47,599
5101 Vacation Relief	198,929	120,349	150,916	136,489	136,489	136,489
5105 Sick Relief	51,966	31,214	26,454	33,319	33,319	33,319
5106 On the Job Injury Relief		7,869		7,616	7,616	7,616
5107 Short Term Disability Relief		7,286		4,879	4,879	4,879
5110 Personal Leave Relief	19,288	9,757	16,898	17,254	17,254	17,254
5115 Vacant Slot Relief	62,688	23,041				
5118 Standby Overtime	2,215	2,228	932	1,309	1,309	1,309
5120 Overtime Union	9,109	38,172	8,158	8,330	8,330	8,330
5201 PERS Taxes	318,938	246,901	285,178	290,673	290,673	290,673
5203 FICA/MEDI	118,975	96,371	109,299	111,405	111,405	111,405
5206 Worker's Comp	29,842	40,536	44,484	49,514	49,514	49,514
5207 TriMet/Wilsonville Tax	10,315	8,735	9,884	10,220	10,220	10,220
5208 OR Worker's Benefit Fund Tax	653	496	1,247	606	606	606
5210 Medical Ins Union	267,107	214,155	254,847	250,750	250,750	250,750
5220 Post Retire Ins Union	8,950	9,650	8,400	8,400	8,400	8,400
5270 Uniform Allowance	680	2,836	4,900	6,000	6,000	6,000
Total Personnel Services	2,412,414	1,956,740	2,146,984	2,183,849	2,183,849	2,183,849
5300 Office Supplies	1,240	277	1,400	500	500	500
5301 Special Department Supplies	3,840	3,421	4,200	4,350	4,350	4,350
5302 Training Supplies	218	195	300	300	300	300
5305 Fire Extinguisher	38	56	50	120	120	120
5307 Smoke Detector Program		308	300	300	300	300
5320 EMS Supplies		14,749	20,200	20,206	20,206	20,206
5321 Fire Fighting Supplies	2,979	1,532	2,970	2,800	2,800	2,800
5325 Protective Clothing	585	1,059	1,400	1,400	1,400	1,400
5330 Noncapital Furniture & Equip	499	1,013	2,510	265	265	265
5350 Apparatus Fuel/Lubricants	8,693	9,213	13,200	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	7,626	5,347	7,640	7,775	7,775	7,775
5365 M&R Firefight Equip	137		420	420	420	420
5367 M&R Office Equip	684	1,086	1,600	1,600	1,600	1,600
5414 Other Professional Services	138	415	613	613	613	613
5415 Printing	15		75	75	75	75
5416 Custodial & Bldg Services			812	688	688	688
5432 Natural Gas	2,704	2,329	4,500	4,500	4,500	4,500
5433 Electricity	7,653	8,313	10,500	10,500	10,500	10,500
5434 Water/Sewer	2,975	3,593	3,800	4,000	4,000	4,000
5436 Garbage	1,200	1,256	2,000	1,500	1,500	1,500
5480 Community Events/Open House	50	146	300	300	300	300

Station 35 King City, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10035 General Fund						
5481 Community Education Materials				350	350	350
5484 Postage UPS & Shipping	32					
5500 Dues & Subscriptions	140	127	200	200	200	200
5570 Misc Business Exp	419	445	560	560	560	560
5575 Laundry/Repair Expense			290	300	300	300
Total Materials & Services	41,865	54,880	79,840	77,622	77,622	77,622
Total General Fund	2,454,278	2,011,620	2,226,824	2,261,471	2,261,471	2,261,471

Station 50 – Walnut

Fund 10 • Directorate 04 • Division 60 • Department 050

STATION DESCRIPTION

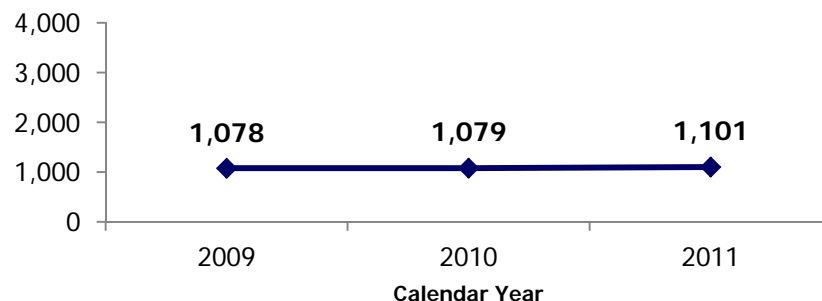
Station 50, located on SW Walnut Street just east of Gaarde Street, opened its doors on January 23, 2009, as the first station added to the District's service area in over a decade. Station 50 was constructed with bond proceeds that were approved by voters in 2006. The 11,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 50**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 50**.

The 2,953 acres (4.61 miles²) of Station 50's First-Due Area includes the west side of Tigard, portions of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 350** is located at Station 50, responding out of **Rehab 350** and **Van 350**.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,269,141	\$1,863,378	\$1,923,464	\$1,980,928
Materials and Services	52,260	62,285	104,979	91,472
Total Expenditures	\$2,321,401	\$1,925,663	\$2,028,443	\$2,072,400

STATION 50 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 50 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

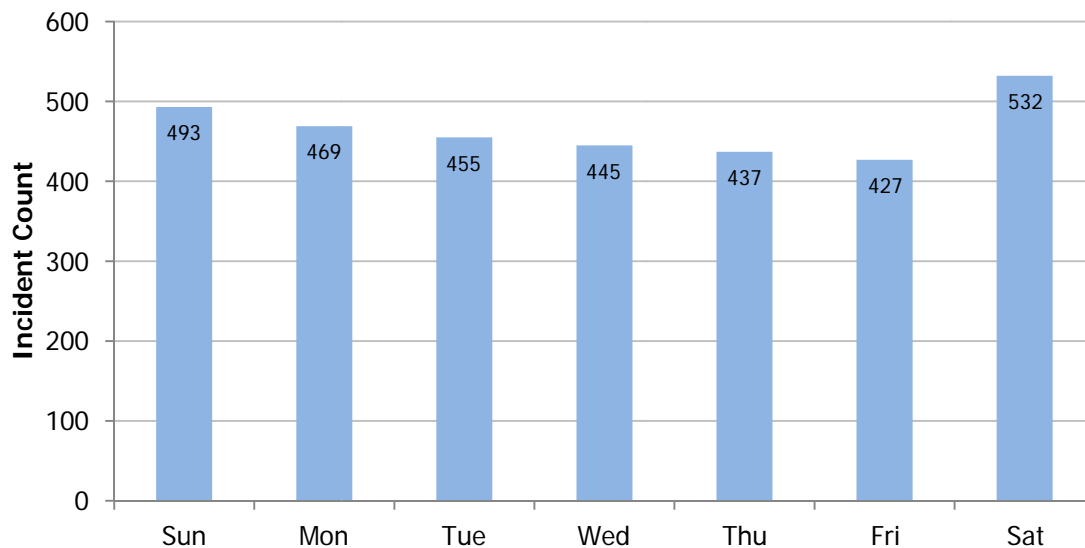
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	110	35	108	27	111	55
Overpressure	0	0	0	1	0	1
EMS/Rescue Call	863	683	876	697	888	714
Hazardous Condition	13	19	12	19	15	17
Service Call	70	104	57	87	61	86
Good Intent Call	22	157	26	156	11	161
False Call	0	80	0	90	0	65
Natural Condition	0	0	0	0	0	2
Other Situation	0	0	0	2	15	0
Total	1,078		1,079		1,101	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 50 – Walnut, continued

STATION 50 FIRST-DUE AREA

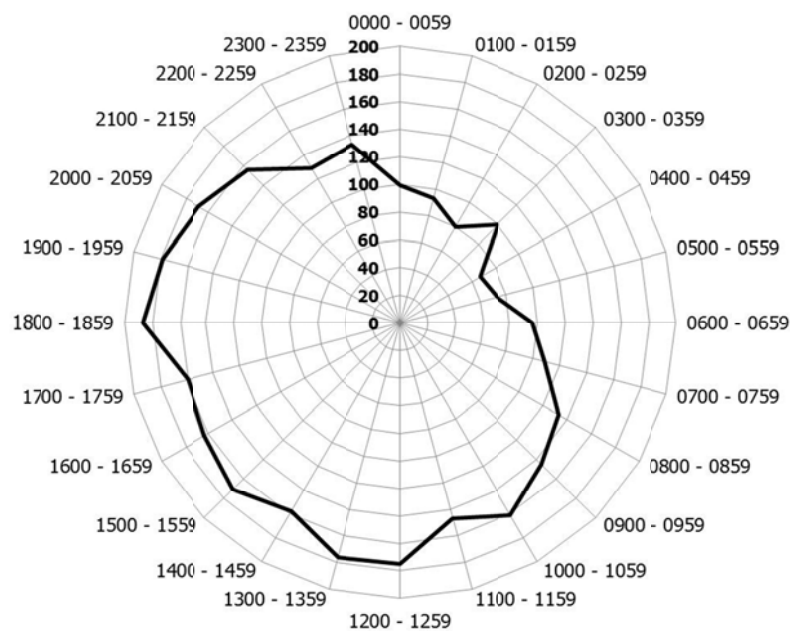
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 50 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 50 Walnut, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10050 General Fund						
5001 Salaries & Wages Union	1,117,935	896,212	882,924	911,271	911,271	911,271
5003 Vacation Taken Union	129,318	116,387	116,858	120,499	120,499	120,499
5005 Sick Leave Taken Union	25,464	22,209	38,953	32,276	32,276	32,276
5007 Personal Leave Taken Union	10,499	8,236		11,835	11,835	11,835
5016 Vacation Sold at Retirement			5,194	2,367	2,367	2,367
5017 PEHP Vac Sold at Retirement			9,349	6,240	6,240	6,240
5020 Deferred Comp Match Union	18,739	36,834	38,953	43,035	43,035	43,035
5101 Vacation Relief	162,657	120,721	134,516	123,403	123,403	123,403
5105 Sick Relief	30,574	31,654	23,579	30,125	30,125	30,125
5106 On the Job Injury Relief		7,870		6,886	6,886	6,886
5107 Short Term Disability Relief		4,043		4,411	4,411	4,411
5110 Personal Leave Relief	20,318	7,437	15,062	15,600	15,600	15,600
5115 Vacant Slot Relief	34,719	8,940				
5118 Standby Overtime	1,272	1,015	831	1,183	1,183	1,183
5120 Overtime Union	12,623	13,904	7,271	7,531	7,531	7,531
5201 PERS Taxes	292,974	235,356	254,188	262,806	262,806	262,806
5203 FICA/MEDI	113,513	92,526	97,422	100,725	100,725	100,725
5206 Worker's Comp	24,751	37,149	39,650	44,767	44,767	44,767
5207 TriMet/Wilsonville Tax	10,255	8,333	8,810	9,240	9,240	9,240
5208 OR Worker's Benefit Fund Tax	612	478	911	489	489	489
5210 Medical Ins Union	252,859	203,182	236,643	232,839	232,839	232,839
5220 Post Retire Ins Union	9,750	7,800	7,800	7,800	7,800	7,800
5270 Uniform Allowance	310	3,092	4,550	4,550	4,550	5,600
Total Personnel Services	2,269,141	1,863,378	1,923,464	1,979,878	1,979,878	1,980,928
5300 Office Supplies	695	291	1,300	500	500	500
5301 Special Department Supplies	5,133	3,903	3,900	4,050	4,050	4,050
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher			90	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		8,923	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	3,106	1,351	2,600	2,600	2,600	2,600
5325 Protective Clothing	985	1,692	1,300	1,300	1,300	1,300
5330 Noncapital Furniture & Equip	598	926	1,815	400	400	400
5350 Apparatus Fuel/Lubricants	12,031	16,377	19,300	19,500	19,500	19,500
5361 M&R Bldg/Bldg Equip & Improv	4,178	2,782	34,612	21,952	21,952	21,952
5365 M&R Firefight Equip	200		390	390	390	390
5367 M&R Office Equip	241	1,069	1,600	1,600	1,600	1,600
5414 Other Professional Services	67	415	451	451	451	451
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services			3,404	1,114	1,114	1,114
5432 Natural Gas	2,450	2,733	2,900	2,900	2,900	2,900
5433 Electricity	14,680	13,805	13,800	15,100	15,100	15,100
5434 Water/Sewer	5,978	6,275	4,500	6,300	6,300	6,300
5436 Garbage	1,507	1,499	1,900	1,500	1,500	1,500
5480 Community Events/Open House			300	300	300	300

Station 50 Walnut, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10050 General Fund						
5481 Community Education Materials				500	500	500
5500 Dues & Subscriptions	68	117	200	200	200	200
5570 Misc Business Exp	341	127	520	520	520	520
5575 Laundry/Repair Expense			222	300	300	300
Total Materials & Services	52,260	62,285	104,979	91,472	91,472	91,472
Total General Fund	2,321,401	1,925,664	2,028,443	2,071,350	2,071,350	2,072,400

Station 51 – Tigard

Fund 10 • Directorate 04 • Division 60 • Department 051

STATION DESCRIPTION

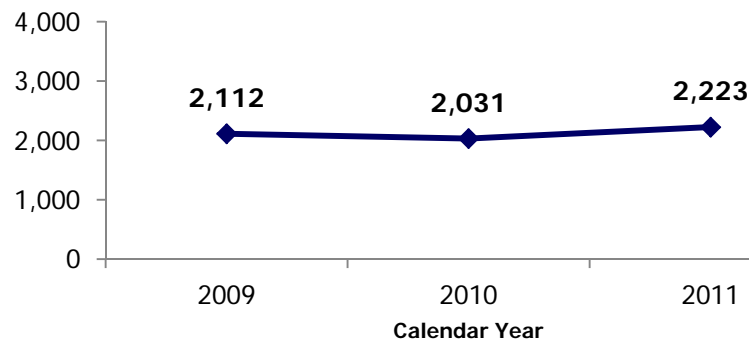
Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993. The 9,800 square foot station houses a total of **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Rescue 51**, and can also respond in **Engine 51** when needed. An additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 51**. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 3,656 acres (5.71 miles²) of Station 51's First-Due Area includes the City of Tigard and a very small portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Technical Rescue Team** is also housed at Station 51.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$3,036,749	\$3,613,198	\$3,829,274	\$3,892,633
Materials and Services	65,225	75,951	104,064	100,825
Total Expenditures	\$3,101,974	\$3,689,149	\$3,933,338	\$3,993,488

STATION 51 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 51 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

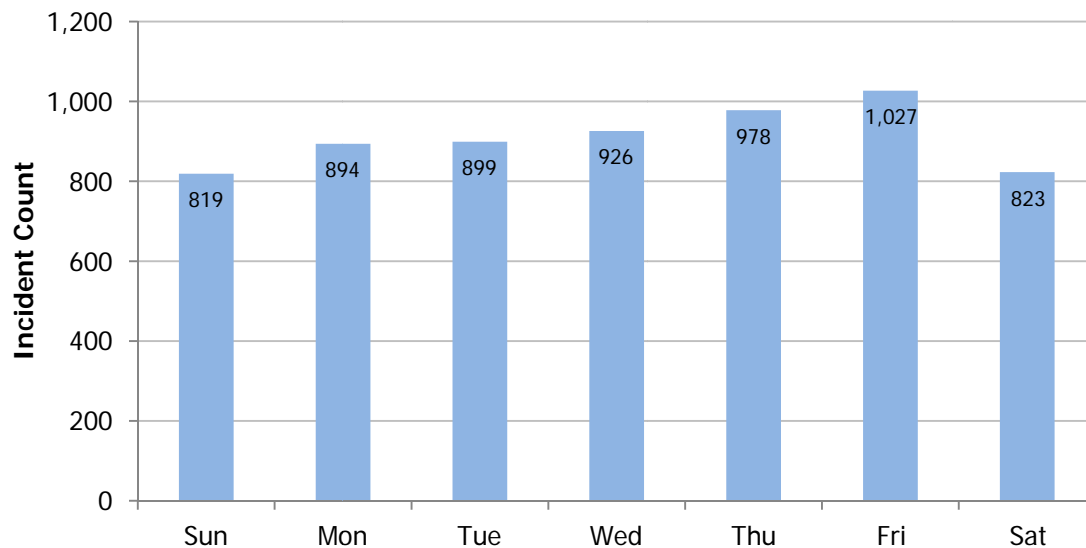
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	294	65	227	53	250	88
Overpressure	0	10	0	1	0	3
EMS/Rescue Call	1,695	1,096	1,685	1,152	1,834	1,299
Hazardous Condition	40	58	41	60	41	73
Service Call	61	117	39	103	59	86
Good Intent Call	22	600	39	526	15	555
False Call	0	163	0	132	0	116
Natural Condition	0	2	0	0	0	2
Other Situation	0	1	0	4	24	1
Total	2,112		2,031		2,223	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 51 – Tigard, continued

STATION 51 FIRST-DUE AREA

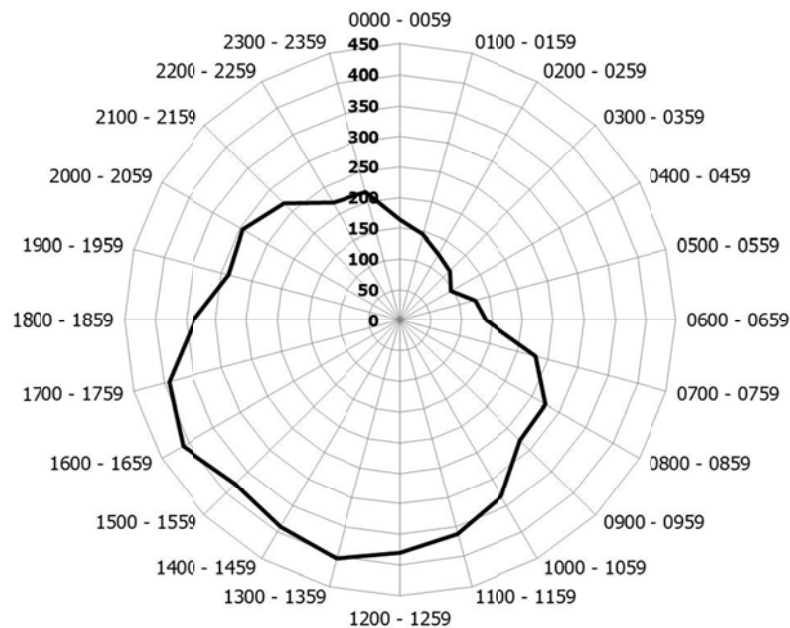
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 51 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 51 Tigard, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10051 General Fund						
5001 Salaries & Wages Union	1,556,283	1,725,323	1,775,935	1,805,766	1,805,766	1,805,766
5003 Vacation Taken Union	191,783	227,483	235,050	238,779	238,779	238,779
5005 Sick Leave Taken Union	20,341	39,381	78,350	63,959	63,959	63,959
5007 Personal Leave Taken Union	15,911	26,064		23,452	23,452	23,452
5016 Vacation Sold at Retirement			10,447	4,690	4,690	4,690
5017 PEHP Vac Sold at Retirement	6,463		18,804	12,365	12,365	12,365
5020 Deferred Comp Match Union	26,574	62,797	78,350	85,278	85,278	85,278
5101 Vacation Relief	139,691	229,763	270,569	244,535	244,535	244,535
5105 Sick Relief	32,043	47,150	47,428	59,695	59,695	59,695
5106 On the Job Injury Relief		10,720		13,645	13,645	13,645
5107 Short Term Disability Relief		6,154		8,741	8,741	8,741
5110 Personal Leave Relief	15,076	31,097	30,295	30,913	30,913	30,913
5115 Vacant Slot Relief	42,521	36,442				
5118 Standby Overtime	843	1,131	1,671	2,345	2,345	2,345
5120 Overtime Union	32,593	39,610	14,625	14,924	14,924	14,924
5201 PERS Taxes	389,269	458,572	511,281	520,774	520,774	520,774
5203 FICA/MEDI	150,745	179,072	195,957	199,595	199,595	199,595
5206 Worker's Comp	58,472	75,701	79,754	88,709	88,709	88,709
5207 TriMet/Wilsonville Tax	13,581	16,237	17,721	18,311	18,311	18,311
5208 OR Worker's Benefit Fund Tax	775	890	3,357	1,630	1,630	1,630
5210 Medical Ins Union	330,806	380,101	436,880	429,857	429,857	429,857
5220 Post Retire Ins Union	12,700	14,300	14,400	14,400	14,400	14,400
5270 Uniform Allowance	279	5,211	8,400	8,400	8,400	10,300
Total Personnel Services	3,036,750	3,613,198	3,829,274	3,890,763	3,890,763	3,892,663
5300 Office Supplies	619	786	2,400	500	500	500
5301 Special Department Supplies	4,491	6,263	7,200	7,350	7,350	7,350
5302 Training Supplies	190		300	300	300	300
5305 Fire Extinguisher	144	124	75	120	120	120
5307 Smoke Detector Program		158	300	300	300	300
5320 EMS Supplies		12,327	13,800	13,800	13,800	13,800
5321 Fire Fighting Supplies	3,666	3,087	6,656	5,800	5,800	5,800
5325 Protective Clothing	507	3,484	2,400	2,400	2,400	2,400
5330 Noncapital Furniture & Equip	1,774	1,008	3,750	2,200	2,200	2,200
5350 Apparatus Fuel/Lubricants	15,022	17,963	21,500	21,500	21,500	21,500
5361 M&R Bldg/Bldg Equip & Improv	13,019	2,959	13,684	11,586	11,586	11,586
5365 M&R Firefight Equip	1,039	66	720	720	720	720
5367 M&R Office Equip	684	1,127	1,600	1,600	1,600	1,600
5414 Other Professional Services	38	150	429	429	429	429
5415 Printing	14		75	75	75	75
5416 Custodial & Bldg Services			708	786	786	786
5432 Natural Gas	5,034	5,233	6,025	5,800	5,800	5,800
5433 Electricity	11,590	12,519	14,065	14,000	14,000	14,000
5434 Water/Sewer	4,872	6,101	4,700	6,800	6,800	6,800
5436 Garbage	1,802	1,798	1,950	1,950	1,950	1,950
5480 Community Events/Open House	20		300	300	300	300

Station 51 Tigard, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10051 General Fund						
5481 Community Education Materials				900	900	900
5484 Postage UPS & Shipping	13	14				
5500 Dues & Subscriptions	116	149	200	200	200	200
5570 Misc Business Exp	569	635	960	960	960	960
5575 Laundry/Repair Expense			267	449	449	449
Total Materials & Services	65,225	75,951	104,064	100,825	100,825	100,825
Total General Fund	3,101,974	3,689,150	3,933,338	3,991,588	3,991,588	3,993,488

Technical Rescue Team

Fund 10 • Directorate 04 • Division 60 • Department 622

TEAM DESCRIPTION

Personnel at Station 51 serve as members of the District's Technical Rescue Team. The team is comprised of 30 members; Station 51 is staffed with 24 personnel, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of six members per shift. The team is trained at the Technician Level in Vehicle and Machinery Rescue, High-Angle Rope Rescue, Confined Space Rescue, Trench Rescue, and Structural Collapse Rescue. Team members are also part of Oregon Task Force 1, the state's Urban Search and Rescue (USAR) Team.

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. 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.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,852	\$51,946	\$15,035	\$13,071
Materials and Services	16,983	13,712	26,905	21,626
Total Expenditures	\$19,835	\$65,658	\$41,940	\$34,697

STATUS OF 2011-12 SERVICE MEASURES

- **Provide Technical Rescue services** to the citizens, businesses, and visitors of TVF&R's service area. In addition, provide mutual aid response when requested.

Goal(s): I, III, VI
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome: The Technical Rescue Team was staffed and available to respond at all times during this year. They continue to seek opportunities to partner with businesses, such as Providence St. Vincent's Hospital, to prepare for incidents at their facilities.

Technical Rescue Team, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Maintain current staffing levels trained to the appropriate level** (Operations or Technician depending on length of membership on team) per SOG 5.9.1.

Goal(s): I, III, VI
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and Individual Mandatory Compliance Training documentation.
Status or Outcome: Staffing was maintained at a minimum of six team members per shift at Station 51 throughout some attrition and new membership. Assigned and associate members received training in each discipline (Extrication, Rope, Trench, Structural Collapse, and Confined Space) in excess of required training per SOG 5.9.1.

- **Continue to provide an enhanced level of Rapid Intervention Team (RIT) operations** for TVF&R incidents.

Goal(s): I, VI
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51's response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.
Status or Outcome: Heavy Rescue 51 responded to all taskforce alarms within TVF&R and provided mutual aid to Lake Oswego on several occasions. The Technical Rescue team continues to improve the Rapid Intervention Team program through RIT pack development, equipment placement, and advanced training. This is still a relatively new discipline that requires continuous evaluation and refinement by the Team.

- **Be a resource to local businesses** for Technical Rescue information and assess target hazards when appropriate.

Goal(s): I, II
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.
Status or Outcome: The Technical Rescue Team participated in drills with Intel and Providence St. Vincent's Hospital, as well as consulted with others this year. Continued participation and interaction with these businesses is essential for planning and preparing for incidents.

- **Maintain participation with state USAR.** This includes staffing for deployment, proper training, and participation in meetings and planning functions.

Goal(s): I, III, VII
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.
Status or Outcome: The Technical Rescue team participated in a large scale drill with OSFM Taskforce #1 at Intel in Aloha. Several team members completed their training to be a part of this state and federally deployable team. The team is also participating in the development of a large scale drill that took place in May 2012 at a site in Salem. Recently, the team members participated in a three-day summit to discuss the future of USAR and how to better utilize resources.

Technical Rescue Team, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Continue to participate in training activities with other TVF&R Special Operations teams.

Goal(s): I, III
Service Type(s): Discretionary
Measured By: Participation in one multi-team drill with each of the Special Operations teams during 2011.
Status or Outcome: Technical Rescue participated in several drills with the Water Rescue team this year and provided them with gear necessary for rope rescue. The two teams will continue to work together towards certifying water team members to Rope II. The Technical Team and Hazmat Teams jointly participated in the Intel drill and recognized areas that require further discussion and improvement. Both teams will continue to develop protocols and guides for incidents that will require coordinated efforts. These guides were implemented and evaluated at the May drill in Salem.

STATUS OF 2011-12 CHANGE STRATEGIES

- None

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Completed research, functional requirements, and justification for new Heavy Rescue. Participated in specification plans for this apparatus.

2012-13 SERVICE MEASURES

- Provide high-angle rope rescue, trench rescue, structural collapse rescue, confined space rescue, and heavy vehicle and machinery extrication services.

Goal(s): I, III, VI
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.

- **Maintain current staffing levels trained to the appropriate level** (Operations or Technician level depending on length of membership on team) per SOG 5.9.1.

Goal(s): I, III, VI
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and Individual Mandatory Compliance Training documentation.

- Continue to provide an enhanced level of Rapid Intervention Team (RIT) operations for TVF&R incidents.

Goal(s): I, IV, VI
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51's response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.

Technical Rescue Team, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Be a resource to local businesses** for Technical Rescue information and assess target hazards when appropriate.

Goal(s): I, II, III
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.

- **Maintain participation with state USAR.** This includes staffing for deployment, proper training, and participation in meetings and planning functions.

Goal(s): I, III, VII
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.

- **Continue to participate in training activities** with other TVF&R Special Operations teams.

Goal(s): I, III
Service Type(s): Discretionary
Measured By: Participation in one multi-team drill with each of the Special Operations teams during 2011.

2012-13 CHANGE STRATEGIES

- None

Technical Rescue Team, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10622 General Fund						
5120 Overtime Union	1,892	40,518	11,428	9,913	9,913	9,913
5201 PERS Taxes	359	7,685	2,281	1,979	1,979	1,979
5203 FICA/MEDI	142	3,068	874	758	758	758
5206 Worker's Comp	425	386	357	337	337	337
5207 TriMet/Wilsonville Tax	13	273	79	70	70	70
5208 OR Worker's Benefit Fund Tax	1	16	16	14	14	14
5270 Uniform Allowance	21					
Total Personnel Services	2,852	51,946	15,035	13,071	13,071	13,071
5300 Office Supplies	162					
5301 Special Department Supplies	1,531	212	500	500	500	500
5302 Training Supplies	2,634	985	4,000	3,600	3,600	3,600
5321 Fire Fighting Supplies	4,737	6,096	5,335	8,956	8,956	8,956
5325 Protective Clothing	6,794	4,236	5,000	5,000	5,000	5,000
5350 Apparatus Fuel/Lubricants	31	47	900	900	900	900
5365 M&R Firefight Equip	991	1,902	4,050	2,350	2,350	2,350
5450 Rental of Equip			2,500			
5461 External Training			1,500			
5462 Travel and Per Diem			2,800			
5570 Misc Business Exp	104	235	320	320	320	320
Total Materials & Services	16,983	13,712	26,905	21,626	21,626	21,626
Total General Fund	19,836	65,658	41,940	34,697	34,697	34,697

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Station 53 – Progress

Fund 10 • Directorate 04 • Division 60 • Department 053

STATION DESCRIPTION

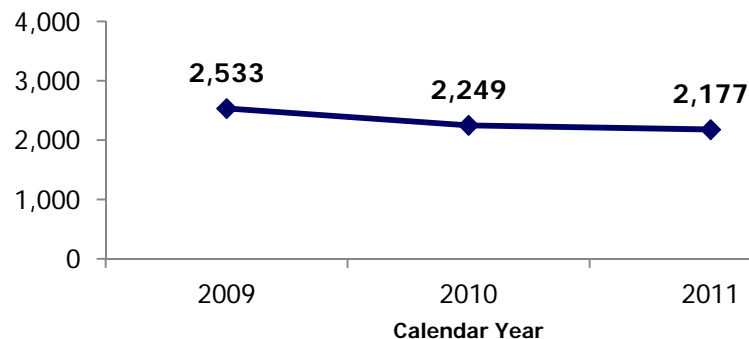
Station 53 is located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall. Utilizing bond proceeds that were approved by voters in 2006, Station 53 was completely rebuilt in 2009–10 and reopened in its doors on July 7, 2010. The new 12,368 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 53**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 53**. The **Central Battalion Chief (C7)** also responds from and maintains quarters at Station 53.

The 4,606 acres (7.20 miles²) of Station 53's First-Due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is also housed at Station 53 (in conjunction with Station 34).

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,949,906	\$2,163,507	\$2,247,837	\$2,284,878
Materials and Services	54,652	73,660	91,536	100,466
Total Expenditures	\$2,004,558	\$2,237,167	\$2,339,373	\$2,385,344

STATION 53 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 53 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

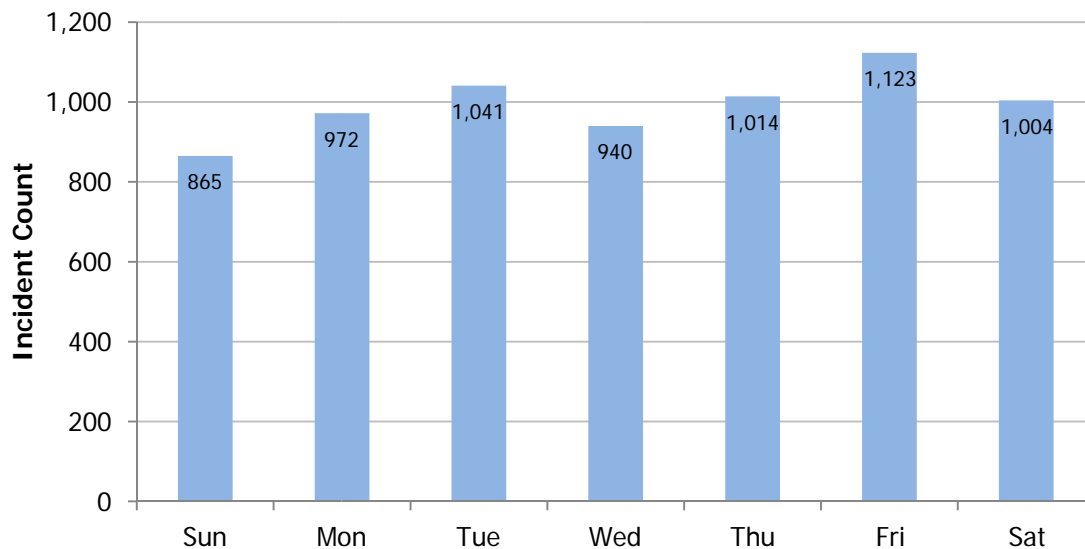
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	304	46	298	37	256	46
Overpressure	0	5	0	4	0	5
EMS/Rescue Call	2,050	1,501	1,820	1,419	1,792	1,414
Hazardous Condition	53	79	50	74	33	63
Service Call	88	203	47	121	54	114
Good Intent Call	38	476	34	378	12	359
False Call	0	219	0	215	0	172
Natural Condition	0	2	0	0	0	1
Other Situation	0	2	0	1	30	3
Total	2,533		2,249		2,177	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 53 – Progress, continued

STATION 53 FIRST-DUE AREA

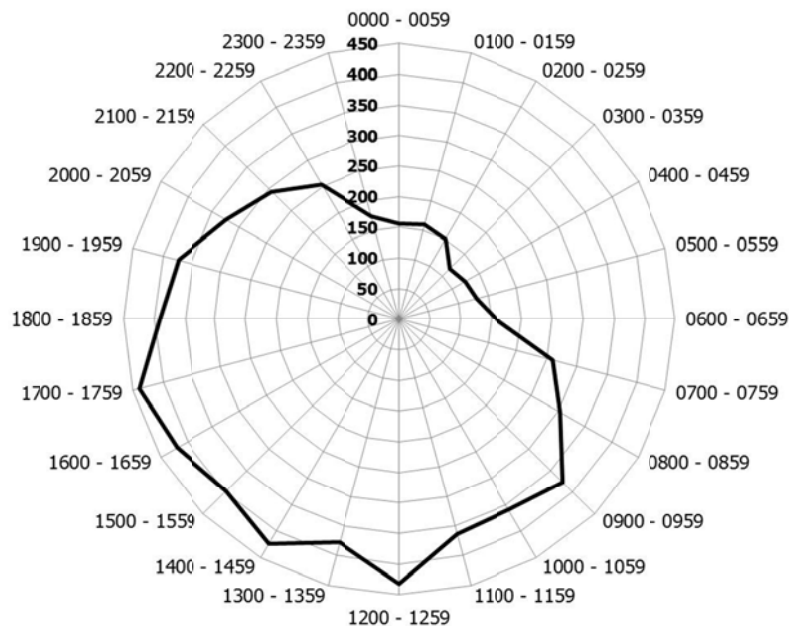
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 53 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 53 Progress, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10053 General Fund						
5001 Salaries & Wages Union	978,518	1,014,089	1,043,393	1,060,805	1,060,805	1,060,805
5003 Vacation Taken Union	137,992	125,634	138,096	140,272	140,272	140,272
5005 Sick Leave Taken Union	17,036	18,601	46,032	37,573	37,573	37,573
5007 Personal Leave Taken Union	15,049	17,940		13,777	13,777	13,777
5016 Vacation Sold at Retirement			6,138	2,755	2,755	2,755
5017 PEHP Vac Sold at Retirement	2,035		11,048	7,264	7,264	7,264
5020 Deferred Comp Match Union	17,220	40,087	46,032	50,097	50,097	50,097
5101 Vacation Relief	112,562	161,100	158,964	143,653	143,653	143,653
5105 Sick Relief	13,238	25,829	27,865	35,068	35,068	35,068
5106 On the Job Injury Relief		8,793		8,016	8,016	8,016
5107 Short Term Disability Relief		1,924		5,135	5,135	5,135
5110 Personal Leave Relief	17,332	20,566	17,799	18,160	18,160	18,160
5115 Vacant Slot Relief	20,731	36,834				
5118 Standby Overtime	725	1,458	982	1,378	1,378	1,378
5120 Overtime Union	11,110	24,894	8,593	8,767	8,767	8,767
5201 PERS Taxes	251,124	277,751	300,386	305,931	305,931	305,931
5203 FICA/MEDI	96,135	107,217	115,128	117,253	117,253	117,253
5206 Worker's Comp	31,281	42,736	46,857	52,112	52,112	52,112
5207 TriMet/Wilsonville Tax	8,768	9,812	10,411	10,757	10,757	10,757
5208 OR Worker's Benefit Fund Tax	487	516	1,966	955	955	955
5210 Medical Ins Union	209,825	214,506	254,847	250,750	250,750	250,750
5220 Post Retire Ins Union	8,050	8,200	8,400	8,400	8,400	8,400
5270 Uniform Allowance	688	5,021	4,900	6,000	6,000	6,000
Total Personnel Services	1,949,906	2,163,507	2,247,837	2,284,878	2,284,878	2,284,878
5300 Office Supplies	625	312	1,400	500	500	500
5301 Special Department Supplies	6,157	5,177	4,200	4,350	4,350	4,350
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	21	108		120	120	120
5307 Smoke Detector Program		174	300	300	300	300
5320 EMS Supplies		15,470	18,400	18,400	18,400	18,400
5321 Fire Fighting Supplies	1,274	1,683	2,800	2,800	2,800	2,800
5325 Protective Clothing	217	1,170	1,400	1,400	1,400	1,400
5330 Noncapital Furniture & Equip	20,526	2,776	2,481	515	515	515
5350 Apparatus Fuel/Lubricants	6,563	13,477	16,500	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	2,734	6,140	14,469	23,135	23,135	23,135
5365 M&R Firefight Equip	85		420	420	420	420
5367 M&R Office Equip	57	1,016	1,600	1,600	1,600	1,600
5414 Other Professional Services	88	202	660	660	660	660
5415 Printing		18	75	75	75	75
5416 Custodial & Bldg Services			2,404	856	856	856
5432 Natural Gas	706	2,187	3,000	3,200	3,200	3,200
5433 Electricity	12,114	16,526	14,500	16,900	16,900	16,900
5434 Water/Sewer	1,960	5,102	4,000	5,200	5,200	5,200
5436 Garbage	1,200	1,589	1,300	1,300	1,300	1,300
5450 Rental of Equip						

Station 53 Progress, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10053 General Fund						
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				600	600	600
5484 Postage UPS & Shipping		5				
5500 Dues & Subscriptions	119	95	200	200	200	200
5570 Misc Business Exp	204	432	560	560	560	560
5575 Laundry/Repair Expense			267	275	275	275
Total Materials & Services	54,652	73,660	91,536	100,466	100,466	100,466
Total General Fund	2,004,558	2,237,167	2,339,373	2,385,344	2,385,344	2,385,344

Station 69 – Cooper Mountain

Fund 10 • Directorate 04 • Division 60 • Department 069

STATION DESCRIPTION

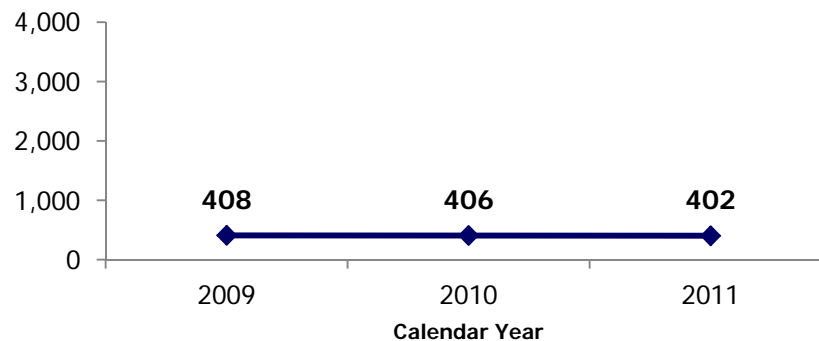
Station 69, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981. The 6,000 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides funding for three of the twelve personnel. 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. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.

The 6,677 acres (10.43 miles²) of Station 69's First-Due Area includes unincorporated Washington County and portions of west and southwest Beaverton.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,352,165	\$1,360,658	\$1,370,280	\$1,394,574
Materials and Services	27,906	36,264	94,759	53,633
Total Expenditures	\$1,380,071	\$1,396,922	\$1,465,039	\$1,448,207

STATION 69 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 69 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

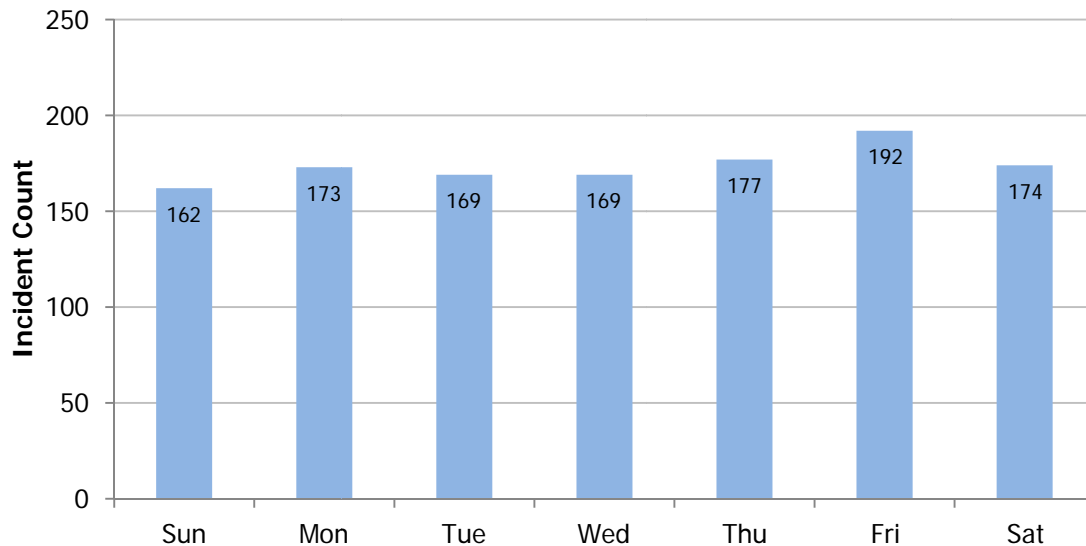
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	41	16	35	16	33	9
Overpressure	0	2	0	0	0	3
EMS/Rescue Call	327	267	324	290	334	281
Hazardous Condition	13	12	7	7	5	11
Service Call	15	32	21	30	18	19
Good Intent Call	12	53	19	39	4	60
False Call	0	26	0	24	0	16
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	8	3
Total	408		406		402	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 69 – Cooper Mountain, continued

STATION 69 FIRST-DUE AREA

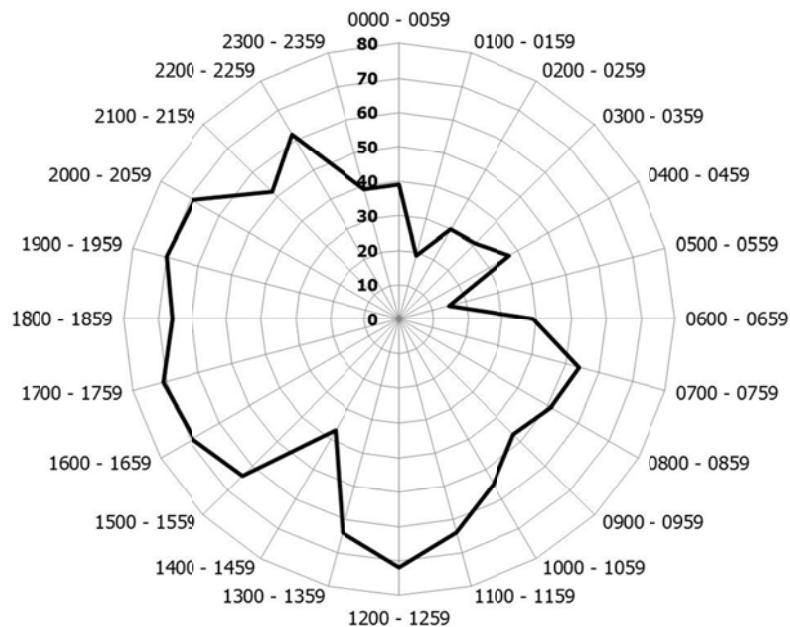
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 69 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 69 Cooper Mountain, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10069 General Fund						
5001 Salaries & Wages Union	550,160	584,539	631,072	642,208	642,208	642,208
5003 Vacation Taken Union	97,959	97,886	83,524	84,920	84,920	84,920
5005 Sick Leave Taken Union	51,846	52,198	27,841	22,746	22,746	22,746
5007 Personal Leave Taken Union	15,020	7,233		8,340	8,340	8,340
5016 Vacation Sold at Retirement			3,712	1,668	1,668	1,668
5017 PEHP Vac Sold at Retirement		3,854	6,682	4,398	4,398	4,398
5020 Deferred Comp Match Union	14,126	23,310	27,841	30,329	30,329	30,329
5101 Vacation Relief	106,058	94,499	96,146	86,967	86,967	86,967
5105 Sick Relief	37,193	32,411	16,853	21,230	21,230	21,230
5106 On the Job Injury Relief		2,977		4,853	4,853	4,853
5107 Short Term Disability Relief				3,432	3,432	3,432
5110 Personal Leave Relief	18,820	10,225	10,765	10,994	10,994	10,994
5115 Vacant Slot Relief	39,028	22,234				
5118 Standby Overtime	894	1,339	594	834	834	834
5120 Overtime Union	10,340	16,371	5,197	5,308	5,308	5,308
5201 PERS Taxes	175,854	174,392	181,682	185,209	185,209	185,209
5203 FICA/MEDI	67,159	66,812	69,633	70,985	70,985	70,985
5206 Worker's Comp	20,285	27,562	28,340	31,549	31,549	31,549
5207 TriMet/Wilsonville Tax	6,089	6,088	6,297	6,512	6,512	6,512
5208 OR Worker's Benefit Fund Tax	330	309	671	326	326	326
5210 Medical Ins Union	135,585	130,061	163,830	161,196	161,196	161,196
5220 Post Retire Ins Union	5,250	4,900	5,400	5,400	5,400	5,400
5270 Uniform Allowance	169	1,457	4,200	5,170	5,170	5,170
Total Personnel Services	1,352,165	1,360,658	1,370,280	1,394,574	1,394,574	1,394,574
5300 Office Supplies	646	330	1,200	500	500	500
5301 Special Department Supplies	2,312	2,446	3,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	64		100	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		3,195	6,900	6,900	6,900	6,900
5321 Fire Fighting Supplies	873	1,180	2,570	2,400	2,400	2,400
5325 Protective Clothing	98	674	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	105	2,120	2,027	1,025	1,025	1,025
5350 Apparatus Fuel/Lubricants	6,430	7,582	8,250	8,640	8,640	8,640
5361 M&R Bldg/Bldg Equip & Improv	3,461	4,151	48,500	9,665	9,665	9,665
5365 M&R Firefight Equip		80	360	360	360	360
5367 M&R Office Equip	684	1,090	1,600	1,600	1,600	1,600
5414 Other Professional Services		39	141	141	141	141
5415 Printing	16	16	50	50	50	50
5416 Custodial & Bldg Services			1,068	531	531	531
5432 Natural Gas	3,283	2,680	4,008	3,000	3,000	3,000
5433 Electricity	6,289	7,064	7,296	7,296	7,296	7,296
5434 Water/Sewer	1,792	1,794	2,304	2,508	2,508	2,508
5436 Garbage	1,490	1,559	1,620	1,620	1,620	1,620
5450 Rental of Equip						

Station 69 Cooper Mountain, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10069 General Fund						
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				350	350	350
5484 Postage UPS & Shipping	10					
5500 Dues & Subscriptions	94	119	200	200	200	200
5570 Misc Business Exp	260	144	480	480	480	480
5575 Laundry/Repair Expense			385	397	397	397
Total Materials & Services	27,906	36,264	94,759	53,633	53,633	53,633
Total General Fund	1,380,072	1,396,921	1,465,039	1,448,207	1,448,207	1,448,207

South Integrated Operations Division

Fund 10 • Directorate 04 • Division 62

DIVISION DESCRIPTION

The South Integrated Operations Division manages and responds to the southern area of the District through the South Operating Center and fire stations 34, 52, 56, 57, 58, and 59.

The South Operating Center will be collocated with Station 56 after it is reconstructed in 2012-13 (combined fire station and office space). Utilizing bond proceeds that were approved by voters in 2006, construction began on the facility in 2011-12.

BUDGET SUMMARY

Expenditures	2009-10 Actual ⁽¹⁾	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$9,923,270	\$12,696,464	\$12,979,876	\$13,462,469
Materials and Services	274,578	503,596	623,503	642,248
Total Expenditures	\$10,197,848	\$13,200,060	\$13,603,379	\$14,104,717

⁽¹⁾ Reflects combined fire station budgets for years prior to the reorganization. Totals do not include the South Operating Center.

PERSONNEL SUMMARY

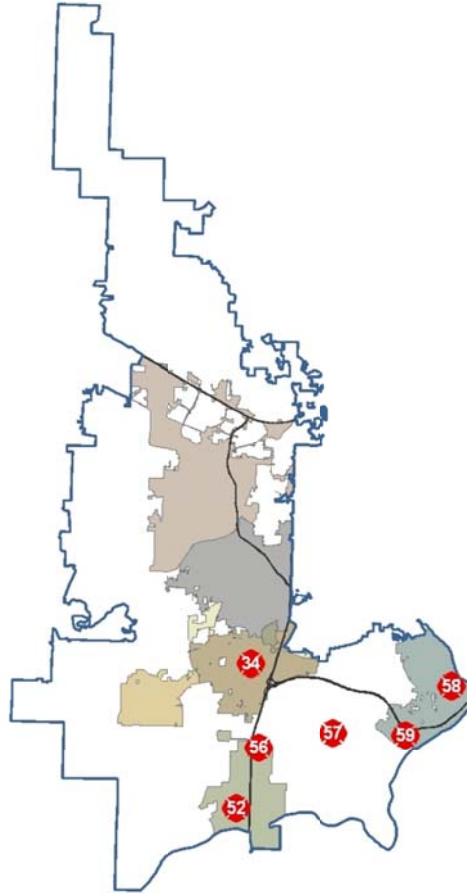
Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Assistant Fire Marshal	0.00	1.00	1.00	1.00
Deputy Fire Marshal	0.00	4.00	4.00	4.00
Communications Officer	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	2.38	2.38	2.38
Station 34	14.00	12.00	12.00	13.00
Station 52	12.00	12.00	12.00	12.00
Station 56	12.00	13.00	13.00	12.00
Station 57	9.00	12.00	12.00	12.00
Station 58	12.00	12.00	12.00	12.00
Station 59	12.00	12.00	12.00	12.00
Total Full-Time Equivalents (FTE)	71.00	85.38	85.38	85.38

2012-13 SIGNIFICANT CHANGES

For 2012-13, fuel cost increases are estimated and included in account 5350. Account 5445, Rent/Lease of Building, accounts for the monthly office space rental. This will be eliminated in future years as the combined Station 56/South Operating Center project is completed.

South Integrated Operations Division, continued

LOCATION OF STATIONS IN AREA OF OPERATIONS



STATION FTE AND UNITS

Stations	2011-12 Budget			2012-13 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 34 (Tualatin)	12.00		Aerial Pumper	13.00		Aerial Pumper, Car#
Station 52 (Wilsonville)	12.00		Engine	12.00		Engine
Station 56 (Elligsen Rd.)	13.00		Truck/Engine [§] , Car	12.00		Truck/Engine [§]
Station 57 (Mountain Rd.)	12.00		Engine	12.00		Engine
Station 58 (Bolton)	12.00		Engine	12.00		Engine
Station 59 (Willamette)	12.00		Engine	12.00		Engine

[§] These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

Car 34 was moved from Station 56 based upon continuing deployment analysis and during the construction of Station 56.

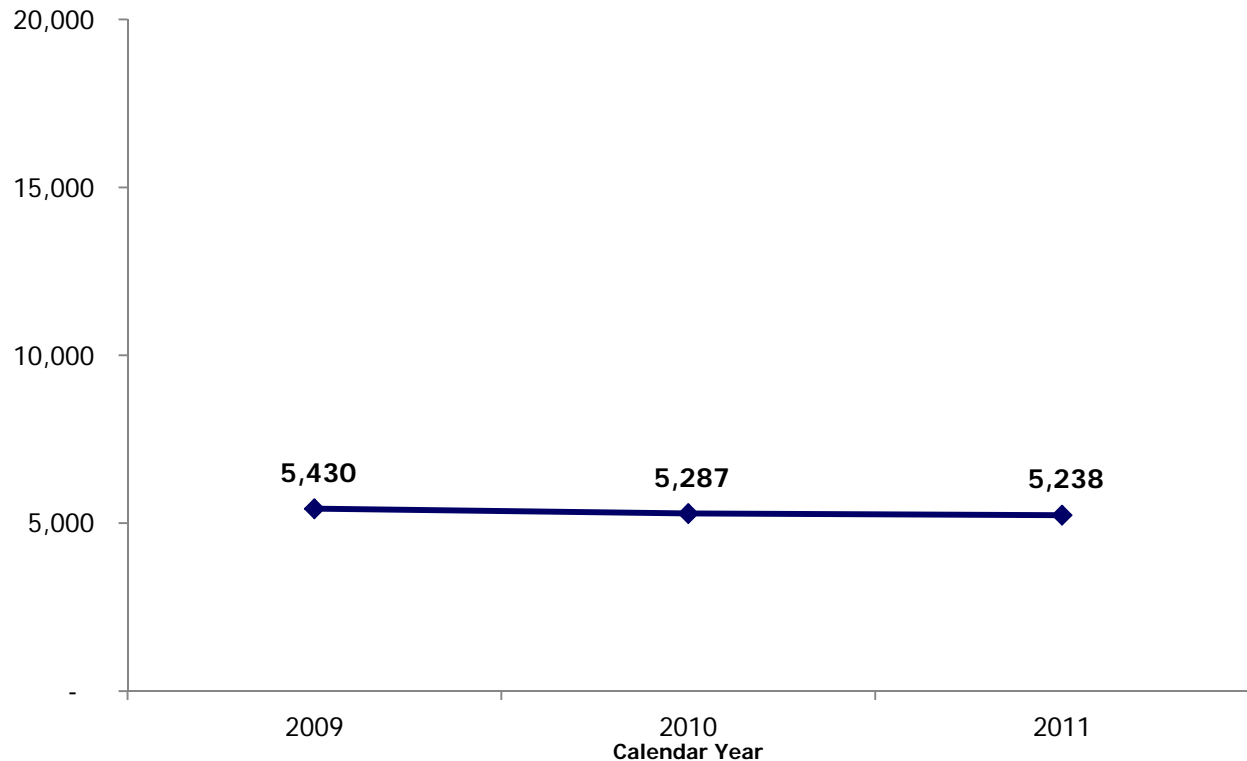
○ Full Time Employees (FTE) per Unit

53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE

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

South Integrated Operations Division, continued

SOUTH INTEGRATED OPERATIONS INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

SOUTH INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

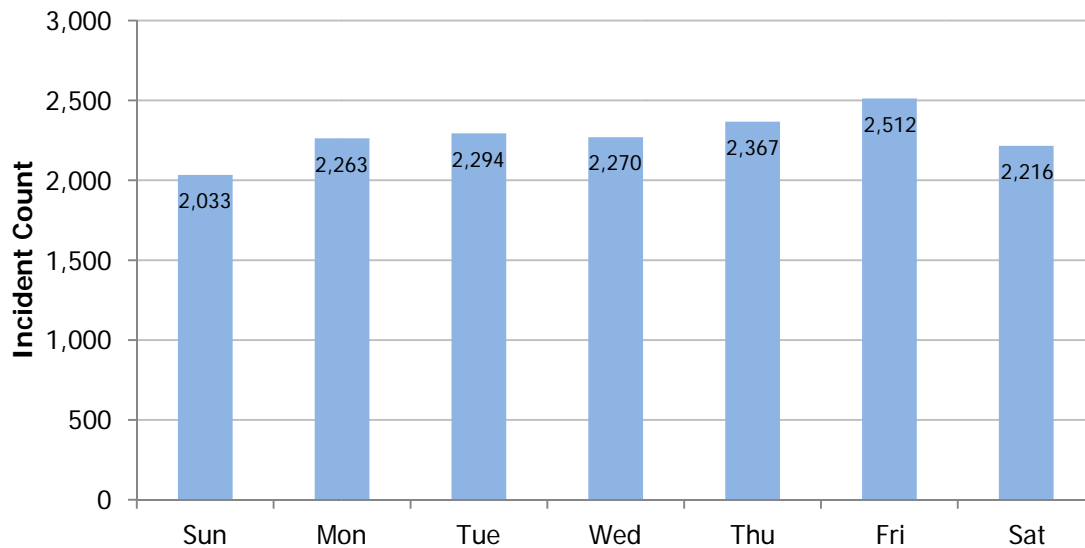
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	996	180	837	149	767	155
Overpressure	0	16	0	15	0	14
EMS/Rescue Call	3,969	3,158	4,022	3,236	4,131	3,280
Hazardous Condition	106	135	109	116	99	133
Service Call	228	308	140	294	130	327
Good Intent Call	131	965	179	947	34	921
False Call	0	657	0	525	0	400
Natural Condition	0	2	0	1	0	0
Other Situation	0	9	0	4	77	8
Total	5,430		5,287		5,238	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

South Integrated Operations Division, continued

SOUTH INTEGRATED OPERATIONS

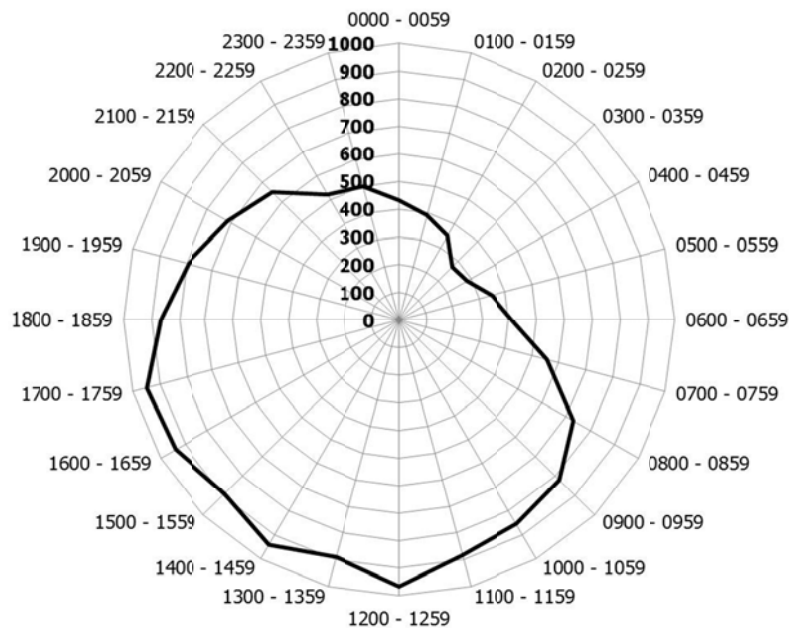
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

SOUTH INTEGRATED OPERATIONS

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

South Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES

- With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build Change Strategies geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I, II, VI, VII
Service Type(s): Essential
Measured By: The South Operating Center station will host quarterly Community Risk Reduction Program meetings per station, where partners will review and identify the local data and prioritize the efforts to be initiated. Additional meetings may occur based on the efforts launched. Partners may include, but are not limited to, Planning, EMS, Training, Emergency Management, and may involve external partners and citizens.
Status or Outcome: Ongoing. A SharePoint site has been launched that includes templates, resources, and information about the program. The site will continue to evolve as stations upload information about their projects. Projects already underway include an effort to increase connectivity and communication with assisted living facilities, promote Hands Only CPR, and work with Tualatin High School to mark ball fields to improve communications between 9-1-1 callers and dispatchers. All South Operating Center stations have reviewed their local data and completed their quarterly meetings.

- Strengthen internal District communications and successful team building strategies for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additionally, communication will occur through quarterly station liaison visits, biannual Captains' meetings, Operating Center meetings, and an annual Operating Center retreat. This Service Measure will be evaluated by an annual survey to be developed.
Status or Outcome: Ongoing/incomplete. The Integrated Operations Management Team meets monthly, as does the South Integrated Operations team, and Battalion Chiefs regularly communicate with their station Captains on the status of their projects. An annual survey has not yet been developed and South Integrated Operations has not held an annual retreat.

South Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within South Integrated Operations area.

Goal(s): I, II, VIII
Service Type(s): Essential
Measured By: Regular attendance by District personnel at Chamber events, city council meetings, NAC/CPO, and partnership sponsoring community events.
Status or Outcome: Ongoing. South Integrated Operations personnel regularly attend Chamber of Commerce events, city council meetings, neighborhood and citizen involvement meetings, and other groups including the Washington County Public Affairs Forum, the Wilsonville Government Affairs Council, the West Linn Public Safety Advisory Board, the Tualatin Transportation System Plan, and Tualatin Tomorrow. TVF&R also hosts Chamber of Commerce events at fire stations and has provided a TVF&R presentation at inaugural meetings for all of the newly formed Citizen Involvement Organizations in Tualatin. TVF&R is also involved in sponsoring and organizing high profile events such as the West Linn Emergency Preparedness Fair and a 9/11 Remembrance Ceremony.

- **Communicate regularly with local media who cover the South Operating Center.** Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I, II, III, VIII
Service Type(s): Essential
Measured By: Media coverage of events in the South Operating Center (SOC).
Status or Outcome: Ongoing. Staff have daily contact with local media who cover the South Operating Center. Furthermore, staff regularly looks for opportunities to contribute SOC specific content to the TVF&R Blog and social media platforms to promote District initiatives, safety information, and share incident details. SOC staff also work with station captains to write regular columns in the Tualatin Times, West Linn Tidings, and Wilsonville's city newsletter. Media coverage highlights include a CPR recognition ceremony in West Linn, truck operations training at Mentor Graphics in Wilsonville, coverage of TVF&R's HazMat team in the Tualatin Times and the Oregonian, and Water Rescue Team coverage and safety tips on KGW, KATU, and KOIN.

- **Participate in District Operations and EMS QI processes.** Ensure suppression forces are operating as efficiently and as safely as possible while assisting with data collection for community risk reduction.

Goal(s): I, III, VIII
Service Type(s): Essential
Measured By: Biannual review and comparison of trend files.
Status or Outcome: Ongoing with both Ops QI and EMS QI. Both groups worked on data-supported decisions and actions measured by definable outcomes. Neither group indicated an action or effort that had specific ties to an individual Division; however, the main effort is to gather mutually agreeable data points. Integrated Operations can actively seek ways to partner with these committees in an effort to identify baseline data for CRR projects. The Service Measure will move to 10200 in 2012-13.

South Integrated Operations Division, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-family Fire Reduction Program within the South Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical areas and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of 20% attendance District-wide.
Status or Outcome: Ongoing/Incomplete. This year, the District program was offered four times for an overall attendance increase of 6%. A formal program for direct outreach by station personnel is now offered under CRR. Therefore, it is expected that outreach will help increase the attendance rate by Operating Center. Integrated Operations staff will continue to reach out to multi-family residential communities within the District's service area and encourage their participation in the program.

- **Increase the number of Safety House events within the South Operating Center** to assist in educating the community in fire and life safety. Expand outreach efforts to include all Integrated Operations staff. Target schools, apartments, and community events within the stations' first due geographical areas.

Goal(s): I, II
Service Type(s): Essential
Measured By: Overall increase of scheduled events as compared to prior year.
Status or Outcome: Ongoing. The Safety House was used seven times in the South Operating Center, reaching 705 citizens with fire and life safety education.

- **Continue to reduce the number of automatic commercial alarms generated as false alarms** within the South Operating Center.

Goal(s): I
Service Type(s): Essential
Measured By: Overall decrease of false alarms
Status or Outcome: Ongoing. False alarm calls in the South Operating Center decreased by 10% in 2011.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internally and external).

Goal(s): I, II, VII
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens
Status or Outcome: Ongoing. South Integrated Operations is working together to establish baselines and develop outcomes with measurables in order to fully evaluate the impact of their projects.

South Integrated Operations Division, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Reduce the number of emergency incidents at assisted living facilities** within the South Operating Center response area.

Goal(s): I, II
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities
Status or Outcome: Ongoing. South Operating Center staff have worked closely with administrators and employees at multiple, large assisted living facilities to improve communication and foster a mutual understanding of operational needs.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Promoted a Deputy Fire Marshal-I, two Deputy Fire Marshal- II, two Battalion Chiefs, and one Public Affairs Officer
- Expanded the False Alarm Program to include staff in each Operating Center and established a goal to follow up on 100% of false alarms.
- Implementation of the replacement Fire Investigation Unit.
- Built working relationships with city staffs, city councils, and Chambers of Commerce.

2012-13 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4
Service Type(s): Essential
Measured By: South Operating Center station Captains will host quarterly Community Risk Reduction ("CRR") Program meetings where their CRR Team (PAO, DFM, and Duty Chief) will review and identify local data and prioritize projects to be initiated. Projects may involve utilizing other programs such as Public Education, Apartment Manager Program, False Alarm Program, etc. Additional meetings with other partners may occur based on the projects initiated. These partners may include, but are not limited to, Fire Chief's Office, Planning, EMS, Training, Emergency Management, etc., and may involve external partners and/or citizens.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s): I/7; VI/C and 2
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additional communication may occur through quarterly Community Risk Reduction meetings, station liaison visits, biannual Captain's meetings, Operating Center meetings, weekly Operating Center coffee chats, etc. This Service Measure will be evaluated by an annual survey (to be developed).

South Integrated Operations Division, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the South Integrated Operations area.

Goal(s): I/4; II/1; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center staff at city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings, as well as Chamber of Commerce and other community organization events. In addition, invite strategic partners to ride with District staff.

- **Communicate regularly with local media** who cover the South Operating service area. Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s): I/3,4; II/B, C, D, 1, 4 and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, newsletter articles.

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the South Operating Center** - Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s): I/B and 4; II/A, B, C, 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center staff. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- **Increase the number of community events within the South Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s): II/1 and 5
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- **Continue to reduce the number of false alarms generated by automatic commercial alarms** within the South Operating Center.

Goal(s): I/E, and 1; II/2
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

South Integrated Operations Division, continued

2012-13 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internally and external).

Goal(s)/Call(s) for Action: I/4: II/1 and 2: VI/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens

- **Reduce the number of emergency incidents at assisted living facilities** within the South Operating Center response area.

Goal(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities

- **Establish Hands-Only CPR training at South Operations area middle schools,** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A and C; 1 and 5; VII/A
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Purchase training mannequins out of proposed Pub Ed supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, external partners/citizens

South Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5001 Salaries & Wages Union	4,725,419	5,467,218	5,376,950	5,666,983	5,666,983	5,590,822
5002 Salaries & Wages Nonunion		613,698	700,145	741,337	741,337	741,337
5003 Vacation Taken Union	625,047	739,272	701,007	726,680	726,680	720,821
5004 Vacation Taken Nonunion		53,112	68,374	55,903	55,903	55,903
5005 Sick Leave Taken Union	98,698	131,993	223,175	195,192	195,192	193,518
5006 Sick Taken Nonunion		3,347		11,181	11,181	11,181
5007 Personal Leave Taken Union	56,161	68,852		72,731	72,731	71,894
5008 Personal Leave Taken Nonunion		2,571		4,792	4,792	4,792
5010 Comp Taken Nonunion		454				
5015 Vacation Sold		2,839	32,006	35,760	35,760	33,346
5016 Vacation Sold at Retirement	1,240		35,879	21,404	21,404	19,939
5017 PEHP Vac Sold at Retirement	13,691	3,148	53,562	36,055	36,055	36,055
5020 Deferred Comp Match Union	86,327	206,249	235,419	266,057	266,057	262,710
5021 Deferred Comp Match Nonunion		11,573	26,590	31,944	31,944	31,944
5101 Vacation Relief	744,959	840,294	770,691	712,994	712,994	712,994
5102 Duty Chief Relief	1,400	71,744	80,583	82,480	82,480	82,480
5105 Sick Relief	112,465	177,187	135,095	174,054	174,054	174,054
5106 On the Job Injury Relief		30,136		39,782	39,782	39,782
5107 Short Term Disability Relief		9,854		25,486	25,486	25,486
5110 Personal Leave Relief	87,254	103,659	86,294	90,134	90,134	90,134
5115 Vacant Slot Relief	179,773	81,534				
5118 Standby Overtime	6,313	7,401	4,760	6,837	6,837	6,837
5120 Overtime Union	85,202	164,835	122,418	115,665	115,665	115,665
5121 Overtime Nonunion		1,735	2,500	2,000	2,000	2,000
5201 PERS Taxes	1,281,204	1,619,073	1,717,799	1,820,042	1,820,042	1,801,728
5203 FICA/MEDI	491,553	626,231	661,346	697,562	697,562	690,543
5206 Worker's Comp	152,538	244,654	262,920	295,058	295,058	291,737
5207 TriMet/Wilsonville Tax	42,337	54,762	59,807	63,993	63,993	63,349
5208 OR Worker's Benefit Fund Tax	2,621	3,113	6,911	3,989	3,989	3,954
5210 Medical Ins Union	1,084,805	1,193,792	1,401,656	1,390,226	1,390,226	1,373,678
5211 Medical Ins Nonunion		72,270	104,088	100,433	100,433	100,433
5220 Post Retire Ins Union	41,300	45,650	46,200	46,800	46,800	46,200
5221 Post Retire Ins Nonunion		6,975	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion		10,923	14,001	14,401	14,401	14,401
5240 Life/Disability Insurance		7,169	8,713	9,212	9,212	9,212
5270 Uniform Allowance	2,964	19,150	33,787	36,340	36,340	36,340
5295 Vehicle Allowance						
Total Personnel Services	9,923,270	12,696,464	12,979,876	13,600,707	13,600,707	13,462,469
5300 Office Supplies	5,119	5,875	10,900	6,800	6,800	6,800
5301 Special Department Supplies	25,096	26,434	29,539	32,560	32,560	32,560
5302 Training Supplies	754	255	7,283	5,890	5,890	5,890
5303 Physical Fitness	408					
5304 Hydrant Maintenance						
5305 Fire Extinguisher	859	557	1,075	720	720	720
5306 Photography Supplies & Process	10	79	200			

South Integrated Operations Division, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
General Fund						
5307 Smoke Detector Program	40	154	1,900	1,900	1,900	1,900
5311 Haz Mat Response Materials		103	3,530	3,300	3,300	3,300
5320 EMS Supplies	1,029	47,738	51,231	53,050	53,050	53,050
5321 Fire Fighting Supplies	21,702	16,773	18,807	22,670	22,670	22,670
5325 Protective Clothing	7,148	14,079	19,987	13,610	13,610	13,610
5330 Noncapital Furniture & Equip	17,802	34,144	9,565	25,404	25,404	25,404
5350 Apparatus Fuel/Lubricants	40,689	63,115	72,200	75,870	75,870	75,870
5361 M&R Bldg/Bldg Equip & Improv	31,189	20,212	85,878	77,526	77,526	77,526
5363 Vehicle Maintenance		233				
5364 M&R Fire Comm Equip			300			
5365 M&R Firefight Equip	6,037	1,306	8,490	10,690	10,690	10,690
5367 M&R Office Equip	3,361	10,912	15,560	13,644	13,644	13,644
5414 Other Professional Services	287	880	2,916	10,723	10,723	10,723
5415 Printing	36	928	2,929	2,425	2,425	2,425
5416 Custodial & Bldg Services	150	404	6,792	18,520	18,520	18,520
5417 Temporary Services		4,872				
5432 Natural Gas	23,953	26,411	29,380	25,700	25,700	25,700
5433 Electricity	58,622	69,755	69,940	70,790	70,790	70,790
5434 Water/Sewer	19,308	23,602	26,780	26,530	26,530	26,530
5436 Garbage	6,676	7,064	7,020	8,035	8,035	8,035
5445 Rent/Lease of Building		97,447	99,351	104,402	104,402	104,402
5450 Rental of Equip	305	225	60	120	120	120
5461 External Training	532	3,500	7,200			
5462 Travel and Per Diem	262	3,177	6,000	850	850	850
5471 Citizen Awards				250	250	250
5480 Community Events/Open House	77	3,703	6,160	6,350	6,350	6,350
5481 Community Education Materials		10,250	9,336	10,000	10,000	10,000
5484 Postage UPS & Shipping	156	506	933	1,500	1,500	1,500
5500 Dues & Subscriptions	912	5,865	6,197	6,156	6,156	6,156
5502 Certifications & Licensing		285				
5570 Misc Business Exp	2,062	2,191	3,900	4,300	4,300	4,300
5571 Planning Retreat Expense			1,000	550	550	550
5572 Advertis/Public Notice		561				
5575 Laundry/Repair Expense			1,164	1,413	1,413	1,413
Total Materials & Services	274,578	503,596	623,503	642,248	642,248	642,248
Total General Fund	10,197,848	13,200,061	13,603,379	14,242,955	14,242,955	14,104,717

South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 600

DIVISION DESCRIPTION

The South Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the southern portion of the District. The Center will continue to be staffed from leased facilities until the combined station 56 and administrative building is constructed.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services		\$1,798,990	\$1,932,956	\$2,013,180
Materials and Services		159,252	163,370	176,014
Total Expenditures		\$1,958,242	\$2,096,326	\$2,189,194

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Battalion Chief	0.00	3.00	3.00	3.00
Assistant Fire Marshal	0.00	1.00	1.00	1.00
Deputy Fire Marshal	0.00	4.00	4.00	4.00
Community Liaison	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	2.38	2.38	2.38
Total Full-Time Equivalents (FTE)	0.00	12.38	12.38	12.38

2012-13 SIGNIFICANT CHANGES

The South Operating Center (SOC) manages Integrated Operations for the south service area of the District. Materials and Services depict operating costs for administrative functions of the SOC as well as monthly rent for the leased facility it operates out of until the completion of the Station 56 project, which includes office space for the operations of the South Operating Center.



South Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10600 General Fund						
5001 Salaries & Wages Union		387,030	318,356	401,890	401,890	325,729
5002 Salaries & Wages Nonunion		613,698	700,145	741,337	741,337	741,337
5003 Vacation Taken Union		49,526	31,486	30,470	30,470	24,611
5004 Vacation Taken Nonunion		53,112	68,374	55,903	55,903	55,903
5005 Sick Leave Taken Union		11,462		8,706	8,706	7,032
5006 Sick Taken Nonunion		3,347		11,181	11,181	11,181
5007 Personal Leave Taken Union		5,366		4,353	4,353	3,516
5008 Personal Leave Taken Nonunion		2,571		4,792	4,792	4,792
5010 Comp Taken Nonunion		454				
5015 Vacation Sold		2,839	32,006	35,760	35,760	33,346
5016 Vacation Sold at Retirement			6,122	7,729	7,729	6,264
5020 Deferred Comp Match Union		11,722	12,244	17,411	17,411	14,064
5021 Deferred Comp Match Nonunion		11,573	26,590	31,944	31,944	31,944
5101 Vacation Relief		5,164				
5102 Duty Chief Relief		69,848	80,583	82,480	82,480	82,480
5110 Personal Leave Relief		843				
5120 Overtime Union		25,359	37,913	39,300	39,300	39,300
5121 Overtime Nonunion		1,735	2,500	2,000	2,000	2,000
5201 PERS Taxes		231,231	254,492	295,059	295,059	276,745
5203 FICA/MEDI		84,635	100,509	113,086	113,086	106,067
5206 Worker's Comp		36,623	34,657	35,292	35,292	31,971
5207 TriMet/Wilsonville Tax		8,339	9,089	10,374	10,374	9,730
5208 OR Worker's Benefit Fund Tax		361	438	473	473	438
5210 Medical Ins Union		77,387	72,813	82,742	82,742	66,194
5211 Medical Ins Nonunion		72,270	104,088	100,433	100,433	100,433
5220 Post Retire Ins Union		2,950	2,400	3,000	3,000	2,400
5221 Post Retire Ins Nonunion		6,975	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion		10,923	14,001	14,401	14,401	14,401
5240 Life/Disability Insurance		7,169	8,713	9,212	9,212	9,212
5270 Uniform Allowance		4,481	8,237	4,890	4,890	4,890
5295 Vehicle Allowance						
Total Personnel Services		1,798,990	1,932,956	2,151,418	2,151,418	2,013,180
5300 Office Supplies		3,314	3,200	3,500	3,500	3,500
5301 Special Department Supplies		949	2,800	1,800	1,800	1,800
5302 Training Supplies		94	2,833	2,240	2,240	2,240
5304 Hydrant Maintenance						
5305 Fire Extinguisher			200			
5306 Photography Supplies & Process		79	200			
5307 Smoke Detector Program			100	100	100	100
5320 EMS Supplies		373	400	300	300	300
5321 Fire Fighting Supplies		4,454	1,400			
5325 Protective Clothing		2,151	3,783	2,000	2,000	2,000
5330 Noncapital Furniture & Equip		636	4,743	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants		16,009	13,500	17,430	17,430	17,430
5361 M&R Bldg/Bldg Equip & Improv		35				

South Operating Center, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10600 General Fund						
5365 M&R Firefight Equip			300			
5367 M&R Office Equip		4,206	4,560	4,044	4,044	4,044
5414 Other Professional Services			1,000	6,000	6,000	6,000
5415 Printing		878	2,354	2,100	2,100	2,100
5416 Custodial & Bldg Services				13,487	13,487	13,487
5417 Temporary Services		4,872				
5436 Garbage				135	135	135
5445 Rent/Lease of Building		97,447	99,351	103,052	103,052	103,052
5450 Rental of Equip		40				
5461 External Training						
5462 Travel and Per Diem		3,177	2,000	850	850	850
5471 Citizen Awards				250	250	250
5480 Community Events/Open House		3,470	3,960	3,250	3,250	3,250
5481 Community Education Materials		10,250	9,336	6,700	6,700	6,700
5484 Postage UPS & Shipping		443	833	1,350	1,350	1,350
5500 Dues & Subscriptions		5,150	4,997	4,956	4,956	4,956
5502 Certifications & Licensing		285				
5570 Misc Business Exp		377	300	300	300	300
5571 Planning Retreat Expense			1,000	550	550	550
5572 Advertis/Public Notice		561				
5575 Laundry/Repair Expense			220	120	120	120
Total Materials & Services		159,252	163,370	176,014	176,014	176,014
Total General Fund		1,958,242	2,096,326	2,327,432	2,327,432	2,189,194

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Station 34 – Tualatin

Fund 10 • Directorate 04 • Division 62 • Department 034

STATION DESCRIPTION

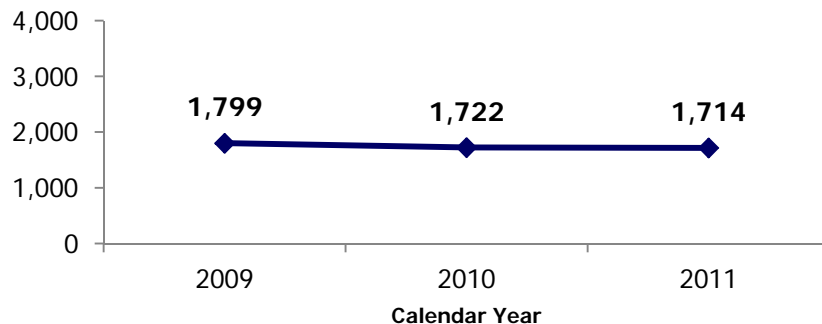
Station 34, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990. Utilizing bond proceeds that were approved by voters in 2006, Station 34 was remodeled in 2010 to incorporate adequate facilities for female firefighters. The 9,500 square foot station houses a total of **13 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing aerial pumper **Squirt 34**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 34** (temporarily relocated from Station 56 while under construction). The **South Battalion Chief (C6)** also responds from and maintains quarters at Station 34.

The 5,401 acres (8.44 miles²) of Station 34's First-Due Area includes most of Tualatin and Durham, all of Rivergrove, and a small corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,542,268	\$1,788,958	\$1,907,310	\$2,088,959
Materials and Services	50,462	81,731	87,510	81,811
Total Expenditures	\$2,592,730	\$1,870,689	\$1,994,820	\$2,170,770

STATION 34 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 34 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

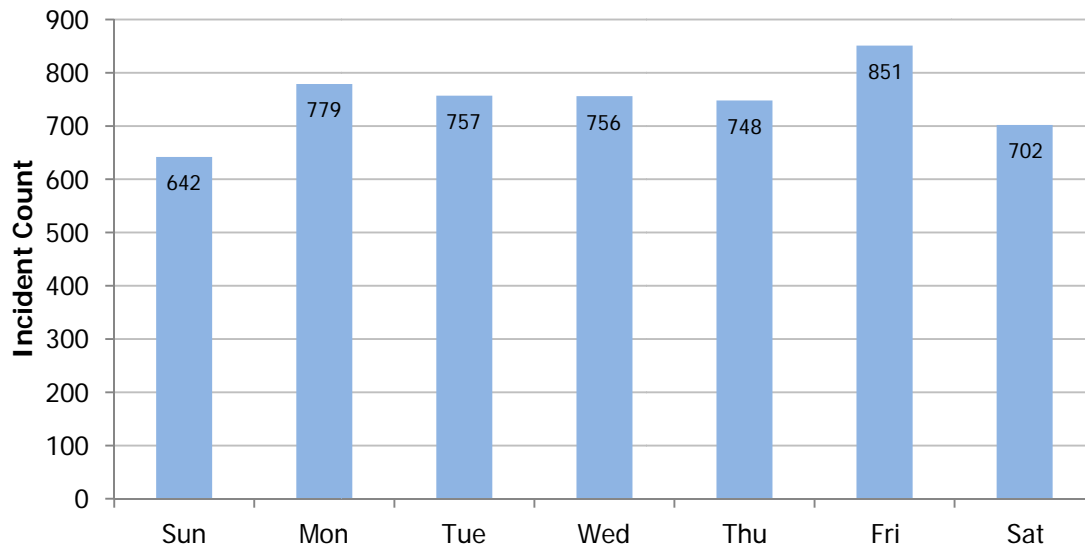
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	385	60	351	62	329	61
Overpressure	0	4	0	3	0	2
EMS/Rescue Call	1,269	949	1,251	947	1,281	949
Hazardous Condition	41	48	34	38	33	46
Service Call	74	103	42	73	42	91
Good Intent Call	30	346	44	363	6	370
False Call	0	287	0	234	0	192
Natural Condition	0	0	0	1	0	0
Other Situation	0	2	0	1	23	3
Total	1,799		1,722		1,714	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 34 - Tualatin, continued

STATION 34 FIRST-DUE AREA

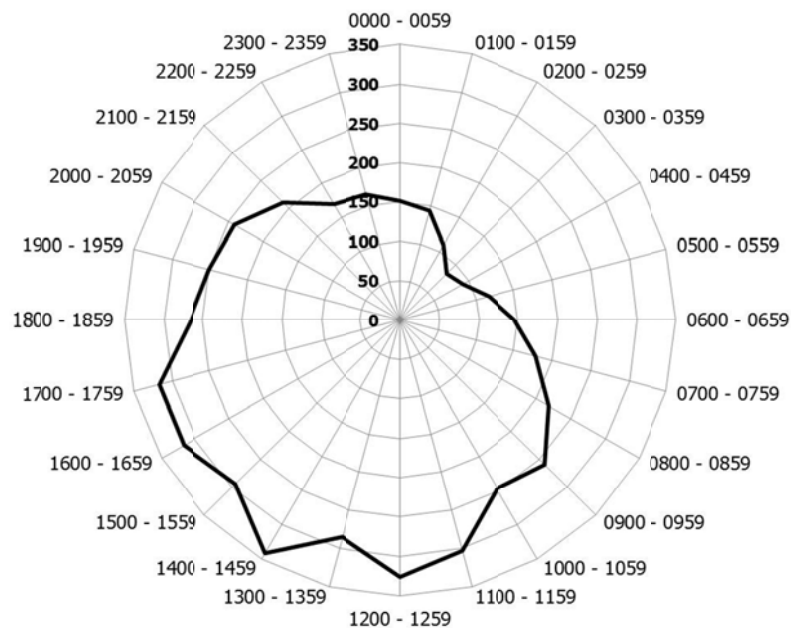
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 34 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 34 Tualatin, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10034 General Fund						
5001 Salaries & Wages Union	1,179,909	861,214	884,153	967,866	967,866	967,866
5003 Vacation Taken Union	158,183	110,952	117,020	127,982	127,982	127,982
5005 Sick Leave Taken Union	33,637	11,285	39,007	34,281	34,281	34,281
5007 Personal Leave Taken Union	17,065	8,565		12,570	12,570	12,570
5016 Vacation Sold at Retirement			5,201	2,514	2,514	2,514
5017 PEHP Vac Sold at Retirement	3,128		9,362	6,628	6,628	6,628
5020 Deferred Comp Match Union	19,801	32,208	39,007	45,708	45,708	45,708
5101 Vacation Relief	165,148	110,464	134,703	131,068	131,068	131,068
5105 Sick Relief	35,378	43,027	23,612	31,996	31,996	31,996
5106 On the Job Injury Relief		3,435		7,313	7,313	7,313
5107 Short Term Disability Relief		870		4,685	4,685	4,685
5110 Personal Leave Relief	28,496	16,190	15,083	16,569	16,569	16,569
5115 Vacant Slot Relief	101,328	13,281				
5118 Standby Overtime	1,446	989	832	1,257	1,257	1,257
5120 Overtime Union	8,270	20,635	7,281	7,999	7,999	7,999
5201 PERS Taxes	332,649	227,113	254,542	279,128	279,128	279,128
5203 FICA/MEDI	125,256	88,481	97,557	106,980	106,980	106,980
5206 Worker's Comp	31,170	36,182	39,706	47,547	47,547	47,547
5207 TriMet/Wilsonville Tax	11,379	8,056	8,822	9,814	9,814	9,814
5208 OR Worker's Benefit Fund Tax	650	452	1,582	815	815	815
5210 Medical Ins Union	278,353	184,198	218,440	232,839	232,839	232,839
5220 Post Retire Ins Union	10,250	7,050	7,200	7,800	7,800	7,800
5270 Uniform Allowance	772	4,311	4,200	5,600	5,600	5,600
Total Personnel Services	2,542,268	1,788,958	1,907,310	2,088,959	2,088,959	2,088,959
5300 Office Supplies	997	547	1,200	500	500	500
5301 Special Department Supplies	3,678	3,975	3,600	4,050	4,050	4,050
5302 Training Supplies	183	18	300	300	300	300
5303 Physical Fitness	408					
5305 Fire Extinguisher	325		200	120	120	120
5307 Smoke Detector Program		103	300	300	300	300
5320 EMS Supplies		16,094	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	3,880	3,188	2,400	2,600	2,600	2,600
5325 Protective Clothing	1,011	4,325	1,200	1,300	1,300	1,300
5330 Noncapital Furniture & Equip	941	10,015	1,743	1,724	1,724	1,724
5350 Apparatus Fuel/Lubricants	9,934	10,215	12,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	5,905	6,803	24,296	19,495	19,495	19,495
5365 M&R Firefight Equip	104	140	360	390	390	390
5367 M&R Office Equip	684	1,216	1,600	1,600	1,600	1,600
5414 Other Professional Services		328	416	416	416	416
5415 Printing	22		50	50	50	50
5416 Custodial & Bldg Services		404	996	676	676	676
5432 Natural Gas	5,006	6,015	5,280	4,000	4,000	4,000
5433 Electricity	9,707	10,422	10,500	10,500	10,500	10,500
5434 Water/Sewer	5,321	5,922	6,780	6,780	6,780	6,780
5436 Garbage	1,626	1,635	1,620	1,700	1,700	1,700

Station 34 Tualatin, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10034 General Fund						
5480 Community Events/Open House	67	28	300	300	300	300
5481 Community Education Materials				600	600	600
5484 Postage UPS & Shipping		15				
5500 Dues & Subscriptions	93	93	200	200	200	200
5570 Misc Business Exp	571	230	480	520	520	520
5575 Laundry/Repair Expense			189	190	190	190
Total Materials & Services	50,462	81,731	87,510	81,811	81,811	81,811
Total General Fund	2,592,729	1,870,689	1,994,820	2,170,770	2,170,770	2,170,770

Hazardous Materials Team

Fund 10 • Directorate 04 • Division 62 • Department 625

TEAM DESCRIPTION

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

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

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Personnel Services	\$15,176	\$40,425	\$16,108	\$16,177
Materials and Services	7,778	2,874	24,839	19,110
Total Expenditures	\$22,954	\$43,299	\$40,947	\$35,287

STATUS OF 2011-12 SERVICE MEASURES

- **Improve TVF&R's process for billing the Oregon State Fire Marshal's Office for hazardous materials services - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.**

Goal(s): VI, VII
Service Type(s): Discretionary
Measured By: The developed procedure will be evaluated after one year, based on proposed efficiencies, policy compliance, and service standards.
Status or Outcome: Significant progress made, not completed. Waiting to complete a full year to evaluate performance and adjust procedures per results.

- **To continue established relationships** with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s): II, VII
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. In addition, ten new pre-incident site surveys within the District, as well as two in the state response region, will be completed.
Status or Outcome: Continued to maintain relationships with current partners and planning in progress toward establishing new contacts within the commercial HazMat field. In cooperation with the Response Aid Group, the Hazmat Team has completed a preplan review and enhancement for three large scale hazmat facilities. A review of the program indicates that a realistic number of HazMat pre-incident surveys per year should be five.

Hazardous Materials Team, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **To continue to refine and enhance team compliance training program** - To provide for continued development, review, and refinement of the compliance training modules.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Modules to be reviewed monthly after delivery and amended in areas identified by peer review process.
Status or Outcome: A review of the HazMat training compliance program has been completed and all compliance modules have been established at a baseline level. Further enhancements will continue throughout the remainder of the fiscal year.

- **Continued support of Special Operations** (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - to develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s): VII
Service Type(s): Management
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.
Status or Outcome: As a beginning effort, the Hazmat Team participated in the design and implementation of an all hazards drill with the OSFM and local and state agencies. The purpose of the drill was to evaluate the HazMat team's ability to support special operations at the state level. Lessons learned from the drill will assist in the development of an action plan to support specialized operations.

- **To ensure minimum Hazardous Materials Team staffing** as required by OSFM contract and TVF&R Standard Operating Guideline 5.9.1.

Goal(s): VIII
Service Type(s): Mandatory
Measured By: Compliance with District S.O.G. 5.9.1 *Minimum Staffing for Specialty Teams*.
Status or Outcome: The HazMat Team has maintained minimum staffing and continues to monitor the number of order backs and impact on personnel.

- **Maintain participation with state USAR.** This includes staffing for deployment, proper training, and participation in meetings and planning functions.

Goal(s): I, III, VII
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.
Status or Outcome: The Hazmat Team participated in the design and implementation of an all hazards drill with the OSFM and local and state agencies. The purpose of the drill was to evaluate the HazMat Team's ability to support special operations at the state level. Lessons learned from the drill will assist in the development of an action plan to support specialized operations.

Hazardous Materials Team, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Continue to participate in training activities with other TVF&R Special Operations teams.

Goal(s): I, III
Service Type(s): Discretionary
Measured By Participation in one multi-team drill with each of the Special Operations teams during 2011.
Status or Outcome: Ongoing training is scheduled for the latter half of the fiscal year with the other specialty teams.

STATUS OF 2011-12 CHANGE STRATEGIES

- To research, evaluate, and implement a Hazardous Materials Rapid Intervention Team (RIT) protocol - Research will be conducted to investigate industry standards and practices in the area of HazMat RIT. Once completed, a recommended protocol and associated equipment list will be presented.

Goal(s)/Call(s) for Action: VI/C. To develop a program that ensures the compliance of two-in two-out for Hazmat Team member rescue to include protocol development and equipment purchase.
Budget Impact: Increase required due to first year implementation of the HazMat RIT program. This will require a RIT kit to align the program with AWARE (used for fire ground RIT).
Duration: The RIT program and protocol will be ongoing and require Phase II purchases in fiscal year 2012-13 (e.g., tools for RIT members).
Budget Description: Requested funds to be used for Phase I (research and development) and purchase of baseline equipment for HazMat RIT.
Partner(s): Asset Management Team (formerly SEC), Technical Rescue Team, RFOG, OSFM
Status or Outcome: A HazMat liaison has been assigned to the RIT bag equipment committee and the HazMat RIT rescue protocol is in the development phase.

- Implementation of a District-wide fire ground air monitoring program.

Goal(s)/Call(s) for Action: IV/A. Phase I is the development of a fire ground air monitoring deployment protocol that includes the purchase of support equipment for this program.
Budget Impact: Increase required due to implementation of new program.
Duration: Phase I (initial program development implementation first year), Phase II (ongoing development and program evaluation)
Budget Description: To procure equipment for remote monitoring capability, a "tablet" type laptop will researched and purchased.
Partner(s): Asset Management Team (formerly SEC), IT, OSFM
Status or Outcome: Cooperative partners within the District have been identified to assist in the purposeful education regarding fire ground toxic exposures. Phase I includes partnering with the Safety Committee and Integrated Operations to develop a District-wide best practices awareness program.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Developed procedures and guidelines for technical rescue support by the HazMat Team. Evaluated these procedures and guidelines at large scale interagency drill and identified areas for revision.
- Completed Fire Rescue Protocol for E85 fuel response.
- Coordinated District deployment, maintenance program, and training of GFG three gas HazMat monitors.

Hazardous Materials Team, continued

2012-13 SERVICE MEASURES

- **To continue to enhance TVF&R's process for billing the Oregon State Fire Marshal's Office for hazardous materials services** - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.

Goal(s): VI, VII
Service Type(s): Discretionary
Measured By: Proposed efficiencies, policy compliance, and service standards will be reviewed annually with TVF&R partners from Finance and Business Operations.

- **To continue established relationships** with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s): II, VII
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. In addition, ten new pre-incident site surveys within the District, as well as two in the state response region, will be completed.

- **To continue to refine and enhance Team compliance training program** - to provide for continued development, review, and refinement of the compliance training modules.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Modules to be reviewed monthly after delivery and amended in areas identified by peer review process.

- **Continued support of Special Operations** (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - to develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s): VII
Service Type(s): Mandatory
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.

- **To ensure minimum Hazardous Materials Team staffing** as required by OSFM contract and TVFR S.O.G. 5.9.1.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Compliance with District S.O.G. 5.9.1 Minimum Staffing for Specialty Teams. The HazMat Team has maintained minimum staffing and continues to monitor the number of order backs and impact on personnel.

Hazardous Materials Team, continued

2012-13 CHANGE STRATEGIES

- **To research, evaluate, and implement a Hazardous Materials Rapid Intervention Team (RIT) protocol -** Research will be conducted to investigate industry standards and practices in the area of Hazmat RIT. Once completed, a recommended protocol and associated equipment list will be presented.

Goal(s)/Call(s) for Action: IV, VI/C. To develop a program that ensures the compliance of two-in/two-out for HazMat Team member rescue to include protocol development and equipment purchase.

Budget Impact: Increase required due to first year implementation of the HazMat RIT program. This will require a RIT kit to align the program with AWARE (used for fire ground RIT).

Duration: Ongoing. The RIT program and protocol will be ongoing and require Phase II purchases in fiscal year 2013-14 (e.g., tools for RIT members).

Budget Description: HazMat has joined the RIT Process Action Team to assist in District-wide RIT pack functional requirements.

Partner(s): Asset Management Team (formerly SEC), Tech Team, RFOG, OSFM

- **Implementation of a District-wide fire ground air monitoring program.**

Goal(s)/Call(s) for Action: IV/A. Phase I is the development of a fire ground air monitoring deployment partnership with the Safety Division and Integrated Operations.

Budget Impact: Resource neutral

Duration: Phase I (initial program development implementation first year), Phase II (ongoing development and program evaluation).

Budget Description: To research equipment needs for fireground toxic exposure awareness.

Partner(s): Asset Management Team (formerly SEC), IT, OSFM, Integrated Operations

- **Implementation of a Hazmat Team communication plan.**

Goal(s)/Call(s) for Action: IV/A. Phase I is the purchase of a tablet to increase the efficiency in team communication. Phase II and III are yet to be cooperatively developed by HazMat and Information Technology/Communications departments.

Budget Impact: Increase required. Phase I realizes a tablet purchase in FY-12/13

Duration: Phase I (initial program development implementation first year), Phase II (ongoing development and program evaluation). Phase III budget request for a communication package purchase.

Budget Description: Phase I of the communications item. Plan is the purchase of a Wi-Fi tablet.

Partner(s): Information technology and communications department.

Hazardous Materials Team, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10625 General Fund						
5120 Overtime Union	11,601	31,508	12,242	12,269	12,269	12,269
5201 PERS Taxes	2,202	5,965	2,444	2,449	2,449	2,449
5203 FICA/MEDI	807	2,349	937	939	939	939
5206 Worker's Comp	487	374	383	417	417	417
5207 TriMet/Wilsonville Tax	75	216	85	86	86	86
5208 OR Worker's Benefit Fund Tax	4	13	17	17	17	17
Total Personnel Services	15,176	40,425	16,108	16,177	16,177	16,177
5300 Office Supplies	123		300			
5301 Special Department Supplies	443	520	4,589	1,500	1,500	1,500
5302 Training Supplies			2,250	750	750	750
5311 Haz Mat Response Materials		103	3,530	3,300	3,300	3,300
5321 Fire Fighting Supplies	837	140		2,550	2,550	2,550
5325 Protective Clothing	3,111	198	1,500	1,500	1,500	1,500
5330 Noncapital Furniture & Equip	399	461				
5350 Apparatus Fuel/Lubricants	879	1,192	2,600	2,340	2,340	2,340
5361 M&R Bldg/Bldg Equip & Improv	4					
5365 M&R Firefight Equip	1,445		1,000	6,000	6,000	6,000
5414 Other Professional Services						
5415 Printing			250			
5461 External Training			4,000			
5462 Travel and Per Diem			4,000			
5480 Community Events/Open House			400	300	300	300
5484 Postage UPS & Shipping	44	6	100	150	150	150
5570 Misc Business Exp	493	253	320	720	720	720
Total Materials & Services	7,778	2,874	24,839	19,110	19,110	19,110
Total General Fund	22,954	43,299	40,947	35,287	35,287	35,287

Station 52 - Wilsonville

Fund 10 • Directorate 04 • Division 62 • Department 052

STATION DESCRIPTION

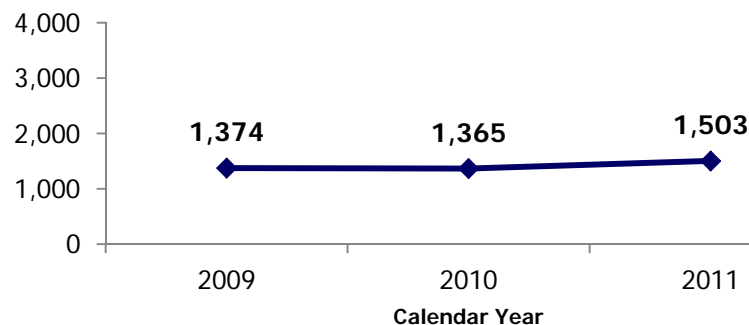
Station 52, located on SW Kinsman west of Interstate 5's main Wilsonville exit, was constructed in 1991. The 9,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52** and can also respond in **Light Brush 52** and **Water Tender 52** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. This is a training station that assists with instructing and evaluating newly hired firefighters.

The 8,686 acres (13.57 miles²) of Station 52's First-Due Area includes central and south Wilsonville plus vast tracts of unincorporated Clackamas County. The District's **Mobile Command Center** is housed at Station 52 for use at incidents of extended duration, particularly those with a need for specialized communications due to location, current system status, or failure of existing systems.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,585,351	\$1,757,943	\$1,791,443	\$1,842,734
Materials and Services	44,987	49,033	82,593	69,369
Total Expenditures	\$1,630,338	\$1,806,976	\$1,874,036	\$1,912,103

STATION 52 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 52 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

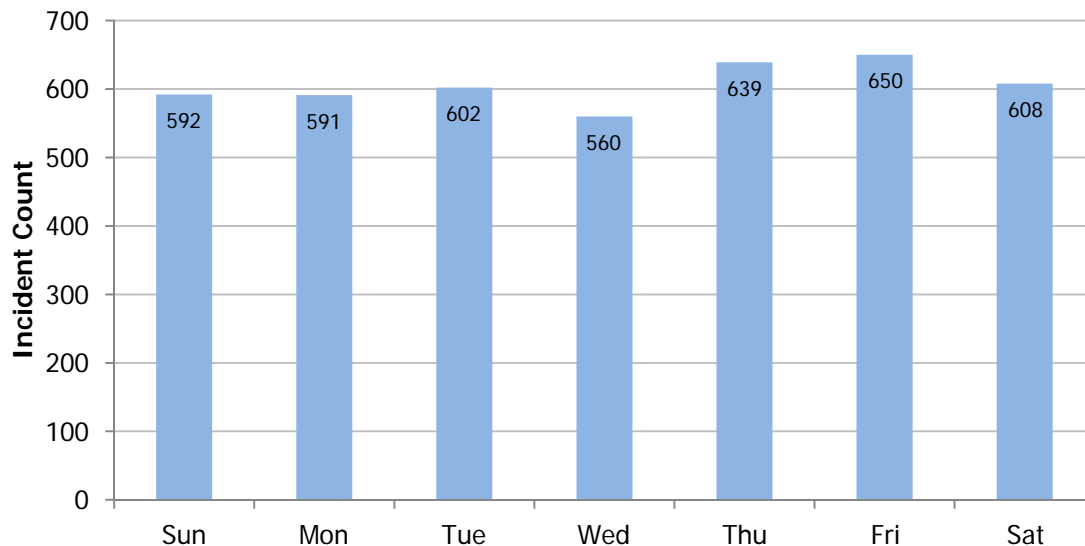
NFPA Code	2009		2010		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	161	31	114	22	136	26
Overpressure	0	4	0	2	0	5
EMS/Rescue Call	1,141	925	1,184	978	1,295	1,093
Hazardous Condition	15	21	15	15	19	17
Service Call	37	78	30	87	27	107
Good Intent Call	20	216	22	175	6	187
False Call	0	96	0	85	0	67
Natural Condition	0	0	0	0	0	0
Other Situation	0	3	0	1	20	1
Total	1,374		1,365		1,503	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 52 - Wilsonville, continued

STATION 52 FIRST-DUE AREA

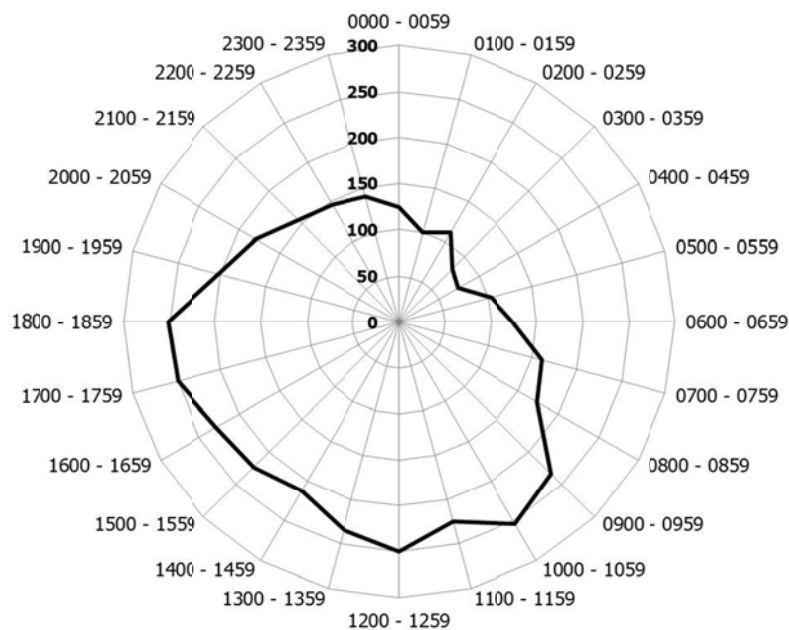
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 52 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 52 Wilsonville, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10052 General Fund						
5001 Salaries & Wages Union	794,618	847,652	821,497	848,619	848,619	848,619
5003 Vacation Taken Union	87,195	107,048	108,728	112,214	112,214	112,214
5005 Sick Leave Taken Union	14,534	15,896	36,243	30,057	30,057	30,057
5007 Personal Leave Taken Union	12,062	15,088		11,021	11,021	11,021
5016 Vacation Sold at Retirement			4,832	2,204	2,204	2,204
5017 PEHP Vac Sold at Retirement	1,966	1,339	8,698	5,811	5,811	5,811
5020 Deferred Comp Match Union	15,383	31,010	36,243	40,076	40,076	40,076
5101 Vacation Relief	111,788	131,749	125,157	114,919	114,919	114,919
5105 Sick Relief	15,804	26,335	21,939	28,054	28,054	28,054
5106 On the Job Injury Relief		2,205		6,412	6,412	6,412
5107 Short Term Disability Relief		2,022		4,108	4,108	4,108
5110 Personal Leave Relief	15,299	17,288	14,014	14,528	14,528	14,528
5115 Vacant Slot Relief	1,929	10,804				
5118 Standby Overtime	1,066	1,233	773	1,102	1,102	1,102
5120 Overtime Union	6,789	9,614	7,271	7,013	7,013	7,013
5201 PERS Taxes	201,197	218,948	236,504	244,737	244,737	244,737
5203 FICA/MEDI	80,018	86,564	90,644	93,800	93,800	93,800
5206 Worker's Comp	24,628	33,617	39,650	41,689	41,689	41,689
5207 TriMet/Wilsonville Tax	6,021	5,934	8,197	8,605	8,605	8,605
5208 OR Worker's Benefit Fund Tax	452	453	863	466	466	466
5210 Medical Ins Union	186,553	183,755	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	7,200	6,950	7,200	7,200	7,200	7,200
5270 Uniform Allowance	850	2,439	4,550	5,170	5,170	5,170
Total Personnel Services	1,585,351	1,757,943	1,791,443	1,842,734	1,842,734	1,842,734
5300 Office Supplies	1,169	673	1,300	500	500	500
5301 Special Department Supplies	3,043	3,457	3,900	3,750	3,750	3,750
5302 Training Supplies	194		300	300	300	300
5305 Fire Extinguisher	200	175	200	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		8,099	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	2,085	1,905	2,600	2,400	2,400	2,400
5325 Protective Clothing	540	1,131	1,300	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	90		2,929			
5350 Apparatus Fuel/Lubricants	6,080	5,952	8,800	8,800	8,800	8,800
5361 M&R Bldg/Bldg Equip & Improv	8,638	3,721	17,664	8,566	8,566	8,566
5365 M&R Firefight Equip	200		390	360	360	360
5367 M&R Office Equip	684	1,071	1,600	1,600	1,600	1,600
5414 Other Professional Services	87	213	420	420	420	420
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services			1,148	698	698	698
5432 Natural Gas	4,517	4,145	4,900	4,900	4,900	4,900
5433 Electricity	10,076	9,625	11,500	11,500	11,500	11,500
5434 Water/Sewer	5,324	6,675	8,500	8,250	8,250	8,250
5436 Garbage	1,806	1,830	1,900	2,000	2,000	2,000
5450 Rental of Equip	60	5				

Station 52 Wilsonville, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10052 General Fund						
5480 Community Events/Open House	10	120	300	300	300	300
5481 Community Education Materials				725	725	725
5484 Postage UPS & Shipping		18				
5500 Dues & Subscriptions	106	169	200	200	200	200
5570 Misc Business Exp	77	51	520	480	480	480
5575 Laundry/Repair Expense			347	425	425	425
Total Materials & Services	44,986	49,033	82,593	69,369	69,369	69,369
Total General Fund	1,630,338	1,806,976	1,874,036	1,912,103	1,912,103	1,912,103

Station 56 – Elligsen Road

Fund 10 • Directorate 04 • Division 62 • Department 065

STATION DESCRIPTION

Station 56, located on SW Elligsen Road just east of Interstate 5's north Wilsonville exit, was constructed in 1979. The 17,000 square foot building (approximately 7,000 square feet of station and 10,000 square feet of office space) houses a total of **12 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Truck 56** and can also respond in **Engine 56** and **Water Tender 56** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Personnel at this station also assist with the management of the District's **Wildland Program**.

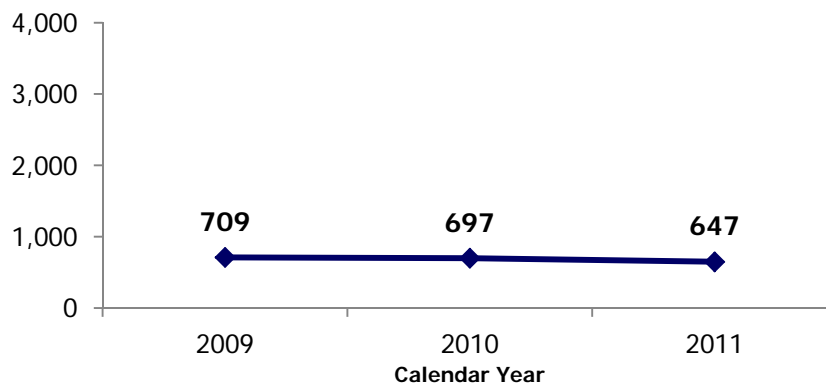
Utilizing bond proceeds that were approved by voters in 2006, Station 56 is being completely rebuilt (construction began in 2011–12). As the former headquarters of the Tualatin Rural Fire District, the combined fire station and office space has major structural and design deficiencies. Seismic concerns are significant and would require millions of dollars to address. The new facility will also include office space for the South Operating Center, which manages the operations for Stations 34, 52, 56, 57, 58, and 59 and the education, community services, prevention, and preparedness programs for the communities served by these stations.

The 8,188 acres (12.79 miles²) of Station 56's First-Due Area includes the south end of Tualatin, north side of Wilsonville, and vast tracts of unincorporated Washington and Clackamas counties.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,384,828	\$1,879,778	\$1,908,160	\$1,889,657
Materials and Services	45,579	56,039	55,520	94,162
Total Expenditures	\$1,430,407	\$1,935,817	\$1,963,680	\$1,983,819

STATION 56 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 56 – Elligsen Road, continued

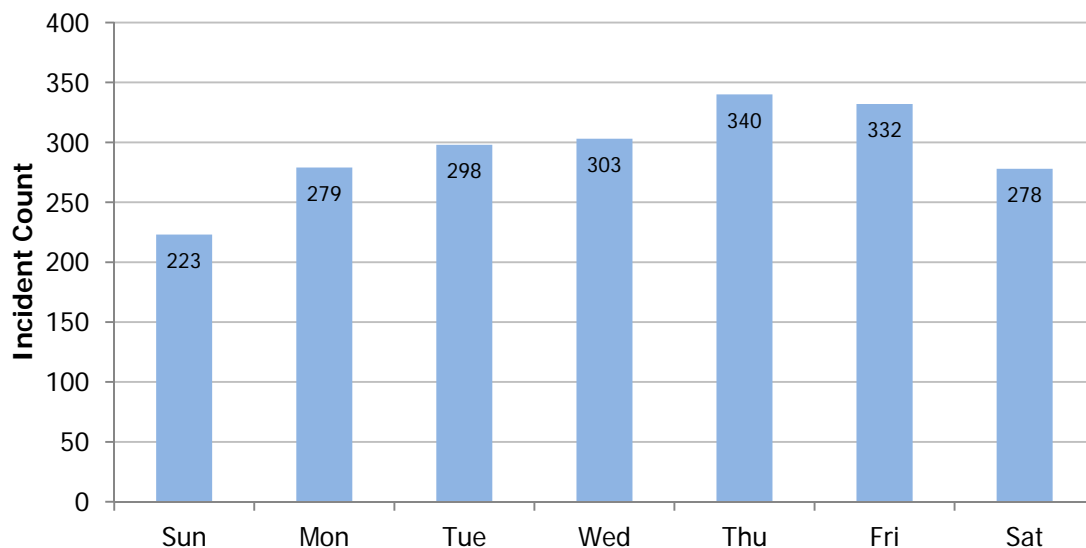
STATION 56 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2009		2010		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	161	22	126	10	108	20
Overpressure	0	4	0	6	0	5
EMS/Rescue Call	477	379	517	415	503	390
Hazardous Condition	16	19	12	18	11	16
Service Call	27	50	28	52	11	48
Good Intent Call	28	119	14	116	6	113
False Call	0	114	0	80	0	54
Natural Condition	0	1	0	0	0	0
Other Situation	0	1	0	0	8	1
Total	709		697		647	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 56 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011

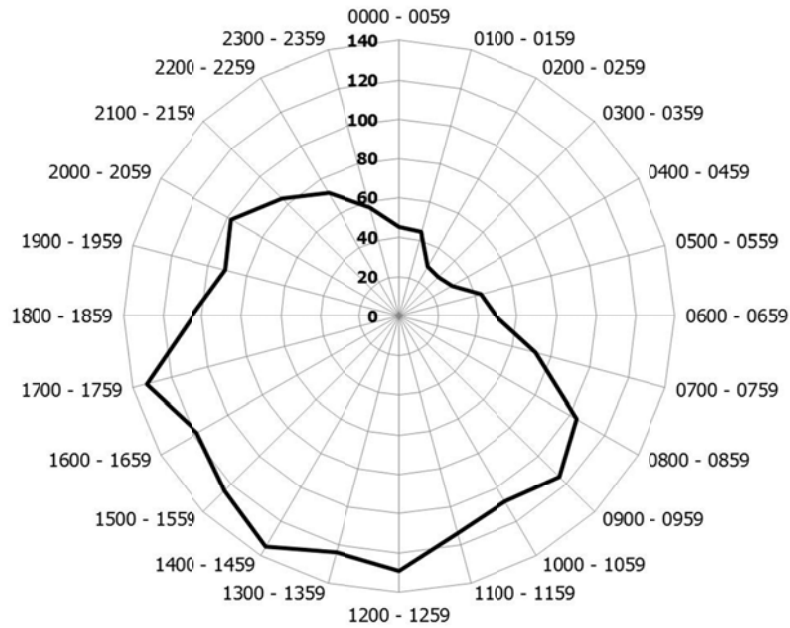


NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 56 – Elligsen Road, continued

STATION 56 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 56 Elligsen Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10056 General Fund						
5001 Salaries & Wages Union	645,544	897,951	876,782	873,225	873,225	873,225
5003 Vacation Taken Union	90,667	126,461	116,045	115,468	115,468	115,468
5005 Sick Leave Taken Union	21,089	22,065	38,682	30,929	30,929	30,929
5007 Personal Leave Taken Union	3,249	8,724		11,341	11,341	11,341
5016 Vacation Sold at Retirement			5,158	2,268	2,268	2,268
5017 PEHP Vac Sold at Retirement	3,214		9,284	5,980	5,980	5,980
5020 Deferred Comp Match Union	12,527	36,697	38,682	41,239	41,239	41,239
5101 Vacation Relief	121,728	136,384	133,580	118,251	118,251	118,251
5105 Sick Relief	22,757	23,601	23,415	28,867	28,867	28,867
5106 On the Job Injury Relief		4,315		6,598	6,598	6,598
5107 Short Term Disability Relief		1,273		4,227	4,227	4,227
5110 Personal Leave Relief	5,753	14,751	14,957	14,949	14,949	14,949
5115 Vacant Slot Relief	11,397	4,957				
5118 Standby Overtime	790	950	825	1,134	1,134	1,134
5120 Overtime Union	13,462	13,390	6,715	7,217	7,217	7,217
5201 PERS Taxes	177,672	237,724	252,420	251,834	251,834	251,834
5203 FICA/MEDI	68,621	93,043	96,744	96,519	96,519	96,519
5206 Worker's Comp	24,839	35,880	36,616	42,898	42,898	42,898
5207 TriMet/Wilsonville Tax	6,121	8,174	8,749	8,855	8,855	8,855
5208 OR Worker's Benefit Fund Tax	366	479	863	559	559	559
5210 Medical Ins Union	149,047	202,693	236,643	214,929	214,929	214,929
5220 Post Retire Ins Union	5,750	7,800	7,800	7,200	7,200	7,200
5270 Uniform Allowance	236	2,467	4,200	5,170	5,170	5,170
Total Personnel Services	1,384,828	1,879,778	1,908,160	1,889,657	1,889,657	1,889,657
5300 Office Supplies	1,186	259	1,200	800	800	800
5301 Special Department Supplies	3,298	3,031	3,600	9,750	9,750	9,750
5302 Training Supplies		142	300	300	300	300
5305 Fire Extinguisher	283	144	175	120	120	120
5306 Photography Supplies & Process	10					
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		8,384	8,050	8,050	8,050	8,050
5321 Fire Fighting Supplies	2,882	3,433	2,632	3,400	3,400	3,400
5325 Protective Clothing	936	1,444	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,891	22		20,000	20,000	20,000
5350 Apparatus Fuel/Lubricants	7,060	8,599	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	2,315	1,171	4,440	10,450	10,450	10,450
5363 Vehicle Maintenance		223				
5365 M&R Firefight Equip	32	352	360	360	360	360
5367 M&R Office Equip	684	1,150	1,600	1,600	1,600	1,600
5414 Other Professional Services	43	49	420	3,227	3,227	3,227
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				1,450	1,450	1,450
5432 Natural Gas	6,057	7,139	2,600	1,500	1,500	1,500
5433 Electricity	12,184	13,715	13,500	13,000	13,000	13,000
5434 Water/Sewer	4,531	4,439	2,000	2,500	2,500	2,500

Station 56 Elligsen Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10056 General Fund						
5436 Garbage	1,826	1,839	2,000	2,000	2,000	2,000
5445 Rent/Lease of Building				1,350	1,350	1,350
5450 Rental of Equip	60	60	60			
5480 Community Events/Open House			300	1,300	1,300	1,300
5481 Community Education Materials				525	525	525
5500 Dues & Subscriptions	144	137	200	200	200	200
5570 Misc Business Exp	159	307	480	480	480	480
5575 Laundry/Repair Expense			53	250	250	250
Total Materials & Services	45,579	56,039	55,520	94,162	94,162	94,162
Total General Fund	1,430,407	1,935,817	1,963,680	1,983,819	1,983,819	1,983,819

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Wildland Program

Fund 10 • Directorate 04 • Division 62 • Department 621

PROGRAM DESCRIPTION

Much of the District's service area is outside of city limits and is considered wildland urban interface (the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuel). Dry summer months, dense vegetation, steep slopes, and lack of water make firefighting within the wildland urban interface complex. In order to meet this challenge, all District Line Personnel and Chief Officers are trained in wildland firefighting. Approximately 30 of these personnel take additional steps to acquire further wildland training and expertise to make up the District's Wildland Program.

Wildland firefighters can be sent anywhere in the state to fight wildfires if the governor declares a conflagration, which occurred on two occasions in August 2011. In the early morning hours on August 23rd, as part of a Clackamas County task force, four Line Personnel were deployed to the Elk Fire located four miles west of Madras. The fire, which started on August 22nd, burned approximately 1,000 acres and threatened 22 homes; none were lost. The fire was contained and resources demobilized on the evening of August 23rd.

Then on August 27th, as part of a Washington County task force, two Chief Officers and seven Line Personnel deployed to the High Cascades Complex fire on the Warm Springs Reservation. The cluster of multiple fires, which started on August 24th, burned approximately 101,000 acres and threatened 290 structures, 190 of those being residences, but only three outbuildings were destroyed. The Office of State Fire Marshal deployed approximately 130 personnel and 51 pieces of firefighting apparatus to the fire, which was contained and resources demobilized on the evening of September 2nd.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$24,729	\$17,293	\$21,052	\$18,511
Materials and Services	7,698	2,039	4,366	4,100
Total Expenditures	\$32,427	\$19,332	\$25,418	\$22,611

STATUS OF 2011-12 SERVICE MEASURES

- Maintain a resource for state conflagration deployments.

Goal(s): III, VI, VII
Service Type(s): Discretionary
Measured By: Total requests by state and federal agencies
Status or Outcome: Two state wildland activations occurred (Maupin and High Cascade Complex).

Wildland Program, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Training for District personnel on wildland/urban interface fires.

Goal(s): III, VII
Service Type(s): Mandatory
Measured By: Mandatory training records
Status or Outcome: Completed in preparation for summer 2011; preparing for summer 2012. A one day RT-130 class given with outside instructors for purposes of Wildland Deployment Team; online and self-directed deployment/PPE review for District personnel. Emphasis in May/June 2012 on increasing hands-on time with review of newer equipment to be deployed (Hot Shields), as well as a review of Poison Oak and exposures. Task Books for both Engine Boss and Strike Team/Task Force Leader being completed by Duty Chiefs not having completed books (goal – end of summer 2013 to be completed with both).

- Maintain minimum training requirements for Wildland Team members.

Goal(s): III, VI, VII
Service Type(s): Mandatory
Measured By: Mandatory training records
Status or Outcome: Completed RT-130; in addition see above for comments.

- Maintain personnel for Wildland Team deployment and training.

Goal(s): III, VII
Service Type(s): Management
Measured By: Increase participation and roster size
Status or Outcome: Incomplete; continued roster decline due to lack of interest in Wildland Teams. With previous two deployments, hiring of new personnel (some with previous wildland experience), and increased training opportunities, team will hopefully see an increase in roster participation for summer 2012.

- Maintain minimum daily staffing for state conflagration deployment.

Goal(s): III
Service Type(s): Management
Measured By: Ability to provide four certified personnel during the wildland season.
Status or Outcome: Able to provide a roster 100% of time through deployment season with very few modifications of roster. Difficulty remains at Strike Team/Task Force Leader, as well as qualified Engine Boss levels.

- Maintain two wildland cache locations for deployment.

Goal(s): III
Service Type(s): Management
Measured By: Maintain supplies and inventories in caches located at Stations 62 and 52.
Status or Outcome: Completed, with multiple deployments during summer 2011. Working with two station Captains to improve communication with Wildland Team members who are deploying, as well as station personnel to better delineate responsibilities of groups.

STATUS OF 2011-12 CHANGE STRATEGIES

- **Consolidate program and equipment ensuring an immediately deployable resource.** Combine the personnel, apparatus, and equipment needed to immediately deploy to incidents regardless of type and location. This will allow for a designated resource and personnel to be available for immediate deployment as requested. Personnel will be trained and equipped for a variety of incident types.

Goal(s)/Call(s) for Action: III, VI, VII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: It is necessary to have a placeholder in the budget to account for a minimum of one week deployment for a crew of four. These funds will be reimbursed through the State of Oregon Conflagration Declaration.
Partner(s): Logistics, Finance
Status or Outcome: Change of Program Manager created a change in program direction. This Change Strategy will not move forward to 2012-13, as it no longer applies to the current direction of the Wildland Program.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Change in Program Manager and Station Captain is no longer responsible for Wildland program – now being run by a Battalion Chief and Lieutenant.
- Two successful deployments out of District (High Cascade Complex and Maupin).
- Gantt Chart created for long-term planning.
- Cooperative burns on two properties with the District involving multiple governmental partners
 - Cooper Mountain – METRO and Tualatin Hills Park and Recreation
 - Clean Water Services – City of Tigard, City of Tualatin, as well as Clean Water Services (note – first training burn for probationary firefighters in numerous years)

2012-13 SERVICE MEASURES

- **Maintain a resource for state conflagration deployments.**

Goal(s): III, VII
Service Type(s): Discretionary
Measured By: Total requests by state and federal agencies, and the ability to provide four certified personnel during the wildland season.

- **Training for District personnel on wildland/urban interface fires.**

Goal(s): III, VII
Service Type(s): Mandatory
Measured By: Mandatory training records

- **Maintain minimum training requirements for Wildland Team members.**

Goal(s): III, VI, VII
Service Type(s): Mandatory
Measured By: Mandatory training records

Wildland Program, continued

2012-13 SERVICE MEASURES, CONTINUED

- Maintain personnel for Wildland Team deployment and training

Goal(s): III, VII
Service Type(s): Management
Measured By: Increased participation and roster size

- Maintain two wildland cache locations for deployment.

Goal(s): III
Service Type(s): Management
Measured By: Maintenance of supplies and inventories in caches located at Stations 52 and 62.

2012-13 CHANGE STRATEGIES

- During a two year process, inventory, study, and recommend changes to the District's current Wildland PPE (Personal Protective Equipment) in accordance with the changes in NFPA 1977 – Wildland PPE. Year one will be an Asset Management Program (AMP) committee review, with year two encompassing a recommendation and budget request for any changes found and recommended.

Goal(s)/Call(s) for Action: IV/A, VI/A
Budget Impact: Resource neutral - Year 1
Unknown - Year 2
Duration: Year 1 of 2
Budget Description: Year 1 – Staff time to research impacts of NFPA 1977, as well as best practices for Wildland PP.
Partner(s): Logistics, Training



Wildland Program, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10621 General Fund						
5102 Duty Chief Relief	1,400	1,896				
5120 Overtime Union	17,761	11,589	17,903	14,039	14,039	14,039
5201 PERS Taxes	3,640	2,552	1,991	2,802	2,802	2,802
5203 FICA/MEDI	1,442	1,012	763	1,074	1,074	1,074
5206 Worker's Comp	361	158	312	477	477	477
5207 TriMet/Wilsonville Tax	117	82	69	99	99	99
5208 OR Worker's Benefit Fund Tax	7	5	14	20	20	20
Total Personnel Services	24,729	17,293	21,052	18,511	18,511	18,511
5300 Office Supplies	151		100			
5301 Special Department Supplies	447	98	250	240	240	240
5302 Training Supplies	141		100	100	100	100
5320 EMS Supplies	1,029	515	800	800	800	800
5321 Fire Fighting Supplies	5,095	175	1,500	1,500	1,500	1,500
5325 Protective Clothing			1,116	960	960	960
5330 Noncapital Furniture & Equip		909		300	300	300
5364 M&R Fire Comm Equip			300			
5461 External Training	532					
5462 Travel and Per Diem	262					
5484 Postage UPS & Shipping		5				
5570 Misc Business Exp	42	338	200	200	200	200
Total Materials & Services	7,698	2,039	4,366	4,100	4,100	4,100
Total General Fund	32,427	19,332	25,418	22,611	22,611	22,611

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Station 57 – Mountain Road

Fund 10 • Directorate 04 • Division 62 • Department 057

STATION DESCRIPTION

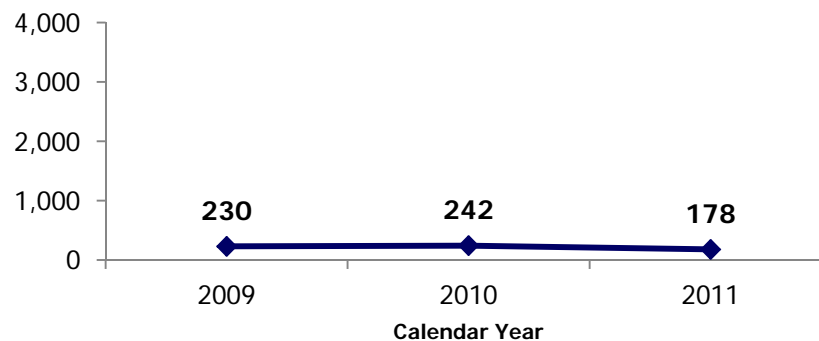
Station 57, located on SW Mountain Road south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 57** and can also respond in **Heavy Brush 57** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 9,564 acres (14.94 miles²) of Station 57's First-Due Area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,310,638	\$1,739,295	\$1,752,756	\$1,819,272
Materials and Services	30,739	30,114	50,135	48,169
Total Expenditures	\$1,341,377	\$1,769,409	\$1,802,891	\$1,867,441

STATION 57 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 57 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

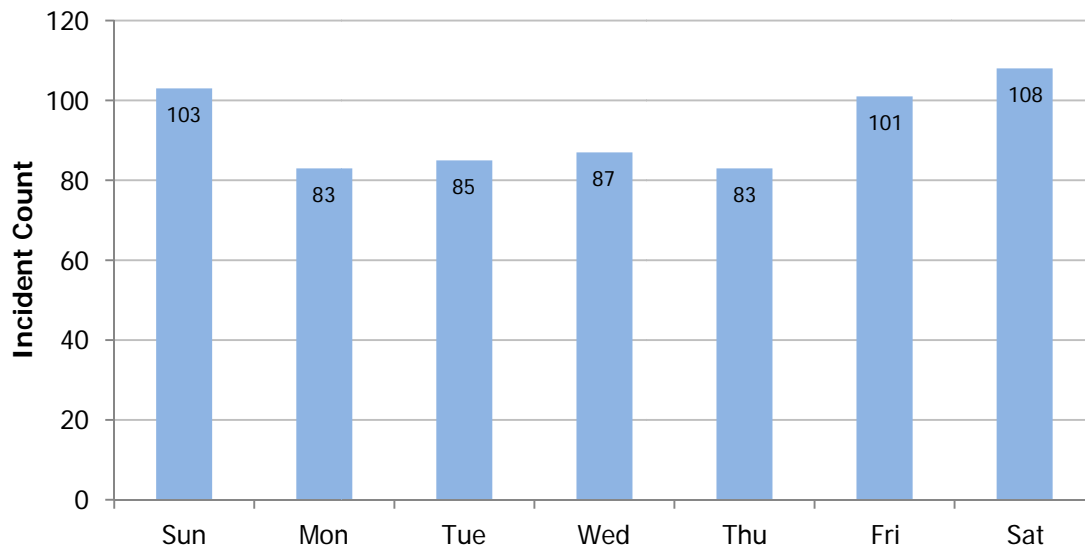
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	71	14	66	11	44	9
Overpressure	0	0	0	0	0	0
EMS/Rescue Call	135	97	141	117	121	87
Hazardous Condition	5	6	12	13	3	8
Service Call	10	15	13	12	4	13
Good Intent Call	9	61	10	55	2	39
False Call	0	36	0	32	0	20
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	0	2	4	2
Total	230		242		178	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 57 – Mountain Road, continued

STATION 57 FIRST-DUE AREA

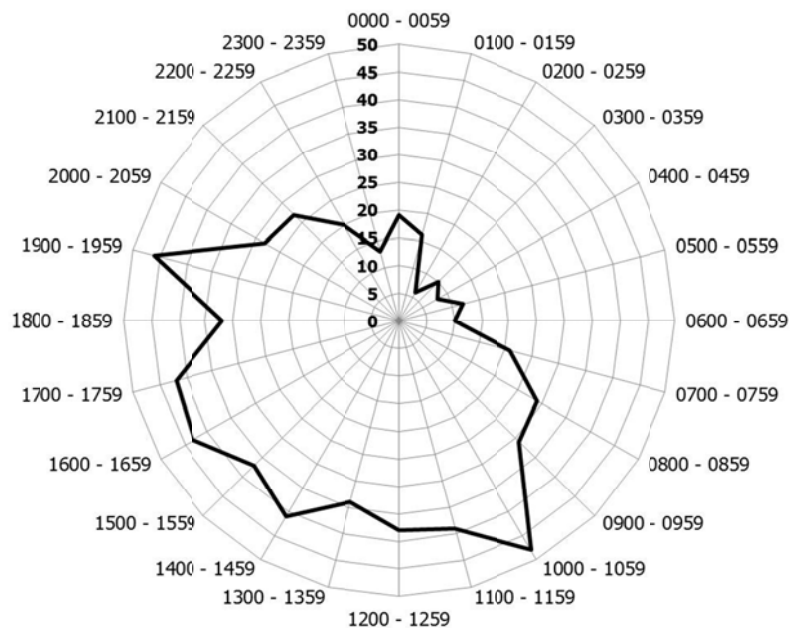
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 57 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 57 Mountain Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10057 General Fund						
5001 Salaries & Wages Union	602,071	768,617	803,069	836,315	836,315	836,315
5003 Vacation Taken Union	87,926	119,764	106,289	110,587	110,587	110,587
5005 Sick Leave Taken Union	10,171	35,571	35,430	29,622	29,622	29,622
5007 Personal Leave Taken Union	10,751	11,733		10,861	10,861	10,861
5016 Vacation Sold at Retirement			4,724	2,172	2,172	2,172
5017 PEHP Vac Sold at Retirement			8,503	5,727	5,727	5,727
5020 Deferred Comp Match Union	12,538	35,167	35,430	39,495	39,495	39,495
5101 Vacation Relief	120,576	153,861	122,350	113,253	113,253	113,253
5105 Sick Relief	10,336	26,325	21,447	27,647	27,647	27,647
5106 On the Job Injury Relief		4,845		6,319	6,319	6,319
5107 Short Term Disability Relief		1,985		4,048	4,048	4,048
5110 Personal Leave Relief	15,422	13,782	13,699	14,317	14,317	14,317
5115 Vacant Slot Relief	25,951	18,902				
5118 Standby Overtime	814	1,132	756	1,086	1,086	1,086
5120 Overtime Union	5,382	13,600	6,614	6,912	6,912	6,912
5201 PERS Taxes	168,534	222,563	231,198	241,189	241,189	241,189
5203 FICA/MEDI	66,741	87,549	88,611	92,440	92,440	92,440
5206 Worker's Comp	20,519	33,066	36,064	41,084	41,084	41,084
5207 TriMet/Wilsonville Tax	5,790	7,722	8,013	8,480	8,480	8,480
5208 OR Worker's Benefit Fund Tax	345	426	719	419	419	419
5210 Medical Ins Union	141,113	174,455	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	5,350	6,700	7,200	7,200	7,200	7,200
5270 Uniform Allowance	308	1,529	4,200	5,170	5,170	5,170
Total Personnel Services	1,310,638	1,739,295	1,752,756	1,819,272	1,819,272	1,819,272
5300 Office Supplies	404	551	1,200	500	500	500
5301 Special Department Supplies	3,386	3,121	3,600	3,750	3,750	3,750
5302 Training Supplies	127		300	300	300	300
5305 Fire Extinguisher			200	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies		3,860	1,081	3,000	3,000	3,000
5321 Fire Fighting Supplies	2,426	1,860	2,400	2,400	2,400	2,400
5325 Protective Clothing	767	620	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,950	56		530	530	530
5350 Apparatus Fuel/Lubricants	2,852	3,147	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	6,893	4,113	15,520	10,580	10,580	10,580
5363 Vehicle Maintenance		10				
5365 M&R Firefight Equip	310		360	360	360	360
5367 M&R Office Equip	684	1,121	1,600	1,600	1,600	1,600
5414 Other Professional Services	92	179	300	300	300	300
5415 Printing		33	50	50	50	50
5416 Custodial & Bldg Services			896	701	701	701
5432 Natural Gas	3,270	3,620	7,500	7,500	7,500	7,500
5433 Electricity	5,473	5,705	5,940	6,190	6,190	6,190
5436 Garbage	1,418	1,730	1,500	2,200	2,200	2,200
5450 Rental of Equip	185	120		120	120	120

Station 57 Mountain Road, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10057 General Fund						
5480 Community Events/Open House			300	300	300	300
5481 Community Education Materials				300	300	300
5500 Dues & Subscriptions	393	86	200	200	200	200
5570 Misc Business Exp	109	182	480	480	480	480
5575 Laundry/Repair Expense			208	188	188	188
Total Materials & Services	30,739	30,114	50,135	48,169	48,169	48,169
Total General Fund	1,341,378	1,769,409	1,802,891	1,867,441	1,867,441	1,867,441

Station 58 Bolton

Fund 10 • Directorate 04 • Division 62 • Department 058

STATION DESCRIPTION

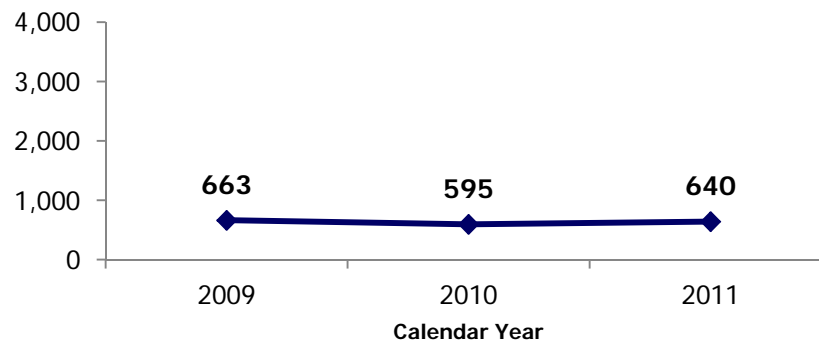
Station 58 is located on Failing Street just north of Highway 43. Utilizing bond proceeds that were approved by voters in 2006, Station 58 was completely rebuilt on a nearby site in 2009–10, and reopened its doors on August 25, 2010. The new 12,800 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 58** and can also respond in **Water Tender 58** and **Heavy Brush 58** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 4,232 acres (6.61 miles²) of Station 58's First-Due Area includes the eastern portion of West Linn plus rural lands. 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.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,680,171	\$1,767,187	\$1,776,138	\$1,819,272
Materials and Services	27,972	76,303	72,184	70,530
Total Expenditures	\$1,708,143	\$1,843,490	\$1,848,322	\$1,889,802

STATION 58 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 58 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

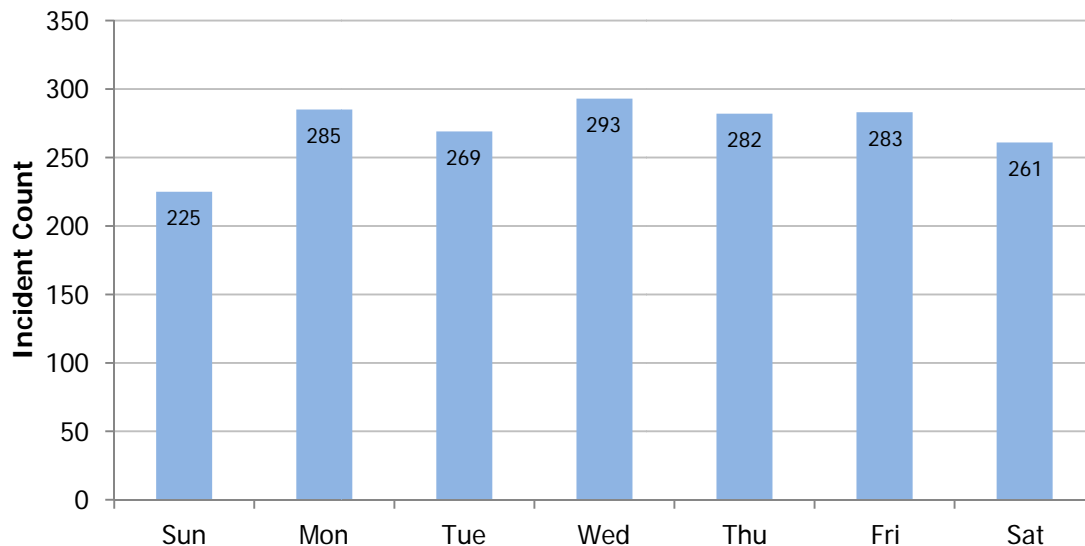
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	115	31	92	23	90	20
Overpressure	0	0	0	2	0	2
EMS/Rescue Call	467	392	422	342	487	395
Hazardous Condition	16	23	23	19	22	35
Service Call	42	32	11	37	25	29
Good Intent Call	23	122	47	127	6	122
False Call	0	63	0	45	0	36
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	10	1
Total	663		595		640	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 58 – Bolton, continued

STATION 58 FIRST-DUE AREA

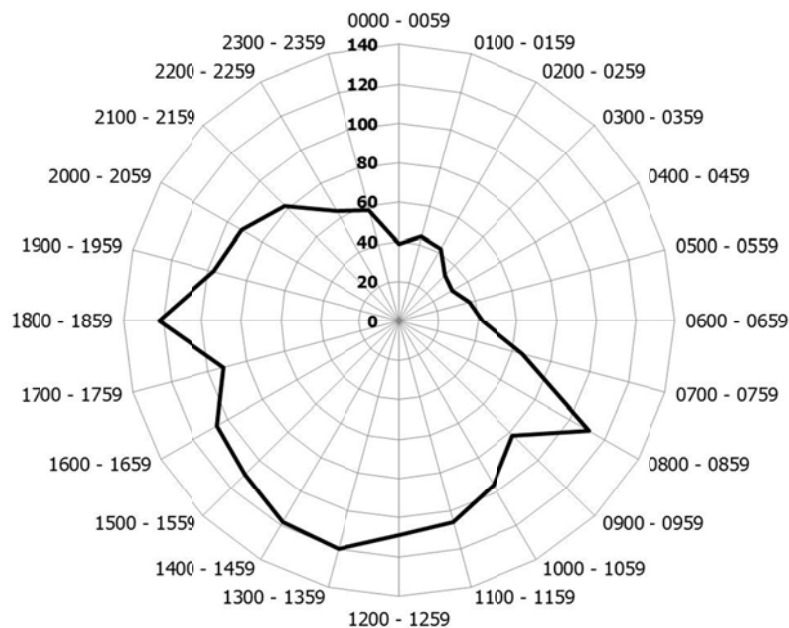
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 58 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 58 Bolton, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10058 General Fund						
5001 Salaries & Wages Union	802,460	816,591	815,354	836,315	836,315	836,315
5003 Vacation Taken Union	98,823	111,069	107,915	110,587	110,587	110,587
5005 Sick Leave Taken Union	11,142	16,353	35,972	29,622	29,622	29,622
5007 Personal Leave Taken Union	6,627	8,593		10,861	10,861	10,861
5016 Vacation Sold at Retirement	1,240		4,796	2,172	2,172	2,172
5017 PEHP Vac Sold at Retirement	1,786	1,809	8,633	5,727	5,727	5,727
5020 Deferred Comp Match Union	14,065	29,528	35,972	39,495	39,495	39,495
5101 Vacation Relief	148,867	153,977	124,222	113,253	113,253	113,253
5105 Sick Relief	21,396	27,471	21,775	27,647	27,647	27,647
5106 On the Job Injury Relief		5,653		6,319	6,319	6,319
5107 Short Term Disability Relief				4,048	4,048	4,048
5110 Personal Leave Relief	16,481	17,436	13,909	14,317	14,317	14,317
5115 Vacant Slot Relief	17,790	15,540				
5118 Standby Overtime	1,638	1,704	767	1,086	1,086	1,086
5120 Overtime Union	13,988	12,771	6,715	6,912	6,912	6,912
5201 PERS Taxes	217,586	226,348	234,735	241,189	241,189	241,189
5203 FICA/MEDI	84,397	87,724	89,966	92,440	92,440	92,440
5206 Worker's Comp	24,444	33,366	36,616	41,084	41,084	41,084
5207 TriMet/Wilsonville Tax	7,435	7,936	8,136	8,480	8,480	8,480
5208 OR Worker's Benefit Fund Tax	459	460	815	419	419	419
5210 Medical Ins Union	182,191	184,007	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	7,050	7,050	7,200	7,200	7,200	7,200
5270 Uniform Allowance	307	1,801	4,200	5,170	5,170	5,170
Total Personnel Services	1,680,171	1,767,187	1,776,138	1,819,272	1,819,272	1,819,272
5300 Office Supplies	581	204	1,200	500	500	500
5301 Special Department Supplies	2,618	8,662	3,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	51	92	100	120	120	120
5307 Smoke Detector Program		51	300	300	300	300
5320 EMS Supplies		6,128	9,850	9,850	9,850	9,850
5321 Fire Fighting Supplies	999	728	2,400	2,400	2,400	2,400
5325 Protective Clothing	267	2,039	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,108	19,626				
5350 Apparatus Fuel/Lubricants	6,609	8,702	9,500	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	2,028	3,419	12,449	13,865	13,865	13,865
5365 M&R Firefight Equip		100	360	360	360	360
5367 M&R Office Equip		1,093	3,000	1,600	1,600	1,600
5414 Other Professional Services		111	174	174	174	174
5415 Printing		18	50	50	50	50
5416 Custodial & Bldg Services			1,368	731	731	731
5432 Natural Gas	3,122	3,870	5,300	4,000	4,000	4,000
5433 Electricity	7,879	17,043	14,500	15,000	15,000	15,000
5434 Water/Sewer	2,254	3,931	5,500	5,000	5,000	5,000
5480 Community Events/Open House		12	300	300	300	300
5481 Community Education Materials				750	750	750

Station 58 Bolton, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10058 General Fund						
5500 Dues & Subscriptions	109	162	200	200	200	200
5570 Misc Business Exp	346	311	480	480	480	480
5575 Laundry/Repair Expense			53	100	100	100
Total Materials & Services	27,972	76,303	72,184	70,530	70,530	70,530
Total General Fund	1,708,143	1,843,489	1,848,322	1,889,802	1,889,802	1,889,802

Station 59 - Willamette

Fund 10 • Directorate 04 • Division 62 • Department 059

STATION DESCRIPTION

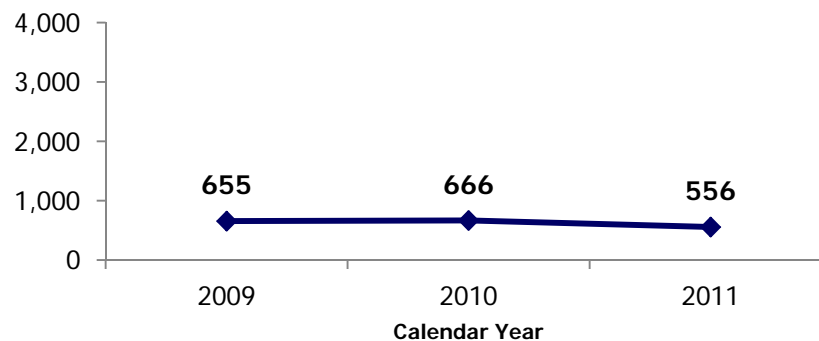
Station 59 is located on Willamette Falls Drive south of Interstate 205 off of the 10th Street exit. Utilizing bond proceeds that were approved by voters in 2006, Station 59 was completely rebuilt in 2009–10 and reopened its doors on March 3, 2010. The new 12,260 square foot station houses a total of **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 4,563 acres (7.13 miles²) of Station 59's First-Due Area includes the southwest portion of West Linn plus substantial rural lands. 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. The District's **Water Rescue Team** is also housed at Station 59.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,377,544	\$1,896,774	\$1,857,243	\$1,946,080
Materials and Services	50,580	37,734	62,963	65,083
Total Expenditures	\$1,428,124	\$1,934,508	\$1,920,206	\$2,011,163

STATION 59 FIRST-DUE AREA INCIDENT COUNT



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 59 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

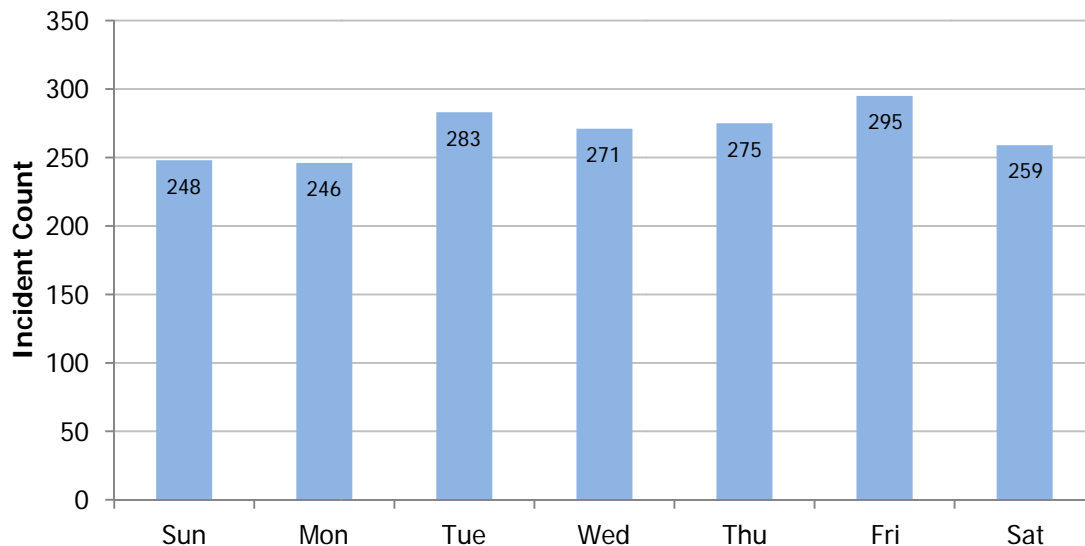
NFPA Code	2009		2010		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	103	22	88	21	60	19
Overpressure	0	4	0	2	0	0
EMS/Rescue Call	480	416	507	437	444	366
Hazardous Condition	13	18	13	13	11	11
Service Call	38	30	16	33	21	39
Good Intent Call	21	101	42	111	8	90
False Call	0	61	0	49	0	31
Natural Condition	0	1	0	0	0	0
Other Situation	0	2	0	0	12	0
Total	655		666		556	

NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 59 – Willamette, continued

STATION 59 FIRST-DUE AREA

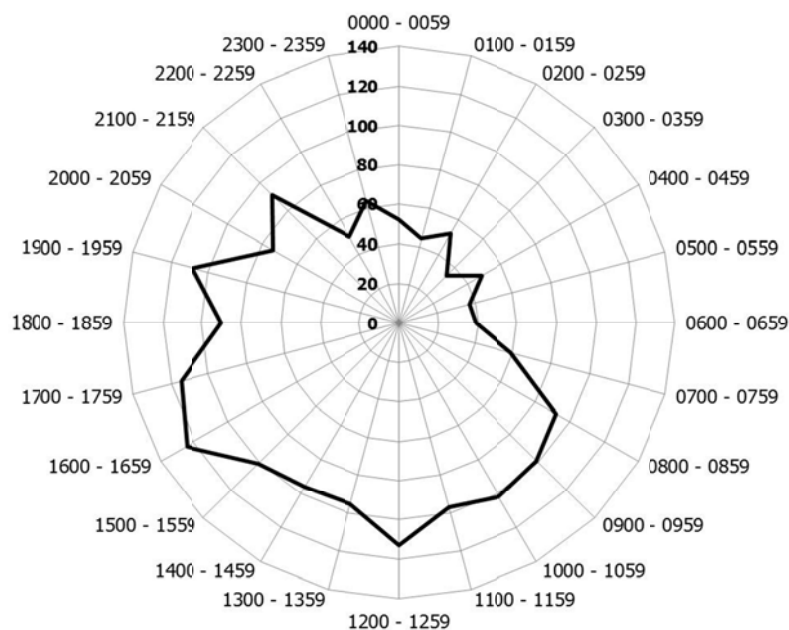
INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

STATION 59 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2009–2011



NOTE: Totals represent the incident count that occurred in the geographical area, and therefore, do not include automatic and mutual aid responses to areas located outside of TVF&R's jurisdictional boundary.

Station 59 Willamette, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10059 General Fund						
5001 Salaries & Wages Union	700,816	888,163	857,739	902,753	902,753	902,753
5003 Vacation Taken Union	102,252	114,452	113,524	119,372	119,372	119,372
5005 Sick Leave Taken Union	8,125	19,362	37,841	31,975	31,975	31,975
5007 Personal Leave Taken Union	6,406	10,783		11,724	11,724	11,724
5016 Vacation Sold at Retirement			5,046	2,345	2,345	2,345
5017 PEHP Vac Sold at Retirement	3,597		9,082	6,182	6,182	6,182
5020 Deferred Comp Match Union	12,012	29,917	37,841	42,633	42,633	42,633
5101 Vacation Relief	76,852	148,696	130,679	122,250	122,250	122,250
5105 Sick Relief	6,795	30,428	22,907	29,843	29,843	29,843
5106 On the Job Injury Relief		9,683		6,821	6,821	6,821
5107 Short Term Disability Relief		3,704		4,370	4,370	4,370
5110 Personal Leave Relief	5,803	23,369	14,632	15,454	15,454	15,454
5115 Vacant Slot Relief	21,378	18,051				
5118 Standby Overtime	558	1,393	807	1,172	1,172	1,172
5120 Overtime Union	6,222	18,872	7,064	7,461	7,461	7,461
5201 PERS Taxes	177,395	245,200	246,938	260,349	260,349	260,349
5203 FICA/MEDI	64,149	94,317	94,643	99,783	99,783	99,783
5206 Worker's Comp	25,714	35,100	38,519	44,348	44,348	44,348
5207 TriMet/Wilsonville Tax	5,389	8,255	8,559	9,154	9,154	9,154
5208 OR Worker's Benefit Fund Tax	339	462	1,582	792	792	792
5210 Medical Ins Union	147,548	187,298	218,440	214,929	214,929	214,929
5220 Post Retire Ins Union	5,700	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	492	2,121	4,200	5,170	5,170	5,170
Total Personnel Services	1,377,544	1,896,774	1,857,243	1,946,080	1,946,080	1,946,080
5300 Office Supplies	507	325	1,200	500	500	500
5301 Special Department Supplies	8,184	2,622	3,600	3,750	3,750	3,750
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher		146		120	120	120
5307 Smoke Detector Program	40		300	300	300	300
5320 EMS Supplies		4,286	8,050	8,050	8,050	8,050
5321 Fire Fighting Supplies	3,192	799	2,400	2,400	2,400	2,400
5325 Protective Clothing	357	969	1,200	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	9,500	2,420	150	200	200	200
5350 Apparatus Fuel/Lubricants	5,046	6,346	6,800	6,800	6,800	6,800
5361 M&R Bldg/Bldg Equip & Improv	5,406	949	11,509	14,570	14,570	14,570
5365 M&R Firefight Equip			360	360	360	360
5367 M&R Office Equip	627	1,055	1,600	1,600	1,600	1,600
5414 Other Professional Services	65		186	186	186	186
5415 Printing	14		50	50	50	50
5416 Custodial & Bldg Services	150		2,384	777	777	777
5432 Natural Gas	1,981	1,621	3,800	3,800	3,800	3,800
5433 Electricity	13,302	13,245	14,000	14,600	14,600	14,600
5434 Water/Sewer	1,878	2,635	4,000	4,000	4,000	4,000
5436 Garbage		30				
5480 Community Events/Open House		75	300	300	300	300

Station 59 Willamette, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10059 General Fund						
5481 Community Education Materials				400	400	400
5500 Dues & Subscriptions	68	68	200	200	200	200
5570 Misc Business Exp	265	141	480	480	480	480
5575 Laundry/Repair Expense			94	140	140	140
Total Materials & Services	50,580	37,734	62,963	65,083	65,083	65,083
Total General Fund	1,428,124	1,934,508	1,920,206	2,011,163	2,011,163	2,011,163

Water Rescue Team

Fund 10 • Directorate 04 • Division 62 • Department 626

TEAM DESCRIPTION

The District's 15-member Water Rescue Team is housed at Station 59, located near the Willamette, Tualatin, and Clackamas rivers. Twelve personnel are stationed at 59, with three additional associate members who backfill positions when needed. The team has minimum staffing requirements of three members 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. 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 is well-suited for use in flood waters and waterways requiring a smaller vessel.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$2,564	\$9,820	\$16,710	\$8,627
Materials and Services	8,784	8,480	20,023	13,900
Total Expenditures	\$11,348	\$18,300	\$36,733	\$22,527

STATUS OF 2011-12 SERVICE MEASURES

- **Provide water rescue services to the citizens, businesses, and visitors of TVFR's service area**, as well as mutual aid partners in the region.

Goal(s): I, III, VI
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome: To date, WR 59 has responded to 41 calls for assistance and it is anticipated that a near equal amount will occur throughout the remainder of the fiscal year. Primarily, Water Rescue's call base consists of recreational victims.

- **Maintain current staffing levels** per Standard Operating Guideline 5.9.1, with personnel whom are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s): VIII
Service Type(s): Mandatory
Measured By: Staffing level maintained and training standard met.
Status or Outcome: The Water Rescue Team has maintained a minimum staffing of three personnel per shift at Station 59, except for a short period of time due to a family emergency. The team reduced overall membership this year to be consistent with SOG 5.9.1 and continues to monitor effect on staffing.

Water Rescue Team, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Continue to refine and enhance the water rescue compliance training program** through development, review, and refinement of the training modules.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Lesson plans completed monthly for delivery with peer review process in place.
Status or Outcome: A review of the water rescue training compliance program has been completed and all compliance modules have been met or exceeded. Further enhancements will continue throughout the remainder of the fiscal year, as the team works towards certification to the new swiftwater certification.

- **Continue to build on established relationships** with Washington, Clackamas, and Multnomah County agencies, which improves overall performance for water related incidents.

Goal(s): II, VII
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.
Status or Outcome: Continued to maintain relationships with current partners, building stronger relationships and strengthening skill levels as a whole. Assisted in ensuring a smooth transition of leadership within the Clackamas County Water Rescue Consortium and continue to monitor changes to response matrix in Clackamas County.

- **Maintain support of TVF&R Special Operations** where disciplines overlap to other teams. Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, and Incident Management Team.

Goal(s): VII
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.
Status or Outcome: Joint drills completed with a focus on water rescue awareness and support operations. Working with the Technical Team to establish equipment standards for rope rescue, as well as utilizing their team members to assist with training in that discipline. Training is scheduled for the latter half of the fiscal year with both of the other specialty teams.

Water Rescue Team, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Implementation of hoseline shore support in wildland and water-based fire events.** Provides for water-based firefighting access with regard to shoreline, marina, ship, houseboat, and island fires.

Goal(s)/Call(s) for Action: I/B
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Modest increased required in first year.
Partner(s): Wildland Group
Status or Outcome: Boat 59's high pressure pump and gnass pack have been implemented and are prepared for wildland season. Both items will be carried on WR59 year-round for the possibility of boat, marina, remote shoreline or island fires. Utilizing this equipment, the Water Rescue Team participated in multiple shoreline fire drills. Although originally estimated as a three-year timeline, this project is complete.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Repowered Boat 59 with two rebuilt motors and pumps.
- Trained three new members to the level of Rescue Boat Operator.
- Five members certified as NFPA Swiftwater Rescue Technicians.
- Ten members certified as NFPA Surface Water Rescue Technician Level II.
- Ten members certified as NFPA Rope Level I.

2012-13 SERVICE MEASURES

- **Provide swift- and surface-water rescue, boat rescue, and other water-related support services.**

Goal(s): I, III
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.

- **Maintain current staffing levels** per Standard Operating Guideline 5.9.1, with personnel who are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s): I
Service Type(s): Mandatory
Measured By: Staffing level maintained and standards met.

- **Continue to refine and enhance water rescue compliance training program** through development, review, and refinement of the training modules.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Lesson plans completed monthly for delivery with peer review process in place.

Water Rescue Team, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Continue to build on established relationships** with Washington, Clackamas, and Multnomah County agencies, which improve overall performance for water related incidents.

Goals: VII
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.

- **Maintain support of TVF&R Special Operations where disciplines overlap to other teams.** Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, and Incident Management Teams.

Goals: VII
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.

2012-13 CHANGE STRATEGIES

- **Implementation of NFPA standards for Swiftwater Rescue Technician.** Provides for a slightly increased level of performance with regard to rope rescue. In addition, ensures swiftwater training is consistent with DPSST and other local authorities.

Goal(s)/Call(s) for Action: I/1, VI - Implementation of NFPA Rope Level II training for Water Rescue Team members. Training level will be consistent with DPSST Swiftwater Technician and other local authorities.
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Modest increase required in first year.
Partner(s): Technical Rescue Team



Water Rescue Team, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10626 General Fund						
5120 Overtime Union	1,726	7,498	12,700	6,543	6,543	6,543
5201 PERS Taxes	329	1,429	2,535	1,306	1,306	1,306
5203 FICA/MEDI	122	556	972	501	501	501
5206 Worker's Comp	375	286	397	222	222	222
5207 TriMet/Wilsonville Tax	11	47	88	46	46	46
5208 OR Worker's Benefit Fund Tax	1	3	18	9	9	9
Total Personnel Services	2,564	9,820	16,710	8,627	8,627	8,627
5301 Special Department Supplies				220	220	220
5302 Training Supplies	109		300	1,000	1,000	1,000
5321 Fire Fighting Supplies	306	91	1,075	3,020	3,020	3,020
5325 Protective Clothing	158	1,202	6,288	1,850	1,850	1,850
5330 Noncapital Furniture & Equip	1,923			1,150	1,150	1,150
5350 Apparatus Fuel/Lubricants	2,230	2,953	4,000	4,000	4,000	4,000
5365 M&R Firefight Equip	3,945	714	5,000	2,500	2,500	2,500
5461 External Training		3,500	3,200			
5462 Travel and Per Diem						
5484 Postage UPS & Shipping	112	20				
5570 Misc Business Exp			160	160	160	160
Total Materials & Services	8,784	8,480	20,023	13,900	13,900	13,900
Total General Fund	11,348	18,300	36,733	22,527	22,527	22,527

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EMS / Health / Wellness

Fund 10 • Directorate 04 • Division 42 • Department 421

PROGRAM DESCRIPTION

The Emergency Medical Services (EMS) program is responsible to ensure the highest quality medical care is delivered to patients on emergency scenes by District responders.

The Occupational Health Services (OHS) portion of this program was established to provide OSHA blood and airborne pathogen compliance, vaccination and testing services, and other health monitoring for District personnel, as well as other contract agencies. OHS has expanded its range of services to include pre-physical examinations, lead and cholesterol testing, and respiratory protection compliance for outside clients. Contract revenues largely offset expenditures for this program.

The Wellness portion provides uniformed personnel an annual physical and fitness assessment as outlined in the District's Joint Wellness Fitness Initiative. The Wellness Program coordinates the new hire process for all District employees and works with Human Resources to facilitate the return-to-work and fit-for-duty processes. The program provides a variety of wellness and fitness resources for all District personnel.

BUDGET SUMMARY

Revenues	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Charges for Services	\$207,754	\$313,217	\$269,797	\$248,725
Miscellaneous Revenue	15,683	15,357		
Total Revenues	\$223,437	\$328,574	\$269,797	\$248,725

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$834,304	\$1,273,079	\$1,292,108	\$1,446,682
Materials and Services	506,969	425,364	498,434	558,376
Total Expenditures	\$1,341,273	\$1,698,443	\$1,790,542	\$2,005,058

Note: Amounts have been restated to reflect the consolidation of EMS/Health/Wellness as of July 1, 2010.

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Budget	2011-12 Budget	2012-13 Budget
Division Chief	0.00	1.00	1.00	1.00
Battalion Chief	0.00	1.00	1.00	1.00
EMS Chief	1.00	0.00	0.00	0.00
EMS Officer Paramedic	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Wellness Coordinator	1.00	1.00	1.00	1.00
Program Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	1.00
Nurse	1.00	1.00	1.00	1.00
Behavioral Health Specialist	0.00	1.00	0.50	0.50
Total Full-Time Equivalents (FTE)	6.00	9.00	8.50	8.50

Note: The Nurse employee positions reflect the sum of part-time nurses supporting external agency contracts.

EMS / Health / Wellness, continued

2012-13 SIGNIFICANT CHANGES

Budgeted revenues for this cost center are \$248,725 and come primarily from contracts and fees from area agencies served and a Clackamas County intergovernmental service agreement that provides revenue sharing from the ambulance provider for medical calls.

Personnel Services includes Union Overtime for three mandatory ALS in-service trainings (\$105,291), critical skills instructor training, EMS QI, and peer fitness training and instruction.

Materials and Services expenses include District-wide EMS Supplies (5340) for the vaccines and shots provided by OHS personnel and EMS response supplies for personnel not assigned to fire stations. Account 5366 provides for defibrillator and other EMS equipment maintenance. Medical supervision is provided for in Account 5413 and chaplains are paid for through a temporary agency in account 5417 for \$21,000, in addition to temporary services for nursing staff of \$15,000. Account 5414 includes \$97,950 for contract physician services for physicals and health services. In addition, the District must recertify its Paramedics every two years and accordingly, the certification fees account 5502 was increased as this is a recertification year.

STATUS OF 2011-12 SERVICE MEASURES

- **Provide compliance for mandatory OSHA, CDC, NFPA, and public health mandates as well as industry best practices.** This will include hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.

Goal(s):	IV/B/6, VI/A,B/5, VII/A
Service Type:	Mandatory
Measured By:	Percentage of District personnel and contract agencies who received mandatory or recommended services from the Occupational Health and Wellness Program. Data will be gathered based on a calendar year to facilitate timely budget documentation.
Status or Outcome:	Provided to the appropriate uniformed personnel, hearing conservation basics and respiratory medical clearance. Maximized District resources by collaborating with Respiratory and Emergency Equipment Technician to provide compliance with the Respiratory Protection Standard program. The Communicable Disease update, which includes blood and airborne pathogen education, has been revised and will be available for IMCT compliance by February 2012.

- **Provide appropriate testing and pre-physical services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative** (expand applicable components to non-line employees).

Goal(s):	IV/B/2,4,8, VII/E/1,3,4
Service Type:	Mandatory (DOT/CDL), Essential
Measured By:	Percentage of examinations completed. Data will be gathered based on a calendar year to facilitate timely budget documentation.
Status or Outcome:	Due to provider changes, the pre-physical and physical process was completed by the end of January. A temporary clinic was established at the North Operating Center and with collaborative efforts and onsite physicians, 315 uniformed personnel were seen. Those individuals not seen will be triaged to a temporary provider system. Staff anticipates 100% compliance and look forward to the opportunity to establish a District clinical support system.

EMS / Health / Wellness, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Provide ongoing health education and fitness screening** as outlined in the IAFF/IAFC Wellness/Fitness Initiative (expand applicable components to non-line employees).

Goal(s): IV/B/2, VII
Service Type(s): Essential
Measured By: The annual Wellness survey outlines staff participation as well as customer satisfaction. Fitness assessment data outlines year-to-year changes among individuals as well as aggregate District data.

Status or Outcome: The Functional Movement Screen (FMS) was performed on line personnel to identify biomechanical limitations and asymmetries that can lead to injury. Individuals who scored low were referred to a physician specializing in FMS for evaluation and treatment. Outcome metrics will be reported as part of phase 2 of the performance therapy project. Many non-line employees and volunteers also participated in the FMS screening. A PFT was assigned as a targeted effort to educate non-line employees. A follow-up survey found 85% reporting they experienced a positive change in their level of health/wellness knowledge and 76% stated they increased their participation in wellness-related activities.

- **Cardiac arrest survival**

Goal(s): I
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients.
Status or Outcome: Despite an overall drop in 2011, current trending shows an improvement in cardiac arrest survival since late 2011 and early 2012. Due to the small number of cardiac arrests in the District, this number could stay at the current level.

- **Cardiac campaign**

Goal(s): I, VII
Service Type(s): Discretionary
Measured By: Increased awareness of heart attack symptoms by patients. Increased use of 9-1-1 for patients experiencing ST Elevated Myocardial Infarction (STEMI). Increased bystander hands-only cardiopulmonary resuscitation (CPR).
Status or Outcome: A Washington County STEMI QI group was formed that includes responding EMS agencies and all three hospitals. They established new performance measures for the county that include: First medical contact to EKG < 10 minutes; EMS on-scene times < 15 minutes; FMC to balloon < 90 minutes; Correct diagnosis of STEMI - 80% of all cases and; transport of STEMI patients code 3 - 100% of all recognized cases. Further goals for 2012 include further decrease CVL cancellations, announce "at patient side" on the radio, teach all EMS providers to perform 12-lead EKG, assist those fire agencies that do not have 12-lead capability, and make STEMI activations on recorded radio or OLMC phone lines. WCCCA further implemented Hands-Only CPR for dispatchers. 100 students at Valley Catholic Middle School were taught AHA Hands-Only CPR and in turn, they taught over 600 friends and family, including TVF&R Board Members, Beaverton city staff, and other local businesses. Move to fiscal year 2012-13 and update to include new field performance measures and remove increased use of 9-1-1 by STEMI patients (but continue tracking).

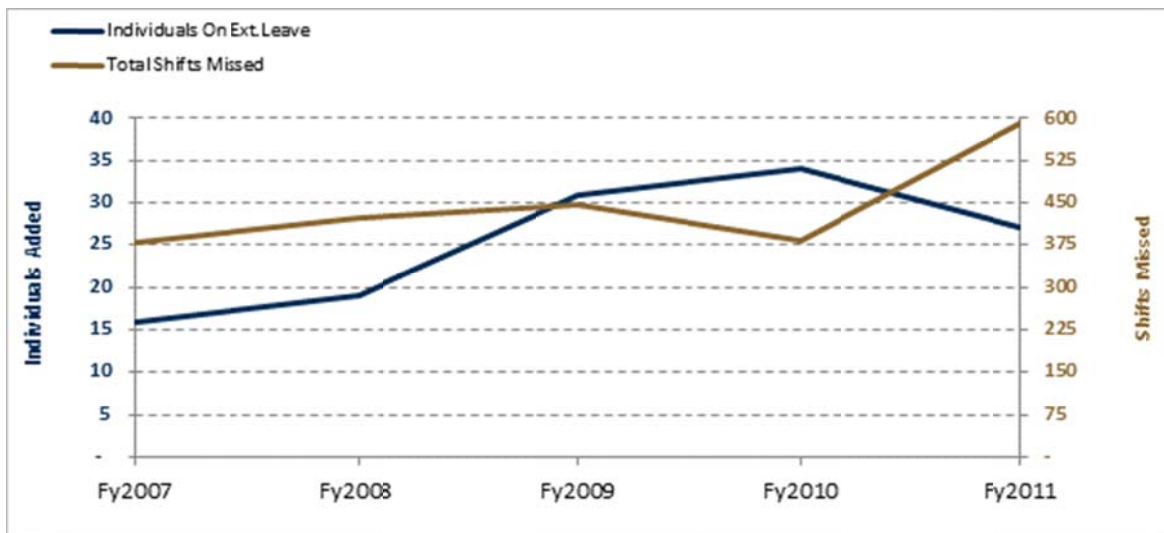
EMS / Health / Wellness, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- Partner with HR, Training, Integrated Operations, the District physician, occupational health providers, and SAIF to provide a comprehensive return-to-work process.

Goal(s): IV/A,C/1,7, VII
Service Type(s): Essential
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process that manages employee leave due to injury and illness.

Status or Outcome: With the shift of allocated RN resources, the District has been able to effectively manage the majority of its Workers' Compensation claims, resulting in reduced time loss and claims cost. The District's return-to-work process has supported both on- and off-duty injuries and illness to assist with a timely outcome and return to work.



STATUS OF 2011-12 CHANGE STRATEGIES

- **Evaluate options to replace cardiac monitors** - Evaluate available monitors in the market to replace current fleet of aged machines. Replacement anticipated during fiscal year 2012-13 budget cycle.

Goal(s)/Call(s) for Action: I, VII/C
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: Begin selection process to replace large capital item in subsequent budget year.
Partner(s): Information Technology, Finance
Status or Outcome: A taskforce from multiple agencies, both private and public, has been established to review the current offerings from the three major manufacturers of cardiac monitors. Evaluations should be beginning in late spring and into summer for a final recommendation.

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Establishment of physical therapy assessment services** for injured employees.

Goal(s)/Call(s) to Action: I/C, IV/E
Budget Impact: Increase requested to analyze validity of a pilot program.
Duration: Year 2 of 2
Budget Description: Funding for a pilot program.
Partner(s): Integrated Operations, Human Resources
Status or Outcome: Phase 1 of the Performance Therapy Project/evaluation of ADAPT physical therapy completed and metrics collected. Follow-up participant survey found 89% describing their condition upon discharge as improved or much improved; 80% rated their improvement as >50%. ADAPT summary evaluation scoring validated physical improvement of the 31 participants.

Phase 2 is underway to evaluate feasibility of the Functional Movement Screen (FMS). All line personnel, and many non-line and volunteer employees were evaluated per the FMS administered by the PFTs. Those who scored below industry standard are referred to a physician specializing in FMS for follow-up evaluation, treatment, and subsequent rescoring to measure outcome. Results will be reported in fiscal year 2012-13 performance measures. A partnership with CCFD#1 is being explored to share expertise of a professional athletic trainer for one day per week for injury prevention and follow-up care.

- **Synchronize existing partnerships** to provide cost-effective Occupational Health and Wellness services to contract agencies.

Goal(s)/Call(s) for Action: IV/A and B, 1, 3, 4, 7, and 8; VII/A, C, and E, 1
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Further expansion of services requires additional staffing; however, this is offset by contract revenues.
Partner(s): A dedicated District physician, occupational health providers, and contract agencies with a focus on expanding the District's relationship with CCFD #1.
Status or Outcome: The District is in the process of establishing a set occupational health clinic within its service area to provide occupational health services to personnel. Staff are exploring options and opportunities for on-site, pre-physical and physical services for contract agencies. This is in its initial stages of development. Staff are in the process of securing providers, clinical sites, equipment, a medical records system, and intergovernmental collaborations.

EMS / Health / Wellness, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Update wellness initiative** to reflect goals of prevention, early risk recognition, and inclusion of all members.

Goal(s)/Call(s) for Action: IV/A and B, 2 and 5
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: Further develop the Wellness Program with emphasis toward early recognition/prevention of all members.
Partner(s): Division Managers, District physician, occupational health providers, Human Resources
Status or Outcome: The current Wellness Initiative is based on the first edition of the IAFF/IAFC Wellness/Fitness Initiative (WFI). Currently, the WFI is in its third edition and the District's initiative needs amended to reflect these changes. Current medical and educational methods are consistent with best practices. The District WFI document is scheduled for revision as a goal of the Wellness Program Manager. This year, the WFI program increased its efforts to reach non-line employees. A PFT on light duty was assigned to this project with the goal to increase knowledge and participation in wellness objectives. A follow-up survey of non-line personnel concluded that 85% experienced a positive change in their knowledge. Many have improved their health in measurable areas (blood pressure, cholesterol, weight loss, diet, etc.). This work group will be added to the WFI revision.

- **Conduct a needs analysis for a medical records system to meet District occupational health needs.**

Goal(s)/Call(s) for Action: IV/A and B, 4; VII/A, C, and E, 1, 3, and 4; VIII
Budget Impact: Resource neutral
Duration: Year 1 of 2 (needs analysis in year 1, with planned purchase in fiscal year 2012-13.
Budget Description: Assess needs and select product for purchase the following fiscal year.
Partner(s): Information Technology, Finance, District physician, occupational health providers
Status or Outcome: Occupational Health and IT are in the process of evaluating different EMR systems and exploring their compatibilities for current and future requirements.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- A temporary clinic was established at the North Operating Center and with collaborative efforts of OHS personnel, onsite physicians, and a contracted medical assistant; 315 uniformed personnel physical were performed in 18 days.
- Published three articles; two articles in *New England Journal of Medicine* and one in the *Journal of Trauma*.
- Implementation of countywide STEMI care criteria with county EMS and cath labs at all three receiving hospitals.
- Multiple Agency Training (MAT) implemented across both counties.
- Completed phase I of the Performance Therapy Project to help identify staff that are at an elevated risk of injury. Referred to specific treatment programs and collecting data to measure effectiveness.

2012-13 SERVICE MEASURES

EMS Service Measures	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Patient Care Reports Written	15,294	15,207	15,447	15,500
Number of EMS Responses	24,671	25,486	25,862	25,977
Cardiac Arrest Survival % V-Fib/Overall	31/11%	16/8%	28/10%	28/10%

Occupational Health & Wellness Program Status	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Mandatory compliance with OSHA requirements including Hearing Conservation, Bloodborne Pathogen Standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	99%	99%	98%	99%
Workers' Compensation (calendar year)				
Total number of cases	59	60	49	52
Total number of days away from work	402	484	183	250
Total number of days working with restrictions	457	328	188	200

- **Ensure compliance** for mandatory OSHA, CDC, NFPA, and public health mandates per industry best practices.

Goal(s): IV/B and 6; VI/A, B and 5; VII/A
Service Type: Mandatory
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, blood borne pathogens and respiratory protection.

- **Provide appropriate testing and pre-physical services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative** (expand applicable components to non-line employees).

Goal(s): IV/B, 2, and 8; VII/E, 1, 3, and 4
Service Type: Mandatory (DOT/CDL), Essential
Measured By: Percentage of examinations completed.

- **Provide ongoing health education and fitness screening** as outlined in the IAFF/IAFC Wellness/Fitness Initiative (expand applicable components to non-line employees).

Goal(s): IV/2
Service Type(s): Essential
Measured By: The annual Wellness survey outlines staff participation as well as customer satisfaction. Fitness assessment data outlines year-to-year changes among individuals as well as aggregate District data.

EMS / Health / Wellness, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Maintain cardiac arrest survival rate.**

Goal(s): I
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients (V-fib and overall). Due to small numbers per year, must look at long-term trending.

- **Work with Cardiac Campaign partners** to include new field performance measures for STEMI performance.

Goal(s): I/D, VII
Service Type(s): Discretionary
Measured By: Increased bystander training in hands-only cardiopulmonary resuscitation (CPR). New STEMI metrics per countywide QI effort.

- **Partner with HR, Training, Integrated Operations, the District physician, occupational health providers, and SAIF** to provide a comprehensive return-to-work process.

Goal(s): IV/1 and 7; VII
Service Type(s): Essential
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Worker's Compensation claims. This will include the District case management process that manages employee leave due to injury and illness.

2012-13 CHANGE STRATEGIES

- **Select replacement cardiac monitors** for purchase during fiscal year 2012-13.

Goal(s)/Call(s) for Action: I, VII/1
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: Replace large capital item in 2012-2013 budget year.
Partner(s): Information Technology, Finance, external agencies

- **Enhance internal service and synchronize existing partnerships** to provide cost-effective Occupational Health and Wellness Services to District staff and contract agencies.

Goal(s)/Call(s) for Action: IV/8, VII
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Further expansion of services requires additional staffing; however, this is offset by contract revenues.
Partner(s): The District physician, occupational health providers, and contract agencies with a focus on expanding the District's relationship with strategically aligned outside public agencies.

2012-13 CHANGE STRATEGIES, CONTINUED

- **Update wellness initiative** to reflect goals of prevention, early risk recognition, and inclusion of all members.

Goal(s)/Call(s) for Action: IV/5
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: Further develop Wellness Program with emphasis toward early recognition/prevention of all members.
Partner(s): Division Managers, District physician, occupational health providers, Human Resources

- **Purchase an electronic medical records (EMR) system** during fiscal year 2012-13.

Goal(s)/Call(s) for Action: IV/4, VIII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Purchase selected EMR system during 2012-13 fiscal year.
Partner(s): Information Technology, Finance, District physician, occupational health providers

- **Implementation of PulsePoint.** PulsePoint ties together real time 9-1-1 CAD cardiac arrest data with public subscribers of a mobile smart phone application near a cardiac arrest to aid in CPR/AED response prior to 9-1-1 arrival.

Goal(s)/Call(s) for Action: I/D and 3; VII/A and 1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Implement PulsePoint to aid in increasing cardiac arrest survival rate.
Partner(s): Information Technology, Finance, external agencies

- **Develop metrics that improve ability to measure effectiveness of injury management and return-to-work program.**

Goal(s)/Call(s) for Action: IV/A and 1
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Better metrics are required to improve management of on-the-job injuries, time loss, and return-to-work.
Partner(s): Information Technology, Finance, Human Resources, external agencies

- **Rebuild Peer Critical Incident Stress Debriefing (CISM) program.**

Goal(s)/Call(s) for Action: IV/6
Budget Impact: Increase required
Duration: Ongoing
Budget Description: Resources will be required
Partner(s): Integrated Operations.

EMS/Health/Wellness, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10421 General Fund						
5001 Salaries & Wages Union	80,306	83,980	89,973	93,931	93,931	93,931
5002 Salaries & Wages Nonunion	348,381	569,691	532,959	615,894	615,894	615,894
5003 Vacation Taken Union	14,665	16,783	8,898	6,447	6,447	6,447
5004 Vacation Taken Nonunion	15,463	26,564	52,294	47,054	47,054	47,054
5005 Sick Leave Taken Union	1,443			1,842	1,842	1,842
5006 Sick Taken Nonunion	2,013	19,217		9,411	9,411	9,411
5007 Personal Leave Taken Union	559			921	921	921
5008 Personal Leave Taken Nonunion	1,388	3,269		4,033	4,033	4,033
5010 Comp Taken Nonunion	119	1,319				
5015 Vacation Sold	8,000	6,899	13,075	18,442	18,442	18,442
5016 Vacation Sold at Retirement		1,146				
5020 Deferred Comp Match Union	1,452	3,389	3,460	3,684	3,684	3,684
5021 Deferred Comp Match Nonunion	6,838	10,462	20,337	26,887	26,887	26,887
5120 Overtime Union	90,773	140,734	137,416	150,650	150,650	150,650
5121 Overtime Nonunion	2,629	1,548	3,000	2,400	2,400	2,400
5201 PERS Taxes	106,865	156,517	167,887	195,926	195,926	195,926
5203 FICA/MEDI	41,596	62,712	66,165	75,092	75,092	75,092
5206 Worker's Comp	7,697	14,368	22,135	19,644	19,644	19,644
5207 TriMet/Wilsonville Tax	3,698	5,353	5,984	6,889	6,889	6,889
5208 OR Worker's Benefit Fund Tax	188	272	323	323	323	323
5210 Medical Ins Union	15,514	16,271	18,203	16,548	16,548	16,548
5211 Medical Ins Nonunion	66,245	107,360	116,440	120,858	120,858	120,858
5220 Post Retire Ins Union	600	600	600	600	600	600
5221 Post Retire Ins Nonunion	3,600	5,175	5,400	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,814	14,028	15,279	15,715	15,715	15,715
5240 Life/Disability Insurance	3,748	5,029	5,780	6,941	6,941	6,941
5270 Uniform Allowance	92	394	1,900	1,150	1,150	1,150
5280 Physical Exams/Shots	131					
5290 Employee Tuition Reimburse	1,488		4,600			
5295 Vehicle Allowance						
Total Personnel Services	834,304	1,273,079	1,292,108	1,446,682	1,446,682	1,446,682
5300 Office Supplies	1,117	893	1,350	1,000	1,000	1,000
5301 Special Department Supplies	5,202	2,895	9,000	6,000	6,000	9,500
5302 Training Supplies	4,593	2,935	6,800	6,800	6,800	6,800
5303 Physical Fitness	12,107	8,958	12,000	12,000	12,000	12,000
5320 EMS Supplies	227,150	60,254	83,800	79,038	79,038	87,038
5321 Fire Fighting Supplies	630	209	200			
5323 Food Service	658					
5325 Protective Clothing	165	2				
5330 Noncapital Furniture & Equip	1,133	11,893	30,000			
5350 Apparatus Fuel/Lubricants	3,926	5,848	10,000	9,450	9,450	7,500
5365 M&R Firefight Equip		435				
5366 M&R EMS Equip	22,957	24,825	47,981	43,286	43,286	42,536
5367 M&R Office Equip	730	2,153	2,400	2,400	2,400	2,400
5413 Consultant Fees	86,913	90,610	115,100	109,100	109,100	109,100

EMS/Health/Wellness, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10421 General Fund						
5414 Other Professional Services	108,926	134,369	121,800	9,700	9,700	164,150
5415 Printing	1,586	242				
5417 Temporary Services	4,849	2,635	4,000	36,000	36,000	36,000
5419 Chaplains Reimbursement		15,822	20,000			
5430 Telephone	1,149					
5450 Rental of Equip	5					
5461 External Training	12,105	8,354	5,700	9,535	9,535	9,535
5462 Travel and Per Diem	6,466	13,762	19,000	24,450	24,450	24,450
5471 Citizen Awards		38				
5472 Employee Recog & Awards	210	571	900	1,300	1,300	1,300
5484 Postage UPS & Shipping	27	1	200	100	100	100
5500 Dues & Subscriptions	683	1,082	2,053	2,150	2,150	2,150
5502 Certifications & Licensing	2,780	34,371	4,350	40,967	40,967	40,967
5570 Misc Business Exp	903	1,867	1,300	1,350	1,350	1,350
5571 Planning Retreat Expense		340	500	400	400	400
Total Materials & Services	506,969	425,364	498,434	395,026	395,026	558,276
Total General Fund	1,341,274	1,698,443	1,790,542	1,841,708	1,841,708	2,004,958

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PROGRAM DESCRIPTION

The Training Division manages continuing education for all suppression and medical personnel at Tualatin Valley Fire and Rescue. It delivers emergency medical training, including all emergency medical technician (EMT) Basic and Paramedic recertification, and Advanced Life Support (ALS) training. The Training Division provides the classes for emergency personnel required by local, state, and federal regulations. It also reviews, develops, and coordinates instruction on organizational procedures. This division is most closely aligned with the District's key strategic goals of "Foster an environment conducive to the safety and health of all members," and "Provide craftsmanship, innovation, and excellence throughout the organization." The District truly believes that a highly skilled and trained workforce, equipped with reliable and effective response tools, will contribute to the safety of its citizens.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$1,268,224	\$1,144,271	\$1,328,448	\$1,398,520
Materials and Services	263,693	226,202	394,473	339,977
Total Expenditures	\$1,531,917	\$1,370,473	\$1,722,921	\$1,738,497

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.00	5.00	5.00	5.00
Operations Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	2.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	9.00

2012-13 SIGNIFICANT CHANGES

Within Personnel Services, Union Overtime includes Training Officer overtime for conducting in-services and academies (\$33,701), Apparatus Operator Training (\$15,040), Incident Management Compliance Training relief (\$4,500), Mandatory Company Officer Drills (\$9,912), and other overtime for line Union personnel to teach, evaluate, and take skills training in specialized areas. One Administrative Assistant position was added, reflecting that this pre-existing position had been previously funded by an external program in its entirety, but that the position no longer has external funding.

The Materials and Services budget, Account 5361, Maintenance and Repair for Building and Building Improvements, accounts for a water system revamp project (\$25,900), training prop maintenance (\$4,500), as well as hydrant, general, and landscape maintenance. Account 5414, Other Professional Services includes funding for instructor fees for specialized driving instruction, 5th Tuesday Tactics, and wildland classes. Account 5416, Custodial and Building Services, reflects the costs of custodial services.

Training/Safety, continued

STATUS OF 2011-12 SERVICE MEASURES

- **Provide and document the federal, state, local, and organizationally mandated training requirements** for all District career and volunteer positions.

Goal(s): I, VIII
Service Type(s): Mandatory
Measured By: 100% compliance of all District members in their assigned positions.
Status or Outcome: SOG 11.1.10 was updated to reflect the change from calendar year to fiscal year for meeting compliance standards. 100% compliance by all personnel was achieved in fiscal year 2011-2012.

- **Work with Human Resources staff in the areas of selecting, hiring, and training new employees; promotional processes; supervisor and manager training; diversity training; and professional development.**

Goal(s): VI
Service Type(s): Essential
Measured By: Number of hiring processes, promotional processes, and professional development training hours.
Status or Outcome: Working closely with Human Resources, the organization graduated two twelve person recruit academies during the spring and summer of 2011. Training put on its annual career development day in November. Training and HR updated job descriptions for fire and EMS Training Officer positions, as well as developing a Civil Service examination for a vacant EMS Training Officer position created by retirement.

- **Continue to develop custom reports,** automating many training reports such as compliance training, individual training records, and hours of training delivered by Training Officers.

Goal(s): III
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.
Status or Outcome: With the support of Information Technology, all of the Training Division reports (e.g., Individual Mandatory Compliance Training [IMCT], fire hours, EMS hours, etc.) were updated and placed in a new format. The result for end users is that the reports are easier to locate and more user friendly. The most significant change was the IMCT format, allowing officers to run the report by station as opposed to job class, and the format also includes non-recurrent training for that fiscal year.

- **Participate in the Integrated Operations and EMS QI processes,** ensuring suppression forces are operating as efficiently and as safely as possible.

Goal(s): I, III, VIII
Service Type(s): Mandatory
Measured By: Biannual review and comparison of trend file items developed by Integrated Operations Risk Management process.
Status or Outcome: The Training Division continues to be represented on this committee to assist with analyzing of data as it pertains to the SOC. Relevant lessons learned on incidents are documented and used as a part of the Division's annual planning process.

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Continue to establish and build partnerships with public agencies and businesses** by promoting joint coordination of training props, academies, facilities, and instructors.

Goal(s): IV, VII
Service Type(s): Discretionary
Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.
Status or Outcome: The Training Division has agreements with Portland Community College, Hillsboro Fire Department, Western Washington County Training Officers Association, Tigard and Beaverton CERT, and Northwest Natural Gas to name just a few organizations that routinely use District Training Facilities (both North and South), instructors, etc. Combined, the sites were used 270 days, accumulating over 1,000 training hours.

- **Continue to provide technical assistance to all TVF&R Operating Centers and divisions** for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.

Goal(s): II, VI
Service Type(s): Mandatory
Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.
Status or Outcome: The Training Division ensures that promotional classes, including Wildland and Metro Fire Officers I and II, are offered on a timely basis for employees seeking advancement. Annual CPR/AED, bloodborne pathogens, and ALS Inservices are provided to personnel.

- **Continue to identify trends that develop from the centralized risk management data collection process** that includes Injury Reports, Damage Reports, Lost Equipment Reports, Unusual Event Reports (UERs), Training After Action Reports (AARs), and Post Incident Analysis (PIAs), and work with the appropriate division to develop corrective actions.

Goal(s): I, IV, VI, VII
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.
Status or Outcome: The Safety Committee is currently building data in trend files for review and analysis in the spring. Work with Information Technology to modernize the data collection aspect is also underway, with the timeline to be completed in spring of 2013

Training/Safety, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Provide multiple opportunities for fire critical skill (FCS) and core skills practice** to ensure safe and repeatable performance in low frequency/high risk maneuvers on the fire ground. The goal is 100% proficiency in NIOSH recommended survival skill training, predictable performance standards on emergency scenes, and reduction in untoward actions as noted in any post incident analysis.

Goal(s)/Call(s) for Action: IV, VI/C
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Increase as reflected in Capital Requests for props and in Integrated Operations for Fire Studio.
Partner(s): Integrated Operations, Media Services
Status or Outcome: The Fire Critical Skill program continues in its current format. A Project Action Team was formed to perform an analysis of injury data associated with these drills. That information was reviewed by the Safety Committee, who made some modification recommendations that are to be implemented in the spring of 2012. The program was expanded to also include the Basic Eight, a series of evolutions that provide training to fire personnel to perform at optimal levels.

- **Adopt scientific and standardized approach to fire behavior, initial actions, and overall strategy and tactics.**

Goal(s)/Cal(s) to Action: IV, VI/C
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Three year plan consisting of four phases of purchase and use of CFBT City Prop.
Partner(s): Integrated Operations, EMS/Health/Wellness, Finance
Status or Outcome: Fire Behavior Prop was purchased and placed on the grounds in late August; all requisite Training Bulletins, prop manuals, and safety reviews have been conducted. Test burns have been conducted to develop appropriate fuel load standards, nearly all fire behavior Instructors are trained on the new prop, and beginning in February 2012, all TVF&R Fire Companies will begin training in the new prop.

- **Complete the training catalog revision of the training module/integrated business operations system.**

Goal(s)/Call(s) for Action: VII
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Initial planning phase underway, funds requested in FY 2011-12
Partner(s): Information Technology, Integrated Operations
Status or Outcome: The funding for the consultant to assist the Division in identifying and selecting the appropriate system was not included in fiscal year 2011-12.

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Improve the organization's approach to risk management data input (reporting), trending, and analysis** to prevent occurrences of workplace accidents, injuries, exposures, infectious or hazardous materials, as well as damage to District resources.

Goal(s)/Call(s) for Action: IV, VI/C
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Initial planning finished, timelines set for Strategic Plan and implementation of educational component to assure accurate data
Partner(s): Information Technology, Integrated Operations
Status or Outcome: Station Inspection Program improvements are near completion. When done, the reporting system will catalog and track all violations electronically. The SOG has been reviewed and updated to reflect current practices; inspection training program has been implemented; trend files are being developed; and Project Action Teams (PAT) are reviewing data in those files to identify and predict future safety issues and develop new training or practices to address these issues.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Training Division reaccredited through DPSST for another five years.
- Developed electronic reporting system for Station Safety Inspection Program.
- Implemented initial training for station inspections.
- Built two new residential/commercial vertical ventilation props and SCBA Confidence Course props for both North and South Training Centers.
- Trained all line personnel on new SCBAs and air compressor systems as well as self-rescue bailout system.



Training/Safety, continued

2012-13 SERVICE MEASURES

	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Projected
Career Performance Training				
MCO Training	112	96	96	96
Fire Critical Skill/Core Training	400	368	368	368
Company Officer Inservice	24	24	24	24
January Inservice/CPR/AED	72	72	160	72
EMS Critical Skills	117	110	115	114
CFBT Bull Mountain\Acquired Structure	1,100		32	32
Night Drills	112	76	76	76
ALS Inservice	36	32	36	36
CFBT Self-Study Training	12	66	132	132
Entry Level Recruit Academy	760	920	880	760
Apparatus Operator Academy		184		184
Metro Fire Officer Academy	240	240	240	240
SCBA Training		128	40	
Benchmark Testing	198	28	144	60
Total Hours of Career Training	3,183	2,344	2,311	2,122
Volunteer Performance Training				
Recruit Academy	90	90	90*	90*
Fire Training	70	90	90	90*
EMS Continuing Education	65	72	72	72*
Apparatus Operator Academy	64	46	60	60*
Total Hours of Volunteer Training	289	298	312	312

*Academy done jointly with Washington County Training Officers Association.

- Provide and document the federal, state, local, and organizationally mandated training requirements for all District career and volunteer positions.

Goal(s): I/D, VI/A and B
Service Type(s): Mandatory
Measured By: 100% compliance of all District members in their assigned positions.

- Work with Human Resources staff in the areas of selecting, hiring, and training new employees; promotional processes; supervisor and manager training; diversity training; and professional development.

Goal(s): VI/B and C; V/A
Service Type(s): Essential
Measured By: Number of hiring processes, promotional processes, and professional development training hours.

- Continue to develop custom reports, automating many training reports such as compliance training, individual training records, and hours of training delivered by Training Officers.

Goal(s): VI/B
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.

2012-13 SERVICE MEASURES, CONTINUED

- **Participate in Integrated Operations and EMS QI processes**, ensuring suppression forces are operating as efficiently and safely as possible.

Goal(s): I/D, VI/B and D
Service Type(s): Mandatory
Measured By: Biannual review and comparison of trend file items developed by Integrated Operations Risk Management process.

- **Continue to establish and build partnerships with public agencies and businesses** by promoting joint coordination of training props, academies, facilities, and instructors.

Goal(s): VII/A and B
Service Type(s): Discretionary
Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.

- **Continue to provide technical assistance to all TVF&R Operating Centers and divisions** for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.

Goal(s): I/D, III/A
Service Type(s): Mandatory
Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.

- **Continue to identify trends that develop from the centralized risk management data collection process** that include Injury Reports, Damage Reports, Lost Equipment Reports, Unusual Event Reports (UERs), Training After Action Reports (AARs), and Post Incident Analysis (PIAs), and work with the appropriate division to develop corrective actions.

Goal(s): IV/A and C; VI/B and D
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.

2012-13 CHANGE STRATEGIES

- **Complete the planning process for replacing the Training Records Management System to effectively manage training records for the District.** This is last remaining module of FireRMS.

Goal(s)/Call(s) for Action: VI/6
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Initial planning phase underway, funds requested in fiscal year 2011-12
Partner(s): Information Technology, Integrated Operations

2012-13 CHANGE STRATEGIES, CONTINUED

Training/Safety, continued

- **Improve the organization's approach to data input (reporting), trending, and analysis** to prevent occurrences of workplace accidents, injuries, exposures, infectious or hazardous materials, as well as damage to District resources.

Goal(s)/Call(s) for Action: I/5, VI/6, IV/7
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Initial planning finished, timelines set for Strategic Plan and implementation of educational component to assure accurate data
Partner(s): Information Technology, Integrated Operations

- **Provide multiple opportunities for fire critical skill (FCS) and core skills practice** to ensure safe and repeatable performance in low frequency/high risk maneuvers on the fire ground. The goal is 100% proficiency in NIOSH recommended survival skill training, predictable performance standards on emergency scenes, and reduction in untoward actions as noted in any post incident analysis.

Goal(s)/Call(s) for Action: I, IV/3, VI/C, 6 and 7
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Increase as reflected in Capital Requests for props and in Integrated Operations for Fire Studio.
Partner(s): Integrated Operations, Media Services, Safety Committee

- **Adopt scientific and standardized approach to fire behavior, initial actions, and overall strategy and tactics.**

Goal(s)/Cal(s) for Action: IV/C, VI/B and C
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Three year plan consisting of four phases of purchase and use of CFBT City Prop.
Partner(s): Integrated Operations, EMS/Health/Wellness, Finance

- **Improve the organization's approach to data input (reporting), trending, and analysis** to prevent occurrences of workplace accidents, injuries, exposures, infectious or hazardous materials, as well as damage to District resources.

Goal(s)/Call(s) for Action: I/5, VI/6, IV/7
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Initial planning finished, timelines set for Strategic Plan and implementation of educational component to assure accurate data
Partner(s): Information Technology, Integrated Operations

Training/Safety, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10402 General Fund						
5001 Salaries & Wages Union	484,854	432,657	440,657	455,304	455,304	455,304
5002 Salaries & Wages Nonunion	196,689	207,358	207,816	253,628	253,628	253,628
5003 Vacation Taken Union	57,549	55,896	43,581	32,911	32,911	32,911
5004 Vacation Taken Nonunion	17,162	13,877	20,346	20,519	20,519	20,519
5005 Sick Leave Taken Union	36,110	3,691		9,403	9,403	9,403
5006 Sick Taken Nonunion	2,513	2,660		3,870	3,870	3,870
5007 Personal Leave Taken Union	3,713	3,852		4,702	4,702	4,702
5008 Personal Leave Taken Nonunion	1,520	2,330		1,658	1,658	1,658
5010 Comp Taken Nonunion	1,014	59				
5015 Vacation Sold	4,249	2,359	10,245	14,607	14,607	14,607
5016 Vacation Sold at Retirement			13,660	14,607	14,607	14,607
5017 PEHP Vac Sold at Retirement	16,719	3,724				
5020 Deferred Comp Match Union	8,659	16,186	16,948	18,806	18,806	18,806
5021 Deferred Comp Match Nonunion	5,765	5,788	16,948	11,056	11,056	11,056
5054 Other/FTO Premium			1,200	1,200	1,200	1,200
5120 Overtime Union	42,998	41,800	124,613	101,309	101,309	101,309
5121 Overtime Nonunion	2,124	777	3,106	2,000	2,000	2,000
5201 PERS Taxes	163,810	146,961	173,848	189,888	189,888	189,888
5203 FICA/MEDI	58,470	55,090	68,532	72,778	72,778	72,778
5206 Worker's Comp	10,728	11,953	24,908	26,801	26,801	26,801
5207 TriMet/Wilsonville Tax	5,606	5,112	6,197	6,677	6,677	6,677
5208 OR Worker's Benefit Fund Tax	233	211	283	318	318	318
5210 Medical Ins Union	90,487	77,973	91,017	82,742	82,742	82,742
5211 Medical Ins Nonunion	38,568	34,830	40,773	47,026	47,026	47,026
5220 Post Retire Ins Union	3,550	3,000	3,000	2,400	2,400	2,400
5221 Post Retire Ins Nonunion	2,925	2,475	2,700	3,600	3,600	3,600
5230 Dental Ins Nonunion	5,226	4,893	5,299	6,091	6,091	6,091
5240 Life/Disability Insurance	2,531	2,271	2,621	3,929	3,929	3,929
5260 Employee Assist Insurance		(5)				
5270 Uniform Allowance	1,203	733	1,750	2,200	2,200	2,200
5290 Employee Tuition Reimburse	2,049		2,640	2,730	2,730	2,730
5295 Vehicle Allowance	1,200	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	1,268,225	1,144,271	1,328,448	1,398,520	1,398,520	1,398,520
5300 Office Supplies	6,400	4,124	5,145	5,000	5,000	5,000
5301 Special Department Supplies	11,434	7,809	5,400	6,500	6,500	6,500
5302 Training Supplies	53,014	43,711	53,460	38,731	38,731	38,731
5305 Fire Extinguisher		192		500	500	500
5306 Photography Supplies & Process			1,200			
5320 EMS Supplies	10,518	10,312	3,985	3,635	3,635	3,635
5321 Fire Fighting Supplies	679	1,530	2,000	1,500	1,500	1,500
5323 Food Service	2,324					
5325 Protective Clothing	570	1,323	2,150	1,500	1,500	1,500
5330 Noncapital Furniture & Equip	233	797		3,990	3,990	3,990
5350 Apparatus Fuel/Lubricants	15,272	17,193	19,250	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	42,595	29,407	108,717	85,568	85,568	85,568

Training/Safety, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10402 General Fund						
5365 M&R Firefight Equip	495	773	2,500	2,500	2,500	2,500
5367 M&R Office Equip	3,682	3,013	11,000	7,941	7,941	7,941
5414 Other Professional Services	5,347	8,182	22,200	11,400	11,400	11,400
5415 Printing	211	187	500	250	250	250
5416 Custodial & Bldg Services	14,487		24,044	23,370	23,370	23,370
5417 Temporary Services	10,129	8,967	8,000	4,000	4,000	4,000
5432 Natural Gas	16,540	13,933	21,120	21,120	21,120	21,120
5433 Electricity	46,228	53,579	53,357	55,597	55,597	55,597
5436 Garbage	12,578	11,556	13,056	12,000	12,000	12,000
5450 Rental of Equip	3,137	1,469	2,000	3,700	3,700	3,700
5461 External Training	2,715	3,947	10,040	9,210	9,210	9,210
5462 Travel and Per Diem	279	74	4,950	5,510	5,510	5,510
5471 Citizen Awards	28					
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5484 Postage UPS & Shipping	468	710	950	1,200	1,200	1,200
5500 Dues & Subscriptions	828	1,353	2,880	1,905	1,905	1,905
5570 Misc Business Exp	114	1,132	2,220	2,300	2,300	2,300
5571 Planning Retreat Expense	2,837	438	750	550	550	550
5572 Advertis/Public Notice		81				
5575 Laundry/Repair Expense	552	412	599	500	500	500
Total Materials & Services	263,693	226,202	394,473	339,977	339,977	339,977
Total General Fund	1,531,917	1,370,473	1,722,921	1,738,497	1,738,497	1,738,497

External Training

Fund 10 • Directorate 04 • Division 40 • Department 420

PROGRAM DESCRIPTION

This cost center was established to account for the revenues and expenditures associated with the External Training Program, which provides training to District businesses in areas such as hazardous materials or emergency response teams.

BUDGET SUMMARY

Revenues	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Charges for Services	\$16,397	\$37,578	\$21,502	\$28,710
Rental Revenue	3,680	4,098	750	
Miscellaneous Revenue	3,033	5,2790	0	
Total Revenues	\$22,906	\$29,400	\$22,252	\$28,710

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2011-12 Budget
Personnel Services	\$9,106	\$6,787	\$12,746	\$25,293
Materials and Services	8,627	10,800	9,588	7,552
Total Expenditures	\$17,733	\$17,587	\$22,334	\$32,845

2012-13 SIGNIFICANT CHANGES

External Training's budget reflects instructor overtime costs and training materials associated with planned classes. The training program is expected to return revenues greater than expenditures each year, although it is more conservatively budgeted in fiscal year 2012-13.

STATUS OF 2011-12 SERVICE MEASURES

- **Market and deliver** one set of Hazardous Materials Weeks 1 and 2 and Weeks 3 and 4 classes.

Goal(s): I, III
Service Type(s): Core
Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.
Status or Outcome: Delivered one Hazardous Materials Technician 1-4 class, six students from outside agencies and two for TVF&R's Hazardous Materials Team.

- **Deliver a total of six CERT refresher classes.**

Goal(s): IV
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.
Status or Outcome: Delivered a total of eight classes for fiscal year 2011-12

STATUS OF 2011-12 CHANGE STRATEGIES

- None

External Training, continued

2011-12 ADDITIONAL ACCOMPLISHMENTS

- None

2012-13 SERVICE MEASURES

- Market and deliver one set of Hazardous Materials Weeks 1 and 2 and Weeks 3 and 4 classes.

Goal(s): I, III
Service Type(s): Core
Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.

- Deliver a total of six CERT refresher classes.

Goal(s): VII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.

2012-13 CHANGE STRATEGIES

- None

External Training, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10420 General Fund						
5120 Overtime Union	6,864	4,919	9,745	19,440	19,440	19,440
5201 PERS Taxes	1,313	933	1,945	3,880	3,880	3,880
5203 FICA/MEDI	524	373	745	1,487	1,487	1,487
5206 Worker's Comp	356	526	244	350	350	350
5207 TriMet/Wilsonville Tax	47	34	67	136	136	136
5208 OR Worker's Benefit Fund Tax	2	2				
Total Personnel Services	9,106	6,787	12,746	25,293	25,293	25,293
5300 Office Supplies			188	100	100	100
5301 Special Department Supplies	293		2,500	2,500	2,500	2,500
5302 Training Supplies	2,265	958	2,500	172	172	172
5305 Fire Extinguisher	1,517	2,757		500	500	500
5306 Photography Supplies & Process	43					
5323 Food Service	2,760					
5365 M&R Firefight Equip		496				
5414 Other Professional Services	1,750	2,814				
5450 Rental of Equip		3,120	1,400	780	780	780
5570 Misc Business Exp		655	3,000	3,500	3,500	3,500
Total Materials & Services	8,627	10,800	9,588	7,552	7,552	7,552
Total General Fund	17,733	17,587	22,334	32,845	32,845	32,845

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Recruits

Fund 10 • Directorate 04 • Division 40 • Department 230

PROGRAM DESCRIPTION

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training academy. Full-time equivalent recruit employees represent 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 eight to nine months in order to complete their first year of probation.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$433,235	\$561,881	\$975,276	\$979,937
Materials and Services	84,436	101,697	122,759	108,495
Total Expenditures	\$517,671	\$663,578	\$1,098,035	\$1,088,432

2012-13 SIGNIFICANT CHANGES

The budget reflects plans for one sixteen week, sixteen-person, entry level firefighter academy, which requires funding for the equivalent of 5.55 firefighter FTEs, and approximately 1.64 Training Officer FTE in assigned instructor costs. The number of recruits needed reflects the estimated amount necessary to fill projected retirements and Kelly relief staffing changes.

STATUS OF 2011-12 SERVICE MEASURES

- **Measure of recruits who graduate from the academy** versus recruits who successfully complete the Field Training Evaluation Program (FTEP) and trial service period.

Goal(s):	IV, VI
Service Type(s):	Essential
Measured By:	Academy graduates versus successful completion of trial period; goal is to have 100% of academy graduates successfully complete trial service period.
Status or Outcome:	In fiscal year 2011-12, TVF&R put on two recruit academies, 11-01 and 11-02. To date, Academy 11-01 has had one firefighter terminated after the academy; no one has been terminated from Academy 11-02.

Recruits, continued

STATUS OF 2011-12 CHANGE STRATEGIES

- **Organize recruit academy fitness program to gather and analyze data on recruit fitness prior to and at the beginning of each academy.** This program will improve overall recruit fitness, reduce injuries during the academy, and prepare recruits for physical requirement of the job. The recorded fitness levels of recruits will assist in development of baseline fitness levels that will be of use in two ways - fitness as a way of predicting recruit success/failure in the academy, and later in the employee's career. This statistic will be one of many barometers in assessing the success of the Wellness Program.

Goal(s)/Calls for Action: IV
Budget Impact: Increase required
Duration: Year 2 of 4
Budget Description: The continuation of the fitness forum session is designed to occur ten to twelve weeks prior to start of recruit academy. It requires the participation of peer fitness trainers during the forum, resulting in some overtime costs. Components to be analyzed are the five components of fitness (body composition, muscular strength, muscular endurance, cardio respiratory endurance, and flexibility).
Partner(s): EMS/Health/Wellness, Human Resources, Risk Management
Status or Outcome: Two Recruit Academies were held in fiscal year 2011-12. Training was able to bring recruits in per practice twelve weeks prior to the 11-01 academy; however, because of timelines not controlled by TVF&R, the recruits of Academy 11-02 were brought in four weeks prior to the academy. Accordingly, the 11-02 Academy lost a recruit within the first week due to fit for duty issues (fitness level).

- **Develop and implement recruit academy curriculum** pertaining to the organizational values, concepts and strategies associated with community risk reduction.

Goal(s)/Calls for Action: VI/A
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: One of the strategic goals at TVF&R is to reduce the number and severity of injuries within the District. Firefighters need to be just as committed to prevention and preparation as they are to responding to emergencies, and community risk reduction curriculum in the recruit academy is critical to this mission.
Partner(s): Fire Chief's Office, Integrated Operations, Planning
Status or Outcome: The concept of community risk reduction was presented to both the 11-01 and 11-02 Academies. While the concept was new, the message has resonated with the recruits according to their Field Training Officers. The recommendation from Planning and the Chief Training Officer is for the presentation in the future to be done by the Public Education Chief Officer and a Company Officer who has fully implemented this concept and understands the "Prevent, Prepare, Respond" mantra.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- With assistance from several other Divisions (IT, Facilities, North Operating Center) was able to ensure the North Training Classrooms and grounds were ready for the Academy 11-02 and future operations.
- Instructed and ran two Recruit Academies simultaneously.
- Implemented new field training officer (FTO) website.
- Volunteered to the community through Academy 11-02 participation in the IAFF MDA Camp.

2012-13 SERVICE MEASURES

- **Measure of recruits** who graduate from the academy versus recruits who successfully complete the Field Training Evaluation Program (FTEP) and trial service period.

Goal(s): IV, VI
Service Type(s): Essential
Measured By: Academy graduates versus successful completion of trial period; the goal is to have 100% of academy graduates successfully complete trial service period.

2012-13 CHANGE STRATEGIES

- **Organize recruit academy fitness program to gather and analyze data on recruit fitness prior to and at the beginning of each academy.** This program will improve overall recruit fitness, reduce injuries during the academy, and prepare recruits for physical requirement of the job. The recorded fitness levels of recruits will assist in development of baseline fitness levels that will be of use in two ways - fitness as a way of predicting recruit success/failure in the academy, and later in the employee's career. This statistic will be one of many barometers in assessing the success of the Wellness Program.

Goal(s)/Calls for Action: IV
Budget Impact: Increase required
Duration: Year 3 of 4
Budget Description: The continuation of the fitness forum session is designed to occur ten to twelve weeks prior to the start of the recruit academy. It requires the participation of peer fitness trainers during the forum, resulting in some overtime costs. Components to be analyzed are the five components of fitness (body composition, muscular strength, muscular endurance, cardiorespiratory endurance, and flexibility).
Partner(s): EMS/Health/Wellness, Human Resources, Risk Management

- **Develop and implement recruit academy curriculum** pertaining to the organizational values, concepts and strategies associated with community risk reduction.

Goal(s)/Calls for Action: IV/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: One of the strategic goals at TVF&R is to reduce the number and severity of injuries within the District. Firefighters need to be just as committed to prevention and preparation as they are to responding to emergencies; community risk reduction curriculum in the Recruit Academy is critical to this mission
Partner(s): Fire Chief's Office, Integrated Operations, Planning

Recruits, continued

	Actual Prior FY 2010	Actual Prior FY 2011	Budget Prior FY 2012	Budget Proposed FY 2013	Budget Approved FY 2013	Budget Adopted FY 2013
10230 General Fund						
5001 Salaries & Wages Union	244,091	311,457	487,628	477,574	477,574	477,574
5003 Vacation Taken Union	3,625	1,659	64,539	63,150	63,150	63,150
5005 Sick Leave Taken Union	4,041	2,402	21,513	16,915	16,915	16,915
5007 Personal Leave Taken Union				6,202	6,202	6,202
5016 Vacation Sold at Retirement	1,853			1,240	1,240	1,240
5017 PEHP Vac Sold at Retirement				3,270	3,270	3,270
5020 Deferred Comp Match Union	168	4,565	5,618	6,110	6,110	6,110
5101 Vacation Relief				17,520	17,520	17,520
5105 Sick Relief				4,277	4,277	4,277
5106 On the Job Injury Relief				978	978	978
5107 Short Term Disability Relief				693	693	693
5110 Personal Leave Relief				2,215	2,215	2,215
5118 Standby Overtime			459	168	168	168
5120 Overtime Union	3,704	6,173	27,348	18,865	18,865	18,865
5201 PERS Taxes	18,128	34,290	121,178	123,575	123,575	123,575
5203 FICA/MEDI	19,503	24,558	46,444	47,362	47,362	47,362
5206 Worker's Comp	13,106	20,051	18,973	21,050	21,050	21,050
5207 TriMet/Wilsonville Tax	1,711	2,246	4,200	4,345	4,345	4,345
5208 OR Worker's Benefit Fund Tax	141	147	360	168	168	168
5210 Medical Ins Union	97,713	119,569	136,525	128,819	128,819	128,819
5220 Post Retire Ins Union		900	981	981	981	981
5270 Uniform Allowance	25,452	32,116	33,825	32,960	32,960	32,960
5290 Employee Tuition Reimburse		1,749	5,685	1,500	1,500	1,500
Total Personnel Services	433,235	561,881	975,276	979,937	979,937	979,937
5300 Office Supplies		375	2,160	500	500	500
5301 Special Department Supplies	1,663	2,521	1,000	1,500	1,500	1,500
5302 Training Supplies	6,597	15,759	17,787	12,789	12,789	12,789
5305 Fire Extinguisher	566	726	4,608	500	500	500
5320 EMS Supplies	497	1,933	750	1,806	1,806	1,806
5321 Fire Fighting Supplies	10,943	5,371	8,200	8,800	8,800	8,800
5323 Food Service	471					
5325 Protective Clothing	57,755	65,197	71,280	68,000	68,000	68,000
5350 Apparatus Fuel/Lubricants		51				
5365 M&R Firefight Equip	852	2,627	2,500	2,500	2,500	2,500
5414 Other Professional Services	640		750	750	750	750
5415 Printing		1,984	750	750	750	750
5417 Temporary Services	3,257	3,990	9,600	9,600	9,600	9,600
5436 Garbage		288	1,400			
5462 Travel and Per Diem	11	16				
5484 Postage UPS & Shipping	25	46		50	50	50
5570 Misc Business Exp	89	813	974	950	950	950
5575 Laundry/Repair Expense	1,070		1,000			
Total Materials & Services	84,436	101,697	122,759	108,495	108,495	108,495
Total General Fund	517,671	663,578	1,098,035	1,088,432	1,088,432	1,088,432

Apparatus Fund

Fund 21 • Special Revenue Fund Type

FUND DESCRIPTION

The Apparatus Fund is a special revenue fund designated for the purchase of emergency response apparatus. Requirements for this fund are generally in accordance with the District's long-term capital replacement plan. The General Fund's local option tax levy provides property tax resources to be transferred to this fund to provide apparatus funding. This fund is expected to have limited activity until after 2014-15, as the District utilizes the proceeds of its general obligation bonds in the Capital Projects fund to purchase emergency response apparatus.

The apparatus replacement section of the Capital Plan is affected by several factors and the plan is reviewed and updated annually. Planning factors include the extended order-to-receipt time of approximately nine months for fire engines and ladder trucks as the apparatus are constructed to District specifications; as well as apparatus deployment needs of Integrated Operations as they adjust units deployed to meet increased population and response needs. An ongoing Apparatus Planning Committee is utilized to keep up-to-date and prepared for the future. Apparatus are relocated throughout the District to make best use of their particular technical support capabilities, such as a narrow turning radius, water supply capabilities, rural/urban interface abilities, and all terrain capabilities and based upon continued analysis of best deployment models. The apparatus response requirements for industrial areas, residential areas, and wildland areas differ.

Funding for the ongoing requirements has been provided by working capital brought forward from the prior fiscal year, transfers from the General Fund, interest earnings on invested funds, and any proceeds from the sale of emergency response vehicles purchased from this fund.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Contingency			\$ 500,000	\$ 500,000
Ending Fund Balance	\$1,776,988	\$1,790,728	2,487,120	2,573,264
Total Expenditures	\$1,776,988	\$1,790,728	\$2,987,120	\$3,073,264

LONG-TERM PLANNING

Apparatus replacement requires long-term financial planning. Below is a schedule of anticipated apparatus replacement that is largely expected to be funded with general obligation bonds in the Capital Projects Fund through 2013-14, and then through the Apparatus Fund.

Apparatus	2012-13	2013-14	2014-15	2015-16	2016-17
Engines	\$1,150,000	\$1,200,000	\$1,240,000	\$1,328,000	\$1,368,000
Trucks		1,001,334			971,625
Brush Units	125,000	390,000			
Rehabilitation Units					
Medic Units					
Special Purpose		240,000			
Tenders	700,000		410,000		
Total	\$1,975,000	\$2,831,334	\$1,650,000	\$1,328,000	\$2,339,625

Apparatus Fund, continued

OPERATING BUDGET

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

Apparatus	2007-08	2008-09	2009-10	2010-11	2011-12
Engines	\$22,980	\$26,854	\$30,582	\$18,505	\$23,693
Trucks	38,910	42,490	49,800	31,722	33,475
Aerial Pumpers	34,196	41,668	44,500	31,412	38,404
Light/Heavy Brush Rigs	13,232	8,326	10,190	5,650	5,376
Specialty ⁽¹⁾	6,487	5,479	5,980	5,841	6,782
Tenders	2,881	3,901	4,569	5,028	6,989

⁽¹⁾ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, Medics, Cars, and Rehab units.

These costs are budgeted within the Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 5% to 10%. This increase is directly caused by rising costs in maintenance parts, fuel, lubricants, and outsourced vendor labor rates. Although fleet maintenance costs will occasionally flat line and/or decrease from time to time, this condition is normally short-lived due to several reasons.

When new apparatus are purchased, they come with a manufacturer's warranty that allows certain maintenance work to be performed at no cost to the District. Depending upon how many apparatus and how close together the purchases are, this can create a lower cost effect.

Also, Fleet has moved from a cost per mile to a cost per hour method to allow for the accurate ability to track apparatus maintenance costs. This change has temporarily lowered the fleet costing trend, since the District's vehicles do not travel great distance, and at times, are deployed in a way that mileage is hardly a factor; the costs per hour model is a more accurate way to track true costs and vehicle utilization. As apparatus are placed in a lower deployment method, Fleet and Integrated Operations will evaluate the need versus the true costs to consider the value in keeping or redeploying the apparatus to allow full functionality and cost utilization of each vehicle. As apparatus age and are replaced, it is expected that all of the replaced apparatus will be designated as surplus equipment. Proceeds from the sale of surplus apparatus are returned to this fund or the capital projects fund (depending upon funding source) for utilization in future years.



Apparatus Fund, continued

Historical Data			Budget for Next Year 2012-13			
Actual First Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 1,144,518	\$ 1,776,988	\$ 1,790,991	Beginning Fund Balance	\$ 2,560,462	\$ 2,560,462	\$ 2,560,462
9,970	9,129	9,392	Earnings from Temporary Investments	12,802	12,802	12,802
122,500	4,611		Surplus Property Income			
500,000		1,186,737	Transfer from Other Funds	500,000	500,000	500,000
\$ 1,776,988	\$ 1,790,728	\$ 2,987,120	Total Resources	\$ 3,073,264	\$ 3,073,264	\$ 3,073,264
			Requirements			
		\$ 500,000	Capital Outlay			
			Contingency	\$ 500,000	\$ 500,000	\$ 500,000
\$ 1,776,988	\$ 1,790,728	2,487,120	Reserved for Future Expenditures	2,573,264	2,573,264	2,573,264
\$ 1,776,988	\$ 1,790,728	\$ 2,987,120	Total Requirements	\$ 3,073,264	\$ 3,073,264	\$ 3,073,264

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Capital Improvements Fund

Fund 22 • Special Revenue Fund Type

FUND DESCRIPTION

The Capital Improvements Fund accounts for capital expenditures used to support day-to-day operations that the District classifies as “small capital” items or “operating capital” items. This fund accounts for the purchase of equipment and furniture that cannot be funded through general obligation bonds under Oregon law, and equipment that generally must be regularly replaced, such as firefighting equipment or computers. The renewal of the local option tax levy, approved by voters in November 2008, continues to provide resources for this fund, in addition to normal General Fund transfers to provide resources for specialized emergency response technologies, such as self-contained breathing apparatus and response aids.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Capital Outlay	\$2,772,536	\$3,189,636	\$2,628,742	\$3,004,701
Contingency			2,683,160	2,648,870
Reserved for Future	6,063,701	1,865,391	3,337,601	2,863,487
Total Expenditures	\$8,836,237	\$5,055,027	\$8,649,503	\$8,517,058

2012-13 SIGNIFICANT CHANGES

Because this fund is utilized to account for the “operating” equipment needed to operate the fire department, the items are detailed by type and managing cost center. The fund’s expenditures this year are in accordance with the District’s normal replacement schedule for existing equipment and to purchase furnishings and equipment for new fire stations. Communications equipment (MDTs, radios, lighting packages, etc.) for new apparatus purchases are budgeted as well as the capital replacement of cardiac monitors. In addition, an estimated placeholder is included to purchase GIS Enterprise Servers.

Capital Improvements Fund, continued

5610 Building & Bldg Improv

22033 Station 33 Sherwood

Energy upgrades	Replace older HVAC units (>15 years old) with more efficient HVAC units.	14,375
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22064 Station 64 Somerset

Energy upgrades	Replace older HVAC units (>15 years old) with more efficient HVAC units.	8,750
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Total	23,125
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5615 Vehicles & Apparatus

22200 Integrated Operations Admin

Fire Investigation Unit backup camera	To increase safety due to poor rear visibility and lack of backers during incidents. One person primarily drives the unit and is on-scene after other personnel have left.	1,600
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22571 Fleet Maintenance

Staff vehicle capital replacement, Facilities Maintenance service trucks	This vehicle purchase request is a carryover from the 2011 replacement plan. The Fleet Manager decided to hold off on replacing the first two Facilities Maintenance vehicles for one year to work with the Facilities Manager to vet out the future deployment plan of the Facilities Maintenance vehicles to ensure the proper units will fit the intended need. This purchase will be for the chassis only, the original service bodies will be reused with some refinishing, such as paint touch up and compartment configuration for tool and inventory storage.	52,000
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Pool vehicle capital replacement, SUV	This vehicle purchase request is a carryover from the 2011 replacement plan. The Fleet Manager decided to hold off on requesting the purchase of this vehicle in fiscal year 2011 because the replacement vehicle had not reached its complete life cycle. The replacement vehicle will be at an estimated 118,000 miles by fiscal year 12 and is now at a time and mileage that makes better sense for replacement.	21,000
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Staff vehicle capital replacement, DC response vehicle 1-599	This vehicle replacement request is in line with the scheduled replacement plan for this vehicle. This vehicle was originally scheduled to be replaced in 2010. The vehicle's life cycle was extended for three additional years. This vehicle will have an estimated 118,000 miles at time of replacement.	36,000
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Equipment for staff vehicle replacement, Facilities Maintenance service trucks	Set up equipment including brackets, fabrication of tool and parts compartments, decals, and touchup paint of reused service body.	14,400
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Apparatus set-up for replacement pumper	Fleet fabrication, bracket installation, and compartment configuration for firefighting equipment and logos.	10,000
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Staff vehicle capital replacement.	Request to replace two FCO vehicles to standardize the type of vehicles and to better fit the functionality of the Fire Chief's office staff.	72,000
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Capital Improvements Fund, continued

Apparatus set-up for Heavy Rescue Unit	Customization and fabrication of compartments to store fire fighting equipment.	10,000
	Total	217,000

5620 Firefighting Equip

22170 Logistics Administration

RPP: Crew communications equipment	This is a rollover from previous budget: SCBA mask integrated voice communications devices per request in Respiratory Protection Program.	165,010
RPP: SCBA cylinders	Final purchase of SCBA cylinders from the approved Agenda Bill.	131,790
R.I.T. packs	Part of the RPP approved by the Board Agenda Bill in FY11	34,290

22571 Fleet Maintenance

Apparatus set-up, carryover for Light Brush Unit	Fleet fabrication, bracket installation, and compartment configuration for firefighting equipment and logos. This is a carry over from fiscal year 2012.	4,000
Apparatus set-up carryover for Tenders	Fleet fabrication, bracket installation, and compartment configuration for firefighting equipment and logos. This is a carry over from fiscal year 2012.	10,000
Equipment for staff vehicle replacement, DC response vehicle.	Set up equipment including brackets, fabrication of boxes to store PPE and SCBA. Installation of decals and miscellaneous consumables as needed.	5,000
Apparatus set-up for Heavy Rescue Unit	Fleet fabrication, bracket installation and compartment configuration for firefighting equipment (tool boxes) and logos .	5,000
Apparatus set-up for Replacement Pumper	Customization and fabrication of cab map box and load circuitry, logos, tire chains.	10,000
Equipment for staff vehicle replacement, Facilities Maintenance service trucks	Set up equipment.	1,600
	Total	366,690

5625 EMS Equip

22421 EMS/Health/Wellness

Cardiac Monitor Purchase	Required to maintain service to District customers for Emergency Medical care as a core mission. Reducing the severity of emergency calls in Goal 1 by rapidly acquiring and transmitting 12-leads to hospitals to improve patient outcome. As part of the CQI process in Goal #6 to improve cardiac care, specifically in cardiac arrest and STEMI patients.	1,400,000
Noncapital Furniture and Equipment	One, static 12-lead machine for pre-physicals.	3,800
	Total	1,403,800

5630 Office Equip & Furn

22056 Station 56 Elligsen Road

New Construction Station Furniture	As outlined in FFE list.	8,000
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Capital Improvements Fund, continued

New Construction Office Furniture	As outlined in FFE list.	9,000
22065 Station 65 West Slope		
New construction station furniture	As outlined in FFE list.	8,000
New construction office furniture	As outlined in FFE list.	9,000
22451 Media Services		
Camera tripod	For use with second field camera. This tripod would replace a 15-year-old Bogen tripod that was not built to hold the weight of the current camera very well. With two complete field set-ups, staff are better able to shoot multi-camera productions at different locations.	1,919
22600 South Operating Center		
South Operating Center furniture	District standard furniture for the new South Operating Center workstations. Values based on estimate provided through Logistics.	224,863
South Operating Center patio furniture	District standard patio furniture. Values based on estimate provided through Logistics.	4,100
Total		264,882
5635 Building Equipment		
22034 Station 34 Tualatin		
Storage shed	Station 34 has four outside storage sheds. Two are used exclusively for Hazmat storage, and the remaining two are for landscape maintenance equipment and miscellaneous storage. Two of the sheds are suffering from dry rot and have water leaks. It is proposed that the two old sheds be disposed of and one shed be purchased as a replacement. The proposed shed will be identical to the remaining two sheds.	3,732
22170 Logistics Administration		
Washer/Dryer/Other major appliance replacements	Money for new/replacement if required for turn out washers (2 @ \$10,000). Routine maintenance /replacement at stations (3 washers @ \$1,500 and 3 dryers@ \$1,200). Also \$7,000 set aside for replacement of major appliances in the stations (refrigerators, dishwashers, microwaves, etc.).	6,000
22200 Integrated Operations Admin		
Major Appliance Replacement	Major appliance replacement funds for the Integrated Operations directorate.	30,000
Total		39,732

Capital Improvements Fund, continued

5640 Physical Fitness Equip

22421 EMS/Health/Wellness

Fitness equipment: Station 56	This equipment was approved in fiscal year 2011 -12 and is being carried over to fiscal year 2012-13. The following equipment will allow the District to reach its goal of a comparable inventory in all 23 fitness rooms: Treadmill (\$5,000), Functional Trainer (\$3,049), Versa Climber (\$3,395), Pull-up bar (\$160), and Squat Rack (\$1,290). Since this District location will also house the South Division office, an additional treadmill was budgeted to address the additional staff utilizing the room. District Goal #4.	12,894
Fitness Equipment	The long-term goal is to maintain a comparable inventory of equipment in all 23 fitness rooms. Although several pieces of equipment are over their intended lifespan, most are operational due to periodic preventative maintenance. These funds are for fitness equipment replacement when failure occurs, such as parts being obsolete or repairs exceeding the cost of the equipment. Comparable replacement equipment will be purchased in line with the Fitness Equipment Standard. Examples of current equipment purchases to maintain comparable inventory include; Treadmill (\$5,000), Functional Trainer (\$3,049), Versa Climber (\$3,395) and pull-up bar (\$160). District Goal #4.	15,000
Fitness equipment: Station 65	This equipment was approved in fiscal year 2011 -12 and is being carried over to fiscal year 2012-13. The following equipment will allow the District to reach its goal of a comparable inventory in all 23 fitness rooms: Functional Trainer (\$3,049), Versa Climber (\$3,395), TRX (\$189), pull-up bar (\$160), and misc. small equipment such as stability balls, bands, foam rollers (\$301). District Goal #4,	7,094
Total		34,988

5645 Shop Equipment

22571 Fleet Maintenance

Apparatus wheel lifts (Hetra)	Two additional Hetra Lifts will give the shop greater flexibility in arranging repairs for trucks and engines. Currently, Fleet has ten lifts that can lift one truck and an engine or two engines. The addition of two lifts will allow staff to lift two trucks or three engines.	22,000
Total		22,000

5650 Communications Equip

22056 Station 56 Elligsen Road

Specialized equipment	Communications equipment for fire station	20,845
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Capital Improvements Fund, continued

22175 Communications

Leased line replacement	Request to replace the leased-pair copper lines that interface with the DTMF box that triggers a relay in the Omron tap out hardware. Due to the age of the technology and the lack of parts, technical support, and expense of the lines, it is recommended to move towards an IP-based interface in the fire stations. Communications pays \$25,000/year for the leased lines. When they fail, it is very challenging to find a telecomm technician who knows how to troubleshoot and fix the problem because of the age of the technology. The most recent failure occurred at Station 52 within the last few months. It took all day for Verizon to fix it. Request is for 20 units, a digital backup system, and radio interface cables. Two units purchased for proof of concept in fiscal year 2012 (Stations 50 and temporary Station 56). See 10175/5364 for maintenance item. WCCCA programming fees are captured in separate line item in 10175/5364.	45,000
Lighting package for new light brush unit	Carried forward from FY12 due to scheduling changes for apparatus (pairs with comms package in 22175/5650. Light package is not available from most brush rig unit manufacturers. Comms package includes: Lightbar /Opticom \$2,335; side lighting \$426; rear lighting \$213; siren and lighting controller \$255; siren and speaker \$750; corner lighting \$260; interior lighting \$100; labor 30 hrs @ \$64 \$1,920	4,339
Heavy Rescue communications package	Communications Package for New Heavy Rescue. This will be an addition to the fleet, not a replacement. To include: MDT (\$3,600), MDC mounting hardware (\$700), FireCom system (\$3,090), mobile radio (\$3,700), antennas and hardware (\$650), StartGuard (\$295).	12,035
Code 3 lighting package-Division Chief apparatus	Confirmed with Fleet and the apparatus plan. This is a stealth lighting package, siren, and Opticom for one new Division Chief rig.	3,200
Code 3 lighting package - FCO apparatus	Confirmed with Fleet and the apparatus plan. This is a stealth lighting package, siren, and Opticom for two FCO rigs.	6,400
Code 3 lighting package - pool vehicle	Code 3 lighting package for pool vehicle (SUV) No Opticom. Exact package TBD by Technology Matrix.	2,400

22582 Facilities Maintenance

Spare tapout system	Spare tapout system for corrective maintenance of the Omoron Tapout Systems throughout the District.	13,000
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22600 South Operating Center

Specialized communications equipment	Communications equipment for alternate Fire Operations Center (FOC).	42,185
Specialized communications equipment	Communications equipment for Battalion Headquarters (BHQ).	2,660

Total 152,064

Capital Improvements Fund, continued

5655 Data Processing Software

22215 Information Technology

www.tvfr.com overhaul	Simplify navigation for users, provide easier access for mobile users and allow for greater interaction. Create website model that provides greater flexibility for technological changes on the developer side. Create tools that will assist with employee workloads and decentralize content editing using a content management system.	20,000
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22500 Planning

Mapping Solutions contract	Contracted mapping services (field survey and drafting services) to support Response Aids Program. Reflects a 35% decrease based on anticipated in reduction in scope of work.	100,000
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Total	120,000
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5660 Computer Equip

22056 Station 56 Elligsen Road

Specialized IT equipment	IT equipment for fire station.	3,000
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22215 Information Technology

GIS Enterprise Servers placeholder	District leadership is positioning its GIS capability to evolve from a desktop environment to a server environment in an effort to maximize the spatial element of all District related data models. This budget amount represents the potential first phase of the required GIS servers (up to three maximum) that may be required once ESRI "right sizes" the TVF&R project. At this time, the outputs selected for right sizing include SOC reporting, Taxation-Collection-Compression reporting, regional response reporting, demographics, community risk reporting, and Human Resources reporting. The data models and table attributes for the above are still being identified.	120,000
Netapp DR site storage array	This is a replication target for critical data to be kept "hot" at an offsite location (currently at NOC and moving to SOC upon completion). Item includes a controller and disk shelf with 24 drives. The current off-site storage array is small, capable of replicating approximately 50% of production, which occurs nightly. The proposed solution would allow for replication of all critical data, resolves some issues with replicating physical servers such as MUNIS, and allow time for "real time" (hourly) replication of the most critical servers such as Exchange, OnSceneRMS, TeleStaff, and MUNIS. Maintenance for this solution is in 10215/5368.	40,000

Capital Improvements Fund, continued

Modules to upgrade data links to data storage network	With the addition of the NetApp SAN (Storage Area Network) and the continued migration of physical servers to virtual guests running on eight physical servers, data flow to the storage arrays is increasing. This request upgrades the existing pathways from 1GB to 10GB links at the most vulnerable part of the District's storage infrastructure. This is a multi-phased project and a change strategy exists. The modules are installed in existing switch equipment. This is not considered a new fixed asset. No additional maintenance costs are associated with this purchase.	19,500
NetApp storage hardware expansion	In phase two of the NetApp implementation, two more disk shelves are requested to increase the total size and speed of the disk array as well as memory modules for the controllers to ensure good performance characteristics. Disk prices are expected to rise by 10-15% for all vendors in the first quarter of 2012 due to the floods in SE Asia, so additional padding has been added to this item. Maintenance for this solution is in 10215/5368.	85,020
Laptops (3 replacements and 2 new)	There are several laptops that are out of cycle with the hardware replacement that took place in 2010 (B. Mason, B. Reed, Herb). This item also includes new requests for new Communications Technician and one PAO. Desktop computers replaced by laptops would be returned to the IT support pool. Two of the three laptops that are replaced by this purchase would be added to the IT loaner pool.	5,000
Dual factor security solution	IT is recommending a dual factor solution that would require the use of security tokens that generate passwords on demand for individuals with access to sensitive information (IT, Finance, Supply, and Human Resources). This is a scalable security appliance administered by IT. Additional users are added in 10-user packs. This cost is based on 30-users.	7,000
BC laptop for Digital Combustion/Fire Studio 5.0	Fire Studio 5.0 requires a discrete graphics chipset (video with dedicated memory). Integrated graphics chipsets are not supported. The new notebook computer would be used by the Battalion Chiefs to create and distribute new scenarios, train incident commanders, and keep promotional examination scenarios secure in a location.	1,500
Fleet laptops	Ruggedized laptops used on carts (see 10215/5330) similar to what is used by the Fleet Technicians at CCFD#1 shop. Planned to replace the PCs in the bench area, which will create more space on the shop floor. This model has been tested and proven to work very well at CCFD#1.	10,100

Capital Improvements Fund, continued

HP server refresh	Annual server refresh to the oldest production servers. Estimate is for two servers to be replaced. The targeted servers are ESX03 (oldest and most underpowered virtual servers host) and TELESTAFF04 (TeleStaff line manager for dialing services).	16,000
Additional Aruba wireless controller	Hardware will be installed in the disaster recovery location and will provide redundancy for failover should the existing fail. TVF&R does not have Wi-Fi fault tolerance today. Maintenance for this request is in 10215/5368.	16,200
Contingency for CFO replacement laptop	Requested as a contingency if additional memory installed in fiscal year 2012 does not prove to improve performance and use of memory (currently uses 50% of what is installed). Budget item includes docking station setup.	1,300
<i>22600 South Operating Center</i>		
Specialized IT equipment	IT equipment for South Operating Center(SOC) and Battalion Headquarters (BHQ).	19,400
Specialized IT equipment	IT equipment for alternate Fire Operations Center (FOC).	16,400
Total		360,420
Total Capital Improvements Fund		3,004,701

Capital Improvements Fund, continued

Historical Data			Resources	Budget for Next Year 2012-13		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Revised Budget This Year 2011-12		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 6,108,620	\$ 6,063,701	\$ 5,507,962	Beginning Fund Balance	\$ 6,484,635	\$ 6,484,635	\$ 6,484,635
42,848	16,878		Surplus Property Income			
12,560	33,641	32,187	Interest Income	32,423	32,423	32,423
2,672,209	3,109,354	3,109,354	Transferred from Other Funds	2,000,000	2,000,000	2,000,000
\$ 8,836,237	\$ 9,223,574	\$ 8,649,503	Total Resources	\$ 8,517,058	\$ 8,517,058	\$ 8,517,058
			Requirements			
			Capital Outlay			
\$ 1,201	\$ 91,057	\$ 183,721	Vehicles and Apparatus	\$ 217,000	\$ 217,000	\$ 217,000
3,032	56,656	235,050	Training Center Props			
	15,860	29,500	Building Improvements	23,125	23,125	23,125
847,364	1,547,610	523,417	Firefighting Equipment	332,400	332,400	366,690
22,275	67,417	27,145	Emergency Medical Equipment	1,403,800	1,403,800	1,403,800
265,309	985,174	72,450	Office Equipment	264,882	264,882	264,882
35,892	13,282	47,500	Building Equipment/Improv	39,732	39,732	39,732
48,819	23,441	42,082	Physical Fitness Equipment	34,988	34,988	34,988
	5,124	27,475	Shop Equipment	22,000	22,000	22,000
310,394	27,822	283,602	Communications Equipment	152,064	152,064	152,064
894,501	244,747	378,000	Data Processing Software	120,000	120,000	120,000
343,749	111,446	778,800	Data Processing Equipment	360,420	360,420	360,420
2,772,536	3,189,636	2,628,742	Total Capital Outlay	2,970,411	2,970,411	3,004,701
		2,683,160	Contingency	2,683,160	2,683,160	2,648,870
2,772,536	3,189,636	5,311,902	Total Expenditures	5,653,571	5,653,571	5,653,571
6,063,701	6,033,938	3,337,601	Reserved for Future Expenditures	2,863,487	2,863,487	2,863,487
\$ 8,836,237	\$ 9,223,574	\$ 8,649,503	Total Requirements	\$ 8,517,058	\$ 8,517,058	\$ 8,517,058

Emergency Management Fund

Fund 24 • Special Revenue Fund Type

FUND DESCRIPTION

This fund accounts for costs associated with administration of the Office of Consolidated Emergency Management for Washington County or OCEM. OCEM is a regional emergency preparedness partnership between the District, Washington County, and the cities of Beaverton, Hillsboro, and Tigard. The District's commitment to the partnership includes a full time Emergency Program Coordinator funded entirely by the District, with a contribution of 20% of the costs of the Program Director funded jointly by the participating agencies.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$34,184	\$34,719	\$44,743	\$186,458
Materials and Services	2,077	6,812	9,061	44,570
Capital Outlay				21,000
Total Expenditures	\$36,261	\$41,531	\$53,804	\$252,028

PERSONNEL SUMMARY

Position	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Emergency Management Director	1.0	1.00	1.0	1.0
Total Full-Time Equivalents (FTE)	1.0	1.00	1.0	1.0

2012-13 SIGNIFICANT CHANGES

All costs in the 2012-13 budget are shown at full cost and reflect annual wage and benefits for the Director. Eighty percent of these costs will be offset by revenues from regional partners.

STATUS OF 2011-12 SERVICE MEASURES (AS APPROVED BY THE OCEM BOARD)

- **Lead efforts in Washington County to design and conduct a full scale exercise in the spring of 2012.**
Effectively partner with local, regional, state, and other exercise participants (planners and players) to maximize outcomes from the exercise. Guide and facilitate player agency exercise preparations with a focus on efforts of the OCEM partner agencies.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: OCEM partner agency participation in the spring 2012 exercise and implementation of the post-exercise corrective action plan by June 30, 2012.
Status or Outcome: A full scale damage assessment exercise involving the OCEM partner agencies and other local agencies was conducted in April 2012. The exercise focused on the post-earthquake windshield surveys of critical facilities. An after-action report was developed and corrective actions were initiated.

Emergency Management Fund, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Continue implementation of the incident and emergency management guidelines and recommendations** developed by the Washington County Incident Management Enhancement Taskforce (IMET) and adopted by the OCEM Board.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Implementation of the taskforce guidelines and recommendations by June 30, 2012, with a focus on enhancing the use of unified command and integrated operations on-scene, operation and administration of the Multiagency Coordination (MAC) Group and Technical Advisory Committee (TAG), and conduct of field and Emergency Operations Center (EOC) staff training.
Status or Outcome: Several EOC Operations and Planning Function courses, which incorporate IMET Report recommendations, were conducted. An OCEM Board workshop focused on the Washington County multi-agency coordination system (MACS) and MAC Group components of the IMET Report was also conducted. In addition, the OCEM agencies designed and facilitated a countywide tabletop exercise focused on the Washington County MACS. That exercise was attended by over 100 EOC and DOC staff from agencies across the county.

- **Deliver Incident Command System (ICS) Operations and Planning section-specific courses** to OCEM and other agency EOC staffs.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Delivery of ICS Operations and Planning section-specific courses to OCEM and other agency EOC staffs by June 30, 2012.
Status or Outcome: The OCEM agency partners hosted and delivered three EOC Planning Function and two EOC Operations Function courses for EOC and DOC staff from across Washington County.

- **Continue rewrite of the Washington County Emergency Operations Plan**, with the focus for fiscal year 2011-12 being on the Animals in Disaster, Urban Search and Rescue, and Wildland Urban Interface Fire Hazard annexes.

Goal(s): III
Service Type(s): Mandatory
Measured By: Completion or update of the following annexes and appendices to the Washington County Emergency Operations Plan by June 30, 2012: Animals in Disaster, Urban Search and Rescue, and Wildland Urban Interface Fire Hazard annexes.
Status or Outcome: Work on these EOP annexes was deferred in favor of other new/pressing county planning efforts. The Basic Plan component of the EOP was updated and approved by the Board of Commissioners and significant effort was devoted to drafting or updating the following EOP annexes – Emergency Volunteer Management, Flood, Severe Weather, and Communications.

Emergency Management Fund, continued

STATUS OF 2011-12 SERVICE MEASURES, CONTINUED

- **Develop a Washington County Disaster Recovery Framework Plan.**

Goal(s): III
Service Type(s): Mandatory
Measured By: Preparation of a Washington County Disaster Recovery Framework Plan by June 30, 2012.
Status or Outcome: Work was begun on the county recovery plan. Following promulgation of the National Disaster Recovery Framework (NDRF), key elements of that plan were identified for inclusion in the county plan. Lessons learned from the Cascadia Peril '08 earthquake recovery exercise were also reviewed for relevant content. An outline for the county's plan was developed based on the national plan and local exercise review.

- **Implement the preferred option for organizing a Citizen Corps Council in Washington County** based on the adopted recommendations from the contract study of countywide Citizen Corps Program management.

Goal(s): III
Service Type(s): Essential
Measured By: Implementation of the OCEM-Integrated Model Phase I recommendation from the Citizen Corps Program study.
Status or Outcome: One meeting of the countywide group who supported the program study was convened to review the study recommendations and identify the next steps. Future implementation of the study recommendations is a low priority and has been further hampered by the loss of dedicated federal Citizen Corps Program grant funds.

STATUS OF 2011-12 CHANGE STRATEGIES (AS APPROVED BY THE OCEM BOARD)

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through support for, facilitation of, and participation in complex, full scale disaster exercises that test all levels of the incident management and emergency management systems in concert with one another.

Goal(s)/Call(s) for Action: III
Budget Impact: None, although OCEM partner agencies could incur some additional costs for exercise equipment, materials and supplies, staff overtime, and exercise evaluation costs.
Duration: Ongoing
Budget Description: Recurring commitment of OCEM partner agency staff, equipment and other resources needed to both design and conduct challenging and realistic disaster exercises.
Partner(s): OCEM partner agencies, other local governments, non-governmental organizations, and businesses.
Status or Outcome: A countywide exercise involving the OCEM partner and other local agencies was conducted. The exercise focused on the post-earthquake windshield survey of critical facilities. In preparation for the exercise, countywide windshield survey procedures were developed and critical facilities were defined, identified, mapped, and assigned to agencies for survey. All OCEM agencies exercised at the functional (EOC) or full scale (EOC and field) levels.

Emergency Management Fund, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to implement and institutionalize use of the National Incident Management System (NIMS), enhancing use of unified command and integrated operations on-scene, and delivering the Washington County Emergency Response System Course countywide.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agency staff commitment to training delivery, attendance of emergency response system courses, and participation in drills and exercises focused on unified command and integrated operations will require additional training funds.
Duration: Year 4 of 5
Budget Description: When the program is formalized and OCEM partner agency commitments are solidified, expect modest increases in overtime costs for both training delivery and training attendance.
Partner(s): OCEM partner agencies, other local governments
Status or Outcome: The OCEM partner agencies continued to lead and support efforts to ensure compliance with NIMS training requirements and expectations on the agency and countywide levels. Modest success was realized in implementing the Incident Management Enhancement Taskforce (IMET) Report recommendations. Several EOC Planning and Operations Function courses with modules on the multi-agency coordination system (MACS) and EOC/DOCs were delivered, an OCEM Executive Committee workshop focused on the MACS was held, and a countywide tabletop exercise featuring the Washington County MACS was conducted.

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to enhance Incident Command System (ICS) competency among OCEM and other agency EOC staffs.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agency commitment to training delivery and EOC staff commitment to participation in the courses will require additional training funds.
Duration: Year 2 of 2
Budget Description: Expect modest increases in overtime costs for both training delivery and training attendance.
Partner(s): OCEM partner agencies
Status or Outcome: The OCEM partner agencies continued to lead and support efforts to ensure compliance with NIMS ICS training requirements and expectations on the agency and countywide levels. OCEM agency staff were encouraged or required to take ICS 100-400 courses as appropriate, an ICS 300 course was delivered locally, and several EOC Operations and Planning Function courses were provided by OCEM for EOC and DOC staff countywide.

Emergency Management Fund, continued

STATUS OF 2011-12 CHANGE STRATEGIES, CONTINUED

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through more effective and efficient management of citizen volunteer programs in disaster preparedness, prevention, and response activities.

Goal(s)/Call(s) for Action:	III
Budget Impact:	Resource neutral
Duration:	Year 3 of 3
Budget Description:	Implementing the recommendations of the contract study of Citizen Corps programs within Washington County could potentially reduce program management costs currently incurred by OCEM and other agencies.
Partner(s):	OCEM partner agencies, other local governments currently operating Citizen Corps programs
Status or Outcome:	The individual OCEM agencies continued to maintain strong citizen volunteer programs (CERT, MRC, VIPS, Neighborhood Watch, amateur radio, etc.), but no progress was made to tie them together more effectively or efficiently on a countywide, OCEM-centered basis.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- The OCEM Strategic Plan was completed following a full day work session with the OCEM Executive Committee. Implementation of the plan was initiated in a workshop with the OCEM Executive Committee and OCEM agency emergency managers and public information officers.
- The OCEM Director played a significant role in efforts to establish the new Regional Disaster Preparedness Organization (RDPO). Recommended by a study completed in 2009, the RDPO consolidates the UASI grant management organization and the Regional Emergency Management Group into a more cohesive, regional, all-hazards preparedness structure. The Director served on the Transition Team during the initial implementation process then joined the TVFR Fire Chief and others on the organization's new Steering Committee.
- The OCEM Director coordinated preparation of the countywide application for fiscal year 2011 Homeland Security Grant Program funds from the State Homeland Security and Citizen Corps program grants. The application was successful in securing over \$300,000 in grant funds for the OCEM partners and other agencies in Washington County. The Director also coordinated preparation of a second round application for State Homeland Security and Interoperable Emergency Communications grant funds seeking over \$500,000 to bolster law enforcement and communications capabilities.
- The OCEM Director was asked to serve on a new Emergency Management Cabinet formed by Washington County to more effectively guide its emergency management activities. Comprised of representatives from the county administrator's office and the emergency management program and managers from the county's three primary response departments, the cabinet will provide greater "corporate" ownership of and strategic direction for the county's planning, emergency response, business continuity, mitigation, and emergency public information activities.
- The OCEM Director supported the Oregon Department of Energy's efforts to create fuel allocation procedures for the distribution of fuel during fuel emergencies. The Director also supported the city of Portland's Local Energy Assurance Plan (LEAP) tabletop exercise where a fuel emergency scenario was examined in concert with the Oregon Department of Energy, the Oregon PUC, city staff, petroleum facility operators, regional utility providers, and others.

Emergency Management Fund, continued

2012-13 SERVICE MEASURES (AS APPROVED BY THE OCEM BOARD)

- **Lead efforts in Washington County to design and conduct a full scale exercise in the spring of 2013.**
Effectively partner with local, regional, state, and other exercise participants (planners and players) to maximize outcomes from the exercise. Guide and facilitate player agency exercise preparations with a focus on efforts of the OCEM partner agencies.

Goal(s): III
Service Type(s): Mandatory
Measured By: OCEM partner agency participation in the spring 2013 exercise and implementation of the post-exercise corrective action plan by June 30, 2013.

- **Continue implementation of the incident and emergency management guidelines and recommendations** developed by the Washington County Incident Management Enhancement Taskforce (IMET) and adopted by the OCEM Board.

Goal(s): III
Service Type(s): Mandatory
Measured By: Implementation of the taskforce guidelines and recommendations by June 30, 2013, with a focus on enhancing the use of unified command and integrated operations on-scene, operation and administration of the Multi-agency Coordination (MAC) Group and Technical Advisory Committee (TAG), and conduct of field and Emergency Operations Center (EOC) staff training.

- **Continue delivery of NIMS consistent, ICS-based, EOC Operations and Planning Function courses to OCEM** and other agency EOC and DOC staffs.

Goal(s): III
Service Type(s): Mandatory
Measured By: Delivery of EOC Operations and Planning Function courses to OCEM and other agency EOC and DOC staffs by June 30, 2013.

- **Continue efforts to develop a Washington County Disaster Recovery Framework Plan.**

Goal(s): III
Service Type(s): Mandatory
Measured By: Preparation of a Washington County Disaster Recovery Framework Plan by June 30, 2013.

- **Support efforts of OCEM agency PIOs to implement OCEM strategies for public and staff messaging** around emergency preparedness and the role of OCEM.

Goal(s): III
Service Type(s): Mandatory
Measured By: Preparation of message content for delivery by OCEM agency PIOs by June 30, 2013.

Emergency Management Fund, continued

2012-13 SERVICE MEASURES, CONTINUED

- **Define a countywide emergency resource ordering process** and develop implementing procedures and forms.

Goal(s): III
Service Type(s): Essential
Measured By: An emergency resource ordering process is defined and procedures and forms to implement the process are in place at the OCEM agency EOCs and DOCs by June 30, 2013.

2012-13 CHANGE STRATEGIES (AS APPROVED BY THE OCEM BOARD)

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through support for, facilitation of, and participation in complex, full scale disaster exercises that test all levels of the incident management and emergency management systems in concert with one another.

Goal(s)/Call(s) for Action: Goal III
Budget Impact: None, although OCEM partner agencies could incur some additional costs for exercise equipment, materials and supplies, staff overtime, and exercise evaluation costs.
Duration: Year 1 of 1
Budget Description: Recurring commitment of OCEM partner agency staff, equipment, and other resources needed to both design and conduct challenging and realistic disaster exercises.
Partner(s): OCEM partner agencies, other local governments, non-governmental organizations, and businesses.

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to implement and institutionalize use of the National Incident Management System (NIMS), enhancing use of unified command and integrated operations on-scene, and delivering the Washington County Emergency Response System Course countywide.

Goal(s)/Call(s) for Action: Goal III
Budget Impact: OCEM partner agency staff commitment to training delivery, attendance of emergency response system courses, and participation in drills and exercises focused on unified command and integrated operations will require additional training funds.
Duration: Year 5 of 5
Budget Description: When the program is formalized and OCEM partner agency commitments are solidified, expect modest increases in overtime costs for both training delivery and training attendance.
Partner(s): OCEM partner agencies, other local governments

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to enhance Incident Command System (ICS) competency among OCEM and other agency EOC and DOC staffs.

Goal(s)/Call(s) for Action: Goal III
Budget Impact: OCEM partner agency commitment to training delivery and EOC and DOC staff commitment to participation in the courses will require additional training funds.
Duration: Year 1 of 1
Budget Description: Expect modest increases in overtime costs for both training delivery and training attendance.
Partner(s): OCEM partner agencies

Emergency Management Fund, continued

2012-13 CHANGE STRATEGIES, CONTINUED

- Enhance community and OCEM agency employee awareness of emergency preparedness and the role of OCEM by supporting the emergency preparedness messaging efforts of the OCEM agency PIOs.

Goal(s)/Call(s) for Action:	Goal III
Budget Impact:	OCEM partner agency commitment to message development and formatting and production of public and employee education materials.
Duration:	Year 1 of 3
Budget Description:	Recurring commitment of OCEM partner agency staff to prepare, produce, and deliver effective public and employee education materials.
Partner(s):	OCEM partner agency PIOs

Emergency Management Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Charges for Services	\$ 204,982	\$ 204,982	\$ 204,982
\$ 36,261	\$ 41,531	\$ 53,804	Operating Transfers In	47,046	47,046	47,046
\$ 36,261	\$ 41,531	\$ 53,804	Total Resources	\$ 252,028	\$ 252,028	\$ 252,028
			Requirements			
\$ 34,184	\$ 34,719	\$ 44,743	Personnel Services	\$ 186,458	\$ 186,458	\$ 186,458
2,077	6,812	9,061	Materials and Services	44,570	44,570	44,570
			Capital Outlay	21,000	21,000	21,000
\$ 36,261	\$ 41,531	\$ 53,804	Total Requirements	\$ 252,028	\$ 252,028	\$ 252,028

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Grants Fund

Fund 25 • Special Revenue Fund Type

FUND DESCRIPTION

This fund has been created to account for grant funds awarded to the District in order to separately account for and manage the flow of funds and associated audit requirements.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services		\$ 89,172	\$1,114,467	\$1,756,395
Materials and Services	\$ 17,000	5,752		116,350
Capital Outlay	92,097		32,000	10,000
Ending Fund Balance	90,554	90,565		
Contingency			247,402	
Total Expenditures	\$199,651	\$185,489	\$1,393,869	\$1,882,745

GRANT DESCRIPTIONS

Personnel Services for 2012-13 includes the first full year of Staffing for Adequate Fire and Emergency Response (SAFER) grant funding for nine firefighters, which was awarded effective May 12, 2011. These firefighters enable three additional emergency response engines to be deployed with four full-time personnel. The grant provides for two full years of personnel cost funding with a District matching requirement to commit to the third year of funding.

The District is one of 36 regional partnering applicants in a proposal for a US Department of Health and Human Services Health Care Innovation Challenge Grant, which would provide alternate Emergency Medical Services system infrastructure resulting in alternate care paths for patients.

Potential smaller grant opportunities include a Hazardous Materials Team grant and a communications grant.

Grants Fund, continued

Historical Data			Resources	Budget for Next Year 2012-13		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 90,554	\$ 90,554	\$ 90,555	Beginning Fund Balance	\$ 90,565	\$ 90,565	\$ 90,565
109,097	94,935	1,103,314	Grant Revenue	1,692,180	1,692,180	1,692,180
		200,000	Operating Transfers In	100,000	100,000	100,000
			Total Resources	\$ 1,882,745	\$ 1,882,745	\$ 1,882,745
			Requirements			
	\$ 89,172	\$ 1,114,467	Personnel Services	\$ 1,756,395	\$ 1,756,395	\$ 1,756,395
\$ 17,000	5,752		Materials and Services	116,350	116,350	116,350
92,097		32,000	Capital Outlay	10,000	10,000	10,000
		247,402	Operating Contingency			
109,097	94,924	1,393,869	Total Expenditures	1,882,745	1,882,745	1,882,745
90,554	90,565		Reserved for Future Expenditures			
			Total Requirements	\$ 1,882,745	\$ 1,882,745	\$ 1,882,745
\$ 199,651	\$ 185,489	\$ 1,393,869				

Retiree Medical Insurance Stipend Fund

Fund 26 • Expendable Trust Fund Type

FUND DESCRIPTION

The Retiree Medical Insurance Stipend Fund was created to account for the District's previous defined benefit post-employment health plan. This closed plan provided for a \$100 or less stipend per month for firefighters and employees who were disabled from active duty or retired with 20 or more years of service, until they reached Medicare eligible age. That plan was phased out for all current employees as of June 30, 2000.

The resources in this fund are used to pay for monthly stipends of \$100 or less per retired employee who retired under the prior plan on or before June 30, 2000, until they reach Medicare eligible age. The fund also pays for certain contractual insurance commitments under early retirement contracts previously authorized by the Board of Directors. Due to the age of current recipients, it is expected that no further contributions will be necessary and that future stipend payments are fully reserved for within the ending fund balance.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$80,514	\$71,941	\$74,661	\$48,256
Ending Fund Balance	215,414	179,482	99,407	75,989
Total Expenditures	\$295,928	\$251,423	\$174,068	\$124,245

Retiree Medical Insurance Stipend Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 211,273	\$ 215,414	\$ 173,360	Beginning Fund Balance	\$ 123,745	\$ 123,745	\$ 123,745
1,370	1,009	708	Earnings from Investments	500	500	500
83,285	35,000		Transfer from Other Funds			
\$ 295,928	\$ 251,423	\$ 174,068	Total Resources	\$ 124,245	\$ 124,245	\$ 124,245
			Requirements			
\$ 80,514	\$ 71,941	\$ 74,661	Post Employment Health Program	\$ 48,256	\$ 48,256	\$ 48,256
215,414	179,482	99,407	Unappropriated Ending Fund Balance	75,989	75,989	75,989
\$ 295,928	\$ 251,423	\$ 174,068	Total Requirements	\$ 124,245	\$ 124,245	\$ 124,245

Debt Service Fund

Fund 30 • Debt Service Fund Type

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 future capital projects provided the authorization for the 2007 General Obligation Bond Series in the amount of \$20,000,000, and two series 2009 bonds in the amount of \$14,000,000 and \$15,000,000, and a fourth issuance of \$23,500,000 in 2011.

The 2007 bonds mature in one million dollar increments, which began in April 2008, and continue through April 2027. The bonds have an effective interest rate of 4.0256% and coupons range from 4.0% to 5.0%. The second General Obligation Bond Series issued in March 2009 in the amount of \$14,000,000, mature in increments of \$960,000 beginning in March 2010 and continuing through March 2024. These bonds have an effective interest rate of 3.7% and coupons range from 3.0% to 4.375%. The third General Obligation Bond Series issued in June 2009 for \$15,000,000, mature through June 2029 and have an effective true interest cost to the District of 3.83%. Coupons range from 3.0% to 4.25%. The fourth series of bonds were sold May 17, 2011, with closing on June 2, 2011. The bonds have an effective interest rate of 3.51% with coupons ranging from 2.0% to 5.0% maturing from June 2012 through June 2031.

The District levies sufficient funds to make scheduled and anticipated debt service payments for all issues, plus an amount necessary to meet the first bond payments each year prior to collection of levied property taxes.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
2011 Debt Service			\$1,734,840	\$1,734,963
2009 Debt Service, Series B	\$ 842,411	\$1,118,173	1,111,373	1,104,274
2009 Debt Service	1,326,269	1,446,000	1,417,200	1,388,400
2007 Debt Service	1,744,500	1,694,500	1,652,000	1,612,000
Fund Balance Reserved	1,207,841	1,240,387	1,209,818	1,157,919
Total Expenditures	\$5,121,021	\$5,499,60	\$7,125,231	\$6,997,556

MATURITY SCHEDULES

	Series 2007 Bonds		Series 2009 Bonds		Series 2009 B Bonds		Series 2011 Bonds	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2012-13	\$ 1,000,000	\$ 612,000	\$ 960,000	\$ 428,400	\$ 580,000	\$ 524,272	\$ 880,000	\$ 54,962
2013-14	1,000,000	572,000	960,000	399,600	595,000	506,873	895,000	837,363
2014-15	1,000,000	532,000	960,000	370,800	610,000	489,022	915,000	819,463
2015-16	1,000,000	492,000	960,000	342,000	630,000	470,723	935,000	801,162
2016-17	1,000,000	452,000	960,000	310,800	655,000	445,522	950,000	782,463
2017-22	5,000,000	1,660,000	4,800,000	1,009,200	3,650,000	1,816,012	5,270,000	3,403,212
2022-27	5,000,000	635,250	1,920,000	124,800	4,485,000	1,020,406	6,505,000	2,158,213
2027-31					2,110,000	135,575	6,285,000	657,450
	\$15,000,000	\$4,955,250	\$11,520,000	\$2,985,600	\$13,315,000	\$5,408,405	\$22,635,000	\$10,314,288

Debt Service Fund, continued

Historical Data			Budget for Next Year 2012-13			
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 1,180,593	\$ 1,180,593	\$ 1,180,593
\$ 544,418	\$ 1,207,841	\$ 826,218	Previously Levied Taxes Estimated to be Rec'd	126,000	126,000	126,000
64,554	101,596	109,658	Earnings from Temporary Investments	11,690	11,690	11,690
12,570	11,690	9,268	Interest on Taxes	250	250	250
	1,380	52	Tax in Lieu of Property Tax	32	32	32
99	19	32	Total Resources, Except Taxes to be Levied	1,318,565	1,318,565	1,318,565
621,641	1,322,526	945,228	Taxes Necessary to Balance	5,678,991	5,678,991	5,678,991
		6,180,003	Taxes Collected in Year Levied			
4,499,379	4,176,534					
\$ 5,121,020	\$ 5,499,060	\$ 7,125,231	Total Resources	\$ 6,997,556	\$ 6,997,556	\$ 6,997,556
			Requirements			
			Bond Principal Payments			
			1999 - Jan 15			
			2000 - Jul 15			
\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	##### - Apr 01	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
560,000	960,000	960,000	2009 - Mar 01	960,000	960,000	960,000
555,000	560,000	570,000	2009B - Jun 15	580,000	580,000	580,000
		865,000	2011 - Jun 01	880,000	880,000	880,000
2,115,000	2,520,000	3,395,000	Total Principal	3,420,000	3,420,000	3,420,000
			Bond Interest Payments			
			1999 - Jan 15			
			1999 - Jul 15			
			2000 - Jan 15			
			2000 - Jul 15			
372,250	347,250	326,000	2007 - Oct 01	306,000	306,000	306,000
372,250	347,250	326,000	2007 - Apr 01	306,000	306,000	306,000
480,454	243,000	228,600	2009 - Sep 01	214,200	214,200	214,200
285,815	243,000	228,600	2009 - Mar 01	214,200	214,200	214,200
287,410	279,086	270,686	2009B - Dec 15	262,137	262,137	262,137
	279,087	270,687	2009B - Jun 15	262,137	262,137	262,137
		434,920	2011 - Jun 01	427,481	427,481	427,481
		434,920	2011 - Dec 01	427,482	427,482	427,482
1,798,179	1,738,673	2,520,413	Total Interest	2,419,637	2,419,637	2,419,637
			Reserves			
			Unappropriated Balance for Next Year			
		306,000	2007 - Oct 01	286,000	286,000	286,000
		214,200	2009 - Sep 01	199,800	199,800	199,800
		262,136	2009B - Dec 15	253,437	253,437	253,437
		427,482	2011 - Dec 01	418,682	418,682	418,682
1,207,841	1,240,387	1,209,818	Total Unappropriated Ending Fund Balance	1,157,919	1,157,919	1,157,919
\$ 5,121,020	\$ 5,499,060	\$ 7,125,231	Total Requirements	\$ 6,997,556	\$ 6,997,556	\$ 6,997,556

Property and Building Fund

Fund 51 • Capital Projects Fund Type

FUND DESCRIPTION

The Property and Building Fund, a *capital projects fund*, is funded by transfers from the General Fund and any revenue from surplus real property sales, rental revenue, and interest earnings. The purpose of this fund is to accumulate resources dedicated for fire station site acquisition and construction costs for new or existing facilities and major facility maintenance projects. This fund is utilized for items not planned to be part of the capital bond program, as well as providing a resource between bond financings. The District intends to maintain sufficient reserves to allow construction of a fire station post capital bond program in this fund, as well as reserves for future major roof repairs and other sizeable building maintenance projects. There are no renovations or projects anticipated to be paid from this fund in the 2012-13 fiscal year.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Capital Outlay	\$ 419,261	\$ 766,291	\$ 617,000	
Contingency			1,924,248	\$1,617,664
Ending Fund Balance	6,932,305	6,202,039	4,560,588	5,000,000
Total Expenditures	\$7,351,566	\$6,202,039	\$7,101,836	\$6,617,664

Property and Building Fund, continued

Historical Data			Resources	Budget for Next Year 2012-13		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 5,959,548	\$ 6,932,305	\$ 6,077,010	Beginning Fund Balance - Working Capital	\$ 6,087,228	\$ 6,087,228	\$ 6,087,228
42,018	33,175	32,826	Earnings from Temporary Investments	30,436	30,436	30,436
1,350,000		1,000,000	Transfers from Other Funds	500,000	500,000	500,000
	2,850		Surplus Property			
\$ 7,351,566	\$ 6,968,330	\$ 7,109,836	Total Resources	\$ 6,617,664	\$ 6,617,664	\$ 6,617,664
			Requirements			
			Capital Outlay			
\$ 48,975	\$ 69,415	\$ 59,000	Training Center			
		53,000	Station 33			
			Station 34			
40,640			Station 35			
37,450		12,000	Station 51			
12,875	94,810	49,500	Station 52			
		10,000	Station 58			
12,980	47,477	49,000	Station 60			
	22,183		Station 61			
12,050		195,500	Station 62			
	61,239	100,000	Station 67			
7,213			Station 68			
13,655		49,000	Station 69			
153,499			Facilities			
	131,507	40,000	Supply			
79,924	339,660		North Operating Center			
419,261	766,291	617,000	Total Capital Outlay			
		1,924,248	Contingency	\$ 1,617,664	\$ 1,617,664	\$ 1,617,664
6,932,305	6,202,039	4,560,588	Reserved for Future Expenditures	5,000,000	5,000,000	5,000,000
\$ 7,351,566	\$ 6,968,330	\$ 7,101,836	Total Requirements	\$ 6,617,664	\$ 6,617,664	\$ 6,617,664

Capital Projects Fund

Fund 52 • Capital Projects Fund Type

FUND DESCRIPTION

This fund is utilized to account for the proceeds of general obligation bonds. The District received voter approval at the November 2006 election to issue a series of general obligation bonds up to \$77,500,000 in the next several years to fund phased land purchases, station construction and seismic remodeling projects, and other items. The District has issued the bonds in phases to meet construction and apparatus purchase needs. The final \$5,000,000 of bond authority is expected to fund projects after 2015-16.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Materials and Services		\$ 195,991		
Capital Outlay	\$11,790,268	9,037,215	\$13,716,217	\$11,376,866
Contingency			1,834,150	2,449,501
Ending Fund Balance	10,852,844	26,410,167	10,702,237	8,000,000
Total Expenditures	\$22,643,112	\$35,643,373	\$26,252,604	\$21,826,367

BUDGET TREND

The District's policy is to fund its station capital and station emergency response apparatus needs through the utilization of general obligation bonds, and allow future recipients of the services of these stations and apparatus to pay for the infrastructure.

2012-13 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Building and Improvements, and Land purchases	\$8,747,783	Station 35 – \$909,750. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 51 – \$989,120. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 52 – \$928,000. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 56 and South Operating Center – New construction. \$4,810,913. Operating budget impact will be to reduce facility monthly lease of current site and transfer existing personnel and utilities and insurance from other locations. Station 65 – Relocate the station. \$543,000. No operating budget impact as personnel will relocate and new station will be more energy efficient. Station 68 – Partial cost to relocate and build a new station. \$542,000. No operating budget impact as personnel will relocate and new station will be more energy efficient. Hazard abatement and demolition – \$25,000. No impact on operating budget.
Fire Apparatus and District vehicles	\$2,629,083	Tenders – \$700,000. Operating budget impact for both Tenders included in budget. Light Brush Engine – \$125,000. Operating budget impact included in budget. Heavy Rescue – \$654,083. Operating budget impact in budget. Pumpers – \$1,150,000. Replacement operating costs in budget.

Capital Projects Fund, continued

STATUS OF 2011-12 SERVICE MEASURES

- None

STATUS OF 2011-12 CHANGE STRATEGIES

- Institutionalize organizational structure, roles, planning methodology, and business practices for construction project management and major facilities improvements.

Goal(s)/Call(s) for Action:	VI/D, VII/B, VIII/B
Budget Impact:	Resource neutral
Duration:	Year 1 of 1
Budget Description:	None
Partner(s):	Finance, Community Services
Status or Outcome:	A draft of the 'Capital Projects Guidelines' was completed. It documents the organizational structure, roles/responsibilities, planning methodology, and processes for capital projects. In addition, a detailed financial reporting system for capital projects was implemented using the District's new business software. A 'Capital Projects Management Team' was established to integrate and coordinate functions from all departments that support capital projects.

ADDITIONAL 2011-12 ACCOMPLISHMENTS

- Staff completed a detailed scoping and assessment study of the construction projects for the remainder of the bond funding. A revised plan includes rebuilding Station 35.
- Staff established a temporary Station 56 in preparation for the construction of a new Station 56 and South Operating Center. New construction began in the spring.
- Significant construction was completed on Station 65.
- Planning began for the remodels of Station 51 and 52 and the new construction of Station 35.
- Staff has completed the specification development and preconstruction on the Heavy Duty Rescue, which is scheduled to arrive in October 2012.

2012-13 SERVICE MEASURES

- Coordinate implementation of bond-funded major capital construction projects.

Goal(s)/Call(s) for Action:	VI/1, VI/5
Budget Impact:	Increase required
Duration:	Year 6 of 7
Budget Description:	Capital construction continues to be managed by a Division Chief, Construction Projects Manager, Construction Technical Manager, and a half-time Administrative Assistant. As the Division Chief prepares to retire, continued staffing plans are being evaluated. Substantial capital construction projects remain in the next several years that will continue to require a construction management team.
Partner(s):	Logistics, Finance, Integrated Operations

2012-13 CHANGE STRATEGIES

- None

Capital Projects Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Revised Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 22,153,113	\$ 10,852,844	\$ 26,092,306	Beginning Fund Balance - Working Capital	\$21,750,241	\$ 21,750,241	\$ 21,750,241
91,092	25,527	65,230	Earnings from Temporary Investments	76,126	76,126	76,126
398,907			Surplus Property			
	15,738	95,068	Miscellaneous			
	24,749,264		Proceeds from Debt Issuance			
\$ 22,643,112	\$ 35,643,373	\$ 26,252,604	Total Resources	\$21,826,367	\$ 21,826,367	\$ 21,826,367
			Requirements			
	\$ 195,991		Bond Issuance Expenses			
\$ 10,207,831	6,296,397	\$ 12,078,217	Buildings and Improvements	\$ 8,722,783	\$ 8,722,783	\$ 8,722,783
823,496	1,942,424	543,000	Land and Improvements	25,000	25,000	25,000
758,941	798,394	1,095,000	Fire Apparatus	2,629,083	2,629,083	2,629,083
11,790,268	9,037,215	13,716,217	Total Capital Outlay	11,376,866	11,376,866	11,376,866
11,790,268	9,233,206	13,716,217	Total Expenditures	11,376,866	11,376,866	11,376,866
		1,834,150	Contingency	2,449,501	2,449,501	2,449,501
10,852,844	26,410,167	10,702,237	Reserved for Future Expenses	8,000,000	8,000,000	8,000,000
\$ 22,643,112	\$ 35,643,373	\$ 26,252,604	Total Requirements	\$21,826,367	\$ 21,826,367	\$ 21,826,367

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Insurance Fund

Fund 45 • Internal Service Fund Type

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, general liabilities, and workers' compensation. Transfers from the General Fund, insurance premium refunds, and earnings on temporary investments provide the resources for the fund.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Materials and Services	\$ 42,869	\$ 16,120	\$638,772	\$640,164
Ending Fund Balance	651,925	639,112		
Total Expenditures	\$694,794	\$655,232	\$638,772	\$640,164

RISK MANAGEMENT

The District utilizes the resources of this fund in order to reduce the costs of purchased property and casualty insurance policies, as well as workers' compensation policies, by increasing 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. During this review in the 2011-12 fiscal year, it was determined to be prudent to increase the general liability insurance to mitigate any potential loss.

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.

Insurance Fund, continued

When the District is involved in using outside providers of services, certificates of insurance are provided for general liability, automobile liability, and workers' compensation insurance. Certificates of insurance are to be no less than \$1,000,000 per occurrence. Procedures have been developed and adopted to carry out this policy and the Finance department is designated to carry out and administer the program. Guidance is provided by the prudent person rule.

The District maintains a blanket property insurance policy covering all buildings, vehicles, and equipment owned. Liability limits are \$76,145,440 with a \$5,000 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 \$5,000 per occurrence. Additional limits apply to areas of extra expense, demolition, and increased costs of construction. Major exclusions are earthquakes, flood, wear and tear, explosion of boilers, and interruption of power. Insurance policies cover earthquake and flood subject to a 2% deductible. Coverage is provided for owned equipment and is written on an "all risk" of direct physical loss basis. It provides insurance for firefighting equipment away from the premises or attached to various vehicles. Also covered are data processing and mobile communications equipment within specified limits and with deductibles of \$250. Vehicles are insured for both liability and physical damages at a defined replacement value. Deductible limits apply for the following coverage: \$100 deductible for comprehensive coverage and \$500 deductible limits for collision.

Insurance is carried for claims arising from employment related occurrences. This policy carries a \$5,000,000 limit with a \$1,000 to \$10,000 deductible, depending upon circumstance. Risk management for workers' compensation provides coverage for boards and commissions, employees, and volunteers. Where non-paid persons are involved, an assumed monthly wage rate is identified for the premium and benefit purposes.

The District's loss experience in all areas has been excellent. Equipment and facilities are well maintained and accounted for in a comprehensive fixed asset program. A management committee reviews losses and steps are recommended to reduce future potential losses.

Workers' compensation losses have also been maintained at a low level. Risk management begins in the pre-employment phase and starts with a required medical physical examination and a physical agility test for firefighters.

Physical fitness is stressed and periodic measurement of fitness is maintained by performance tests. The District supports its employees' health and fitness through the 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. However, the District retains risks for extraordinary claims up to defined dollar amounts. This has been accomplished through a retrospective-rating plan adopted by the District.

Thus far, the savings recouped in that plan have returned the amount of risk retained and monies are held in this Insurance Fund for such a contingency.

Insurance Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 684,823	\$ 651,925	\$ 635,340	Beginning Fund Balance	\$ 636,924	\$ 636,924	\$ 636,924
4,424	3,307	3,432	Earnings from Temporary Investments	3,240	3,240	3,240
5,547			Insurance Refunds			
<u>\$ 694,794</u>	<u>\$ 655,232</u>	<u>\$ 638,772</u>	Total Resources	<u>\$ 640,164</u>	<u>\$ 640,164</u>	<u>\$ 640,164</u>
			Requirements			
\$ 42,869	\$ 16,120	\$ 638,772	Property & Liability Losses	\$ 640,164	\$ 640,164	\$ 640,164
651,925	639,112		Ending Fund Balance			
<u>\$ 694,794</u>	<u>\$ 655,232</u>	<u>\$ 638,772</u>	Total Requirements	<u>\$ 640,164</u>	<u>\$ 640,164</u>	<u>\$ 640,164</u>

Pension Trust Fund

Fund 61 • Pension Trust Fund Type

FUND DESCRIPTION

The Pension Trust Fund is a non-governmental *fiduciary-type fund* that has been maintained for the benefit of employees who retired prior to the District's integration into the Oregon Public Employee Retirement System on July 1, 1981.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$351,748	\$363,882	\$367,916	\$346,444
Materials and Services		29	10,000	
Ending Fund Balance	2,191	452		
Total Expenditures	\$353,939	\$302,391	\$377,916	\$346,444

TRUST MANAGEMENT

The Board of Directors controls the Pension Plan and the investment mix policy, 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 annual trust report filings with the Internal Revenue Service, and payments to retirees, is managed by the District's Finance Directorate. As all trust funds have been utilized, the District is now making contributions to the Trust Fund in order to meet pension benefits each month.

PENSION BENEFIT

Two groups of retirees are covered under the Pension Trust Fund. One group consists of those individuals who retired prior to amending the plan in 1976. The second group is those individuals affected by the Amended and Restated Plan of 1976, and who retired on or before July 15, 1983.

The original retirement plan document stipulates that the retirees receive a benefit of sixty percent of their current salary range for the job classification held at time of retirement. Thus, their benefit increases are directly tied to raises of the existing employee group. There are one retiree under this plan and three beneficiaries.

Under the 1976 Amended and Restated Plan, benefits are determined by multiplying a percent, which is the value of the number of years of completed service times two percent per year, by the final average salary. The cost of living increases for the retirees under the 1976 Amended and Restated Plan are limited to two percent per year. There are two recipients under this plan.

Pension Trust Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 353,225	\$ 2,191		Earnings from Investments			
351			Miscellaneous Revenue			
363	40		Transfer from Other Funds	\$ 346,444	\$ 346,444	\$ 346,444
	300,160	\$ 377,916				
<u>\$ 353,939</u>	<u>\$ 302,391</u>	<u>\$ 377,916</u>	Total Resources	<u>\$ 346,444</u>	<u>\$ 346,444</u>	<u>\$ 346,444</u>
			Requirements			
\$ 351,748	\$ 301,910	\$ 367,916	Pension Benefit Costs	\$ 346,444	\$ 346,444	\$ 346,444
	29	10,000	Administrative Fees			
<u>351,748</u>	<u>301,939</u>	<u>377,916</u>	Total Expenditures	<u>346,444</u>	<u>346,444</u>	<u>346,444</u>
<u>2,191</u>	<u>452</u>		Unappropriated Ending Fund Balance			
<u>\$ 353,939</u>	<u>\$ 302,391</u>	<u>\$ 377,916</u>	Total Requirements	<u>\$ 346,444</u>	<u>\$ 346,444</u>	<u>\$ 346,444</u>

Volunteer LOSAP Fund

Fund 63 • Pension Trust Fund Type

FUND DESCRIPTION

The Volunteer LOSAP Plan Fund was established on July 1, 1998, to account for the resources set aside for a District-managed length of service award program for its firefighting volunteers. The District Finance Directorate manages trust investments and plan benefit payments to retired volunteers. Transfers to the fund are based upon actuarial recommendations. The most recent actuarial valuation was completed as of July 1, 2010. This valuation recommended annual contributions by the District. The 1998 LOSAP plan was closed effective March 31, 2012. The present value of benefits was paid out during the 2011-12 fiscal year.

BUDGET SUMMARY

Expenditures	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel Services	\$ 32,375	\$ 26,815	\$992,346	\$896,729
Ending Fund Balance	801,160	924,094		
Total Expenditures	\$833,535	\$950,909	\$992,346	\$896,729

Volunteer LOSAP Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2012-13</i>		
Actual Second Preceding Year 2009-10	Actual First Preceding Year 2010-11	Adopted Budget This Year 2011-12	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$ 737,935	\$ 801,160	\$ 893,995	Working Capital (Accrual Basis)	\$ 824,777	\$ 824,777	\$ 824,777
51,073	110,035	44,740	Earnings from Investments	6,850	6,850	6,850
5,253	440		Miscellaneous Revenue			
39,274	39,274	53,611	Transfer from Other Funds	65,102	65,102	65,102
\$ 833,535	\$ 950,909	\$ 992,346	Total Resources	\$ 896,729	\$ 896,729	\$ 896,729
			Requirements			
\$ 32,375	\$ 26,815	\$ 992,346	Pension Benefit Costs	\$ 896,729	\$ 896,729	\$ 896,729
801,160	924,094		Unappropriated Ending Fund Balance			
\$ 833,535	\$ 950,909	\$ 992,346	Total Requirements	\$ 896,729	\$ 896,729	\$ 896,729

Tualatin Valley Fire and Rescue
Assessed and Market Value of Taxable Property
 Last Ten Fiscal Years

Fiscal Year	Real Property*				Personal Property				Mobile Home Property				Utility Property				Total		Total Assessed Total To Total Direct Market Tax Value Rate
	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value			
2012	\$40,033,905,433	\$53,849,822,031	\$1,242,926,832	1,243,955,718	\$41,878,148	\$54,275,300	\$1,205,943,990	\$1,245,624,000	\$42,524,654,403	\$56,393,677,049	75.41	1.93							
2011	38,896,351,775	55,859,041,477	1,239,530,152	1,251,419,908	45,889,216	59,433,410	1,209,023,665	1,214,510,966	41,390,794,808	58,384,405,761	70.89	1.88							
2010	37,743,268,296	60,010,991,508	1,291,172,910	1,302,244,097	54,963,237	62,488,050	1,193,592,740	1,194,549,230	40,282,997,183	62,570,272,885	64.38	1.90							
2009	36,352,459,360	64,462,001,645	1,365,624,057	1,375,655,902	51,351,504	57,431,190	1,063,723,000	1,067,347,629	38,833,157,921	66,962,436,366	57.99	1.84							
2008	34,641,993,583	62,615,731,611	1,280,664,739	1,292,853,444	54,128,069	59,845,740	1,020,096,190	1,073,993,240	36,996,882,581	65,042,424,035	56.88	1.87							
2007	32,870,751,582	55,887,171,646	1,209,328,395	1,215,420,705	66,468,302	71,311,755	969,696,390	977,289,297	35,116,244,669	58,151,193,403	60.39	1.82							
2006	31,203,991,728	45,563,141,842	1,175,706,594	1,184,110,910	70,563,327	74,439,919	927,989,770	929,254,187	33,378,251,419	47,750,946,858	69.90	1.82							
2005	28,848,716,198	40,772,439,891	1,165,078,033	1,183,135,033	74,672,926	79,567,132	901,881,166	916,813,830	30,990,348,323	42,951,955,886	72.15	1.83							
2004	25,418,465,223	35,783,324,752	1,155,357,494	1,177,160,244	75,064,755	79,974,937	884,130,333	900,479,073	27,533,017,805	37,940,939,006	72.57	1.83							
2003	24,306,004,535	33,235,850,673	1,263,151,114	1,282,255,419	81,158,866	86,366,432	886,779,584	903,045,300	26,537,094,099	35,507,517,824	74.74	1.82							

Information from Washington, Clackamas, and Multnomah County Assessment and Tax Roll Summaries.

* Includes Multnomah County Assessed Valuation in its entirety.

Note: In May 1997, Oregon voters approved Measure 50 that revised the property tax system state-wide effective July 1, 1997. For property tax purposes, the measure changed a property's assessed valuation from real market value to a value for tax purposes. In addition, the maximum assessed value of a property was limited to a maximum of 3% growth per year. Accordingly, since that date, there is an increasing difference between market value and assessed value.

Tualatin Valley Fire and Rescue
Property Tax Levies and Collections
 Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2011	\$76,954,903	\$72,714,192	94.49 %	\$ -	\$72,714,192	94.49 %
2010	74,662,973	70,399,625	94.29	3,444,426	73,844,051	98.90
2009	70,168,538	66,017,433	94.08	3,746,693	69,764,126	99.42
2008	67,886,825	64,345,840	94.78	3,431,587	67,777,427	99.84
2007	62,860,513	59,799,046	95.13	3,032,787	62,831,833	99.95
2006	59,783,920	56,844,054	95.08	2,927,019	59,771,073	99.98
2005	56,843,613	53,918,038	94.85	2,890,142 #	56,808,180	99.94
2004	50,483,968	47,697,565	94.48	2,757,418 #	50,454,983	99.94
2003	48,507,471	45,798,106	94.41	1,292,291 #	47,090,397	97.08
2002	46,251,187	43,682,532	94.45	1,060,463 #	44,742,996	96.74

Source: District financial statements, current and prior years

⁽¹⁾ County collection records only show detail for the previous five years of delinquent tax collections.

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	2012			2003		
	Rank	Taxable Assessed Value ⁽¹⁾	Percentage of Total Taxable Assessed Valuation	Rank	Taxable Assessed Value ⁽¹⁾	Percentage of Total Taxable Assessed Valuation
Private enterprises:						
Intel Corporation	1	\$ 1,316,340	2.73 %	1	\$ 1,288,755	3.90 %
Nike, Inc.	2	437,734	0.91	3	325,811	0.99
Pacific Realty Associates	5	299,183	0.62	5	206,045	0.62
Genentech, Inc.	7	239,110	0.54			
Maxim Integrated Products	9	133,370	0.28	8	128,854	0.39
Tektronix, Inc.	10	132,546	0.27	7	133,241	0.40
Amberjack Ltd.				9	098,749	0.30
Integrated Device/Sumitomo				10	092,787	0.28
Public utilities:						
Portland General Electric	3	405,598	0.84	4	276,187	0.84
Frontier Communications	4	350,700	0.73			
Northwest Natural Gas Co	6	279,692	0.58	6	189,719	0.57
Comcast Corporation	8	223,356	0.46			
Verizon Northwest, Inc.				2	363,758	1.10
All other taxpayers		44,419,154	92.09		29,935,752	90.61
Total		\$ 48,236,782	100.00 %		\$ 33,039,658	100.00 %

Source: Washington County Department of Assessment and Taxation

⁽¹⁾ Data presented is for Washington County only. The District also levies taxes in portions of Multnomah and Clackamas counties.

Tualatin Valley Fire and Rescue
Demographic and Economic Statistics
 Last Ten Fiscal Years

Fiscal Year	Population ⁽¹⁾	Total Personal Income		School Enrollment ⁽³⁾ (Washington County)	Unemployment Rate ⁽⁴⁾ (Washington County)
		Per Capita Income ⁽²⁾ (Washington County)	(Washington County) (in thousands) ⁽²⁾		
2011	436,150	\$ 40,606	\$ 21,586,715	56,768	7.70 %
2010	440,339	40,188	17,696,344	55,672	9.15
2009	437,033	39,660	17,332,729	54,519	7.68
2008	433,964	37,969	16,477,179	54,480	4.42
2007	431,189	35,991	15,518,923	53,824	4.30
2006	421,343	34,298	14,451,222	52,884	4.73
2005	410,416	33,301	13,667,263	52,034	5.63
2004	417,646	32,706	13,659,530	50,822	6.85
2003	411,500	33,198	13,660,977	50,906	7.18
2002	407,400	33,942	13,827,971	47,985	6.75

⁽¹⁾ Portland State University Center for Population, Research & Census.

⁽²⁾ US Dept of Commerce

⁽³⁾ Oregon Dept of Education

⁽⁴⁾ Bureau of Labor Statistics

Response Engines

APPARATUS 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. Back then, apparatus was much less complex than modern apparatus, with most systems mechanical in nature.

As the District has grown, so have the requirements that are put on apparatus. Today, it takes four years or less to put 40,000 miles on a front line apparatus. Today's apparatus are far more complex, depending upon microprocessors and electronics to operate.

In the mid 1990's, 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.

The recommended replacement schedule was developed in a manner consistent with the priorities developed by the District's Apparatus Committee and current service delivery model. It is intended to ensure that front line response apparatus remain the top priority for funding and provide the needed flexibility to meet the changes and growth of District operations.

The replacement schedule, as currently laid out, would require an average of \$2,000,000 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.

Response Engines, continued

AGING SCHEDULE

Vehicle ID	Description	Year of Purchase	Replacement Year
1-101	Pumper, Quantum (Reserve)	1998	2015
1-102	Pumper, Quantum (Reserve)	1996	2013
1-104	Pumper, Quantum (Reserve)	1998	2015
1-108	Pumper, Quantum	1998	2016
1-114	Pumper, Quantum (Reserve)	1997	2014
1-118	Pumper, Quantum (Reserve)	2000	2017
1-122	Pumper, Dash	2002	2019
1-123	Pumper, Dash	2002	2020
1-124	Pumper, Dash (Reserve)	2001	2018
1-125	Pumper, Dash	2001	2018
1-126	Pumper, Dash	2001	2019
1-128	Pumper, Dash (Reserve)	2000	2017
1-129	Pumper, Quantum (Reserve)	1997	2013
1-134	Pumper, Quantum	1998	2016
1-135	Pumper, Quantum	1998	2014
1-138	Pumper, Saber	2000	2020
1-139	Pumper, Saber	2000	2020
1-140	Pumper, Quantum	2005	2020
1-141	Pumper, Quantum	2005	2021
1-142	Pumper, Quantum	2005	2021
1-143	Pumper, Velocity PUC	2008	2022
1-144	Pumper, Velocity PUC	2008	2022
1-145	Pumper, Velocity PUC	2008	2023
1-146	Pumper, Velocity PUC	2008	2023
1-147	Pumper, Velocity PUC	2008	2024
1-148	Pumper, Velocity PUC	2008	2024
1-149	Pumper, Velocity PUC	2009	2025
1-150	Pumper, Velocity PUC	2009	2025
1-151	Pumper, Velocity PUC	2009	2026
1-207	Truck, Dash	1999	2014
1-209	Truck, Dash	2004	2019
1-212	Elevated Waterway, Dash	2002	2017
1-213	Elevated Waterway, Dash	2004	2019
1-214	Elevated Waterway, Dash	2004	2019
1-217	Truck, Arrow XT Aerial	2008	2023
1-218	Truck, Arrow XT Aerial	2008	2023
12-356	Volunteer Light Brush, F350	1990	2013
1-301	Water Tender, International	1985	2013
1-322	Water Tender, International	1979	2013
1-323	Light Brush, Dodge 3500 4x4	1996	2014
1-324	Light Brush, Dodge 3500 4x4	1996	2014
1-327	Volunteer Water Tender, Freightliner	1995	2015
1-329	Light Brush, 3500 4x4	1996	2014
1-331	Water Tender, International	1999	2019
1-332	Quantum Heavy Rescue	1998	2019
1-333	Water Tender, International	2001	2021
1-335	Tech Rescue Tractor	2006	2018
1-337	Water Tender, International	2004	2024
1-339	Hazmat, Pierce Saber	2004	2024
1-340	Mobile Command Unit, Lance	2006	2026
1-341	Hazmat, Lance	2005	2025
1-342	Hazmat, Dash CBRNE	2005	2025
1-401	Air/Rehab	2011	2026
1-402	Air/Rehab	2011	2026
1-413	Heavy Brush Int'l 7400 4x4	2006	2026
1-414	Heavy Brush, Int'l 7400 4x4	2006	2026
1-415	Heavy Brush, Int'l 7400 4x4	2006	2026
1-416	Heavy Brush, Int'l 7400 4x4	2006	2026
1-417	Heavy Brush, Int'l 7400 4x4	2006	2026
1-450	Medic, Northstar Ambulance	2008	2023
1-451	Medic, Northstar Ambulance	2008	2023
1-452	Medic, Northstar Ambulance	2009	2024
1-453	Medic, Northstar Ambulance	2011	2026

* Based on 15 year cycle.

Chart of Accounts

ACCOUNT CLASSIFICATION SYSTEM

Organization Codes – General Ledger

Organization Codes represent the fund (first two numbers) and the department (last three numbers.) The funds are designated by the first two numbers of the organization code as follows:

- 10 General Fund
- 21 Apparatus Fund
- 22 Capital Improvements Fund
- 24 Emergency Management Fund
- 25 Grants Fund
- 26 Retiree Medical Insurance Stipend Fund
- 30 Debt Service Fund
- 45 Insurance Fund
- 51 Property and Building Fund
- 52 Capital Projects Fund
- 61 Pension Trust Fund
- 62 Deferred Comp Fund
- 63 Volunteer LOSAP Fund
- 70 General Fixed Assets
- 80 General Long Term Debt

The last three numbers represent the department and are consistent for each fund. They are as follows:

- 000 Non-Organizational
- 033 Station 33 - Sherwood
- 034 Station 34 - Tualatin
- 035 Station 35 - King City
- 050 Station 50 - Walnut
- 051 Station 51 - Tigard
- 052 Station 52 - Wilsonville
- 053 Station 53 - Progress
- 056 Station 56 - Elligsen Road
- 057 Station 57 - Mountain Road
- 058 Station 58 - Bolton
- 059 Station 59 - Willamette
- 060 Station 60 - Cornell Road
- 061 Station 61 - Butner Road
- 062 Station 62 - Aloha
- 064 Station 64 - Somerset
- 065 Station 65 - West Slope
- 066 Station 66 - Brockman Road
- 067 Station 67 - Farmington Road
- 068 Station 68 - Oak Hills
- 069 Station 69 - Cooper Mountain
- 110 Civil Service
- 120 Board of Directors
- 150 Fire Chief's Office
- 155 North Operating Center
- 160 Central Operating Center
- 170 Logistics Administration
- 175 Communications
- 200 Integrated Operations Administration
- 205 Emergency Medical Services
- 210 Finance
- 215 Information Technology
- 220 Supply
- 230 Recruits
- 240 Peak Activity Units
- 280 Relief Pool Personnel

Chart of Accounts, continued

300	Volunteers
304	Human Resources
317	Support Volunteers
402	Training/Safety
420	External Training
421	EMS/Health/Wellness
425	Wellness
451	Media Services
460	Public Education
500	Planning
571	Fleet Maintenance
582	Facilities Maintenance
600	South Operating Center
621	Wildland Program
622	Technical Rescue Team
625	Hazardous Materials Team
626	Water Rescue Team
650	Woodshop
724	OCEM
750	Emergency Management
800	Fire Prevention
900	Community Services

Object Codes – General Ledger

Beginning Fund Balance

4001	Beginning Fund Balance
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Revenues

Property Taxes

4011	Current Year's Property Taxes
4012	Prior Year's Property Taxes
4013	Taxes in Lieu of Property Tax

Investments

4050	Interest Income
4051	Interest on Taxes
4052	Unsegregated Tax Interest
4053	Gains/Losses on Investments
4054	Dividend Income
4055	Unrealized Gains & Losses

Special Revenue

4200	Charges for Services
4201	Contract Revenues
4203	HazMat Response Revenue
4204	Accounting Service Revenue
4205	Fire Reports/Permits
4250	Company Store Revenue

Training Center Revenue

4301	Training Classes
4303	Food Service Revenue
4304	Rental Revenue

Chart of Accounts, continued

Miscellaneous

- 4400 Donations and Grants
- 4401 Insurance Refunds - WC
- 4402 Insurance Refunds - Liability
- 4410 Surplus Property
- 4450 Miscellaneous
- 4500 Proceeds from Debt Issuance
- 4600 Transfers In From Other Funds
- 4999 Discounts Earned

Expenditures

Salaries & Wages

- 5001 Salaries and Wages Union
- 5002 Salaries and Wages Nonunion
- 5003 Vacation Taken Union
- 5004 Vacation Taken Nonunion
- 5005 Sick Leave Taken Union
- 5006 Sick Leave Taken Nonunion
- 5007 Personal Leave Taken Union
- 5008 Personal Leave Taken Nonunion
- 5010 Comp Taken Nonunion
- 5015 Vacation Sold
- 5016 Vacation Sold at Retirement
- 5017 PEHP Vacation Sold at Retirement
- 5018 Comp Time Sold
- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Nonunion
- 5030 Volunteer Incentive/Reimbursement
- 5041 Severance Pay
- 5050 Floater Stipend
- 5051 EMT Premium
- 5052 HazMat Premium
- 5053 Technical/Water Rescue Premium
- 5054 Other/FTO Premium
- 5101 Vacation Relief
- 5102 Duty Chief Relief
- 5105 Sick Relief
- 5106 On the Job Injury Relief
- 5107 Short Term Disability Relief
- 5110 Personal Leave Relief
- 5115 Vacant Slot Relief
- 5118 Standby Overtime
- 5120 Overtime Union
- 5121 Overtime Nonunion
- 5123 Comp Time Sold Nonunion
- 5150 Pension Benefit

Payroll Taxes

- 5201 PERS Taxes
- 5203 FICA/MEDI
- 5206 Workers' Compensation
- 5207 Trimet/Wilsonville Tax
- 5208 Oregon Workers' Benefit Fund Tax

Employee Insurance

- 5210 Medical Insurance Union
- 5211 Medical Insurance Nonunion
- 5220 Post Retiree Insurance Union

Chart of Accounts, continued

5221 Post Retiree Insurance Nonunion
5230 Dental Insurance Nonunion
5240 Life/Disability Insurance
5250 Unemployment Insurance
5260 Employee Assistance Insurance

Other Employee Costs

5270 Uniform Allowance
5280 Physical Examinations/Shots
5290 Employee Tuition Reimbursement
5295 Vehicle Allowance

Supplies

5300 Office Supplies
5301 Special Department Supplies
5302 Training Supplies
5303 Physical Fitness
5304 Hydrant Maintenance
5305 Fire Extinguisher
5306 Photography Supplies and Processing
5307 Smoke Detector Program
5311 HazMat Response Materials
5320 EMS Supplies
5321 Firefighting Supplies
5323 Food Service
5325 Protective Clothing
5330 Noncapital Furniture and Equipment
5340 Software Expense/Upgrades
5350 Apparatus Fuel/Lubricants

Maintenance & Repairs

5361 M&R Bldg/Bldg Equipment & Improvements
5362 UST Expense
5363 Vehicle Maintenance
5364 M&R-Fire Communications Equipment
5365 M&R-Firefighting Equipment
5366 M&R-EMS Equipment
5367 M&R-Office Equipment
5368 M&R-Computer Equipment and Software

Insurance

5400 Insurance Premium
5401 Insurance Claims Reimbursement

External Services

5410 General Legal
5411 Collective Bargaining
5412 Audit and Related Filing Fees
5413 Consultant Fees
5414 Other Professional Services
5415 Printing
5416 Custodial & Building Services
5417 Temporary Services
5418 Trustee/Administrative Fees
5419 Chaplain's Reimbursement
5420 Dispatch
5421 Board of Directors Allowance

Chart of Accounts, continued

Utilities

- 5430 Telephone
- 5432 Natural Gas
- 5433 Electricity
- 5434 Water/Sewer
- 5436 Garbage
- 5437 Cable Access
- 5445 Rent/Lease of Building
- 5450 Rental of Equipment

Travel & Education

- 5461 External Training
- 5462 Travel and Per Diem

Award Programs

- 5471 Citizen Awards
- 5472 Employee Recognition and Awards
- 5473 Employee Safety Program and Incentive
- 5474 Volunteer Awards Banquet

Community Education

- 5480 Community Events/Open House
- 5481 Community Education Materials
- 5482 Badges/Pencils/Handouts/Hats
- 5484 Postage, UPS, and Shipping

Dues, Fees & Subscriptions

- 5500 Dues and Subscriptions
- 5501 Volunteer Association Dues
- 5502 Certifications and Licensing

Miscellaneous

- 5560 Depreciation Expense
- 5570 Miscellaneous Business Expense
- 5571 Planning Retreat Expense
- 5572 Advertising/Public Notice
- 5573 Inventory Over/Short/Obsolete
- 5574 Elections Expense
- 5575 Laundry/Repair Expense

Capital Outlay

- 5601 Land
- 5602 Land Improvements
- 5603 TC Training Props
- 5610 Building and Building Improvements
- 5615 Vehicles and Apparatus
- 5620 Firefighting Equipment
- 5625 EMS Equipment
- 5630 Office Equipment and Furniture
- 5635 Building Equipment
- 5640 Physical Fitness Equipment
- 5645 Shop Equipment
- 5650 Communications Equipment
- 5655 Data Processing Software
- 5660 Computer Equipment

Chart of Accounts, continued

5670 Permits and Fees
5671 Architect/Engineer
5672 Project Management
5673 Temp Quarters
5674 Attorney Fees
5675 Demolition
5699 Project Contingency

Debt Service

5700 Debt Service Principal
5701 Debt Service Interest

Other

5800 Transfer Out
5900 Contingency
5999 Budgeted Ending Fund Balance
9999 Conversion

Chart of Accounts, continued

Project Classifications

Project numbers are used for job costing purposes and are attached to the end of the general ledger account string. The project number is comprised of a four digit project number and may contain a two digit type code for construction projects as follows:

Project

0101	IAFC President Budget
0105	Accreditation Program
0182	West Linn Expenses
0200	National Guard Exercise
0201	Maupin Conflagration
0202	Black Butte Conflagration
0203	IMT Team to Columbia City 07
0205	Elk Fire Conflagration
0207	Microwave Fire
0241	Washington County Sheriff (OCEM)
0242	City of Beaverton (OCEM)
0243	City of Hillsboro (OCEM)
0244	City of Tigard (OCEM)
0245	Washington County LUT (OCEM)
0300	Volunteer Academy
0460	Maris Epic/Fireman's Grant
0500	Investigation Call Out
0600	Code Enforcement
0622	Fireworks Container
0750	Earthquake Exercise
0800	Adult Foster Care
0801	Professional Development Plan
0802	Annual Spring DFM Academy
0900	Community Development
0901	Chaplains Program
0905	Toy & Joy Program
1000	Fire Prevention Training
1100	Fire Prevention Pub Ed
1200	Fire Prevention Special Events
1300	Fire Prevention Night Inspections
3101	MACC Grant
3102	Regional US&R Exercise Phase 2
3103	SAFER Grant
3150	HAZMAT Training – Federal
3201	Earthquake exercise 4/12/10
3202	Earthquake Exercise – April 2010
3203	Shear Dynamics 2011
3204	Railroad Incident 5/5/11
3205	Town CRI-OR (POD Exercise) 6/9/11
3207	High Cascades Complex Conflagration

Chart of Accounts, continued

3208	Metro Burn
3209	Next Available #
3305	FJ Cruisers (Cars)
3306	Rehab Units
3307	Service Truck – Shop
3308	Code 3 Response/Other
3309	Service Van – SCBA Maintenance
3310	Medic Unit (New)
3311	Mobile Command Center (MCC)
3312	Fire Investigation Unit
3313	Fleet Field Service Vehicle
3314	Light Brush Unit
3315	Heavy Rescue Unit
3316	Tenders (2)
3317	All-Steer Pumper Axle Conversion
3318	Code 3 Lighting for Pool Vehicles
3319	Pool Vehicle – 4x4 SUV (Used)
3320	Pumpers (\$540K ea)
3321	Pumpers (\$565K ea)
3322	Pumpers (\$591K ea)
3323	Pumpers (\$681K ea)
3324	Trucks
3325	Dive Rescue
3326	Rescue Pumper
3327	Bond Apparatus Contingency
3328	OCEM Vehicle
3421	Occupational Health
3422	Recruit Academy 11-01
3423	Clackamas CCFD#1 Fleet Program
3424	Recruit Academy 11-02
3425	City of Hillsboro Fleet Program
3426	Recruit Academy 12-01
3427	Lake Oswego Fleet Enterprise Program
3428	Gladstone Fleet Enterprise Program
3429	Mannequin Program
3430	Occupational Health Clinic
3501	CBOC
3502	Station 53 - Progress
3503	Station 56/South Operating Center
3504	Station 58 – West Linn
3505	Station 65 – West Slope
3506	Station 68 – Oak Hills
3507	Compressor Room – TC
3508	Station 34 - Tualatin
3509	Bethany Station Construction
3510	170 th Station Construction
3512	Station 59 - Willamette
3513	Station 35 – King City
3514	Station 50 – Walnut
3515	Station 51 – Tigard
3516	Station 52 – Wilsonville
3517	Station 62 – Aloha
3518	Station 64 – Somerset
3519	Station 66 – Brockman Rd.
3520	Station 69 – Cooper Mt.
3521	Station 66 Signal
3522	Training Center
3523	Diversion Valve
3524	Bond Construction Contingency

Chart of Accounts, continued

3604 SCBA Purchase, Repair and Maintenance
3605 CBOC Expenses (Non-capital)
3606 CFBT Prop at Training Center
3607 Metro Fire Planners Conference
3650 Mobile Computer Technology Upgrade
3651 Bail-Out Bags and Equipment

3701 Bethany Land Purchase
3702 170th Land
3703 Dartmouth Land
3704 Station 50 -Walnut
3705 Station 58 - Bolton
3706 Station 59 - Willamette
3707 Station 68 – Oak Hills
3708 Station 56/SOC – Elligsen Rd.
3709 Bull Mt. Land
3710 Station 65 – West Slope
3711 Bond Land Contingency

8010 Energy Upgrades

Category

00 Contract (Construction/Land Purchase)
01 Professional and Tech Services
02 Attorney Fees
03 Permits and Fees
04 Architectural Services
05 Project Management
06 Temporary Quarters
07 Project Contingency

Glossary

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
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.
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
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.
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., maintain and operate the antique fire apparatus, provide rehabilitation services at incidents, assist the Community Service Division at various events, and perform clerical duties.
Battalion	A geographic area of the Fire District (also called Division). The North Integrated Operating Battalion (Division) has seven stations; the Central Integrated Operating Battalion (Division) has six stations, and the South Integrated Operations Battalion (Division) has six stations.
BC	Battalion Chief
Battalion Chief	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.

Behavioral Health	Refers to the reciprocal relationship between human behavior and the well-being of the body, mind, and spirit. In the Fire District, this relates to interpersonal and group coaching and counseling as well 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.

Glossary, continued

Budgetary Control	The control or management of a governmental unit or enterprise in accordance with an 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.
Capital Assets	Assets of significant value and having a useful life of several years. 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. A Capital Program is sometimes referred to as a Capital 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 Projects Fund	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.
Capital Program	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
Captain	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
Category A Zones	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
Category B Zones	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
Category C Zones	Property within the District's service area, but outside the Urban Growth Boundary, which is primarily agricultural land with relatively low population density and low risk structures.
CFAI	Commission on Fire Accreditation International.
Code 3	Use of red lights and sirens by apparatus during emergency response.
Company	A work unit comprised of a piece of apparatus and its assigned crew.

Core Volunteer	A group of trained citizen firefighters who are “on call” to augment the District’s career firefighters
CPSE	Center for Public Safety Excellence.
CRR	Community Risk Reduction. The coordinated effort of Integrated Operations to identify and prioritize risks within a ‘first due’ area and develop interventions to minimize the probability, occurrence, or impact of a risk.
Current Funds	Funds the resources of which are expended for operating purposes during the current fiscal period. In its usual application in plural form, it refers to General, Special Revenue, Debt Service, and Enterprise Funds of a governmental unit. In the singular form, the current fund is synonymous with General Fund. <i>See also General Fund.</i>
Current Liabilities	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
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, Certificates of Participation, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.
Debt Service Fund	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial, and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
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>
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.

Glossary, continued

Division	The District is divided into three administrative geographic areas (Integrated Operations Divisions), called Divisions. Division and Battalions are the same. The term Division is used administratively and Battalion is an operational delineation of the same area.
Division Chief	Rank above Battalion Chief. North, Central, and South Divisions are each commanded by a Division Chief. In addition, there are several major departments led by Division Chiefs, e.g. Training and Logistics.
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.
ERP	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
Equipment	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations (e.g., machinery, tools, trucks, cars, furniture, and furnishings).
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. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.

Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
Fixed Assets	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Note: The term does not indicate the immobility of an asset, which is a distinctive characteristic of "fixture."
FMZ	Fire Management Zone. The State of Oregon is segmented into a grid system based on one mile and a quarter 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).
FSAB	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training, whose standards are set forth by the state of Oregon, that determines the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from Firefighter to Fire Marshal.
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
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 Fund	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
General Long-Term Debt	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
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.

Glossary, continued

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 one Heavy Rescue. It has specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, it becomes the Technical Rescue Team, which has specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
IAFC	International Association of Fire Chiefs.
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
In-service Interface	Training session/class held for District employees. 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.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
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">▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end;▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and,▶ Records and procedures are arranged appropriately to facilitate effective control.
Kelly Day	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
Lieutenant	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Medic	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units staffed during peak hours.

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 new integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
Net Bonded Debt	Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.
NFPA	National Fire Protection Association
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.
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 Center	Also known as Division Office, Operating Centers were established in the North, Central, and South areas of the District to better serve their service areas. Each Operating Center acts as a headquarters for fire prevention personnel, a Public Affairs Officer, the region's Division/Battalion Chiefs, and support staff.
Operating Expenses	Expenses for general governmental purposes.
Operating Statement	A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet that shows financial position at a given moment in time.
Paramedic	The highest level of training an EMT can reach in the state of Oregon.
PERS	The Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employer contribute.

Glossary, continued

POD	Peripheral Observation Device, which enables Training personnel to receive real-time heart rate data wirelessly from the recruits to their PC screens.
PPE	Personal protective equipment utilized by firefighting personnel. Includes breathing apparatus, turnouts, boots, gloves, etc.
Prior Years Tax Levies	Taxes levied for fiscal periods preceding the current one.
PSBT	Public Safety Broadband Trust.
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.
Rescue	A piece of apparatus staffed with two Paramedics that carries all the ALS equipment, plus the heavy extrication equipment used to remove patients from mangled cars at scenes of motor vehicle accidents. This apparatus responds to all fire calls within their first response area due to the fact that personnel are cross-trained to fight fire.
Resources	The actual assets of a governmental unit, such as cash, taxes receivable, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
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.
Revenue	<p>The term designates an increase to a fund's assets that:</p> <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. The majority of the District's volunteer engines are of the Saber style. They also contain support items (air bottles) for incident support.
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
Skyboom	An engine with an elevated master stream of 61 feet.
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.
Squirt	An engine with a top mounted ladder that can extend to approximately 65 feet.
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.
Taxes	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
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 several technical rescue teams: Water Rescue, Technical Rescue Team (rope, building collapse, extrication, confined space rescue), and a Hazardous Material Team.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TIF	Tax Increment Financing. One of the financing mechanisms for urban renewal plans, which can leverage the property tax revenues resulting from growth in an urban renewal area.
Truck	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.
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 in an attempt to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
Urban Renewal	A program of land re-development in areas of moderate to high density urban land use.
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 desktop to manage phone and messaging services.

Glossary, continued

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.
Zetron	A dispatch system that utilizes a tone generator connected to the CAD system at WCCCA via a leased phone line with receivers located in fire stations. Each receiver responds to its designated tone and triggers the station tap-out system.

North Operating Center

Located Blanton Street in Aloha, current home to Administration, Fleet, and Supply.

Station 60 This station serves the District's northeast area, including a portion of Multnomah County.

Station 61 This station is located on SW Murray and Butner Roads in north Beaverton.

Station 62 The fire station located on SW 209th near Blanton Street and which is known as the Aloha Station.

Station 64 Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.

Station 65 The fire station located in the West Slope area, which is also known as the West Slope station.

Station 66 This station is located at SW Brockman Road in south Beaverton.

Station 67 This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.

Station 68 This station is located near NW Kaiser and West Union Roads and is referred to as the Oak Hills station.

Central Operating Center

This is located at the Command and Business Operating Center on Dartmouth St. in Tigard.

Station 33 This fire station is located within the City of Sherwood, Oregon.

Station 35 This station is known as the King City Station for the city it serves.

Station 50 This fire station is located at SW Walnut Street near the corner of Gaarde in the City of Tigard.

Station 51 This fire station is located within the core area of the City of Tigard.

Station 53 The Progress fire station is located on Scholls Ferry Rd, near Washington Square shopping center.

Station 69 Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.

South Operating Center

The South Division offices are centrally located near I-5 in Tualatin.

Station 34 This fire station is located within the City of Tualatin, Oregon.

Station 52 This fire station is located within the City of Wilsonville, Oregon.

Station 56 The Elligsen Road station is located near the intersection of I-5 and Elligsen Road. This station serves the I-5 corridor, as well as the Cities of Wilsonville and Tualatin.

Station 57 This station is also known for the road on which it is situated - Mountain Road.

Station 58 The Bolton fire station, formerly of the City of West Linn.

Station 59 Also known as the Willamette Station, located in historic downtown West Linn.

Volunteer Station

Station 368 The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

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