

TVF&R[®] **Tualatin Valley Fire & Rescue**

A Rural Fire Protection District, Tigard, Oregon



Annual Budget Document Fiscal Year 2011-12

Proudly serving the communities of:

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

And portions of: Washington • Clackamas • Multnomah counties



A Rural Fire Protection District

**2011-12
Annual Budget Document**

Cover photo courtesy of Louise Thudium.

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PHONE 503-649-8577
www.tvfr.com



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Tualatin Valley Fire & Rescue District

Oregon

For the Fiscal Year Beginning

July 1, 2010

Two handwritten signatures in black ink. The signature on the left is more stylized, while the one on the right is more legible and appears to read 'Jeffrey R. Egan'.

President

Executive Director

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, 2010. 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 Finance Department.

**Debra Guzman, Chief Financial Officer
Linda Compton, Senior Financial Analyst
Dan DeHaven, Management Analyst
Susan Boyle, Administrative Supervisor**

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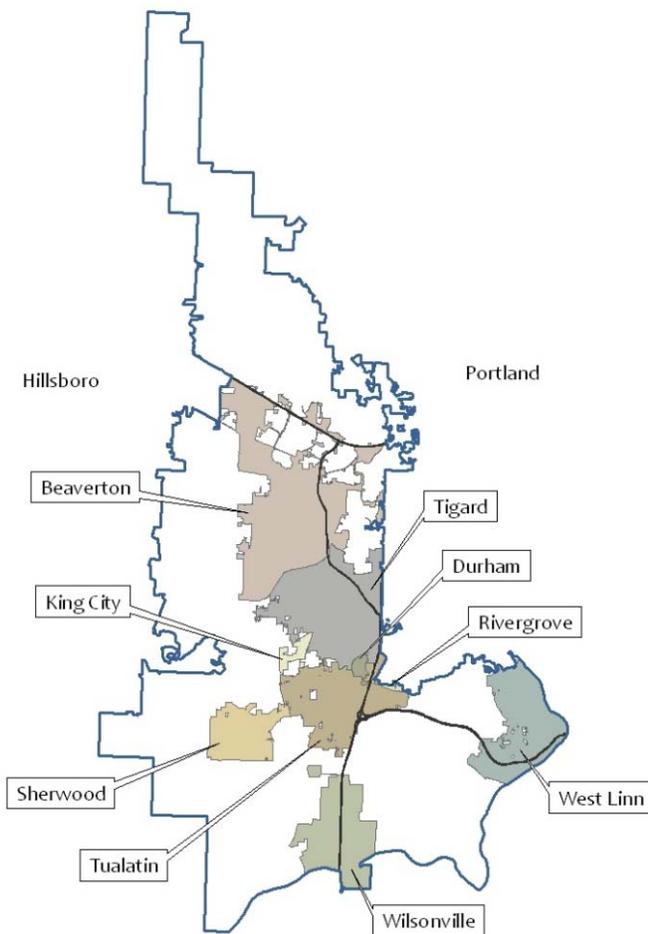
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District Overview

TUALATIN VALLEY FIRE AND RESCUE

Tualatin Valley Fire and Rescue (The 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 **435,834**.

The District will have approximately **456.13** employees (447.13 General Fund and nine Grant Fund), supplemented by approximately 100 volunteers. Fire and rescue services are provided from 21 career and volunteer fire stations, 23 fire engines, three ladder trucks, three aerial pumpers, two hazardous materials response units, two technical rescue units, two rehab units, one heavy CBRNE unit, seven water tenders, nine brush rigs, and several other pieces of equipment, including three medics, four response cars, and three 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** lies within one of the fastest growing regions of the state of Oregon. It is an area encompassing densely populated suburbs, rural farmlands, retail and commercial establishments, and growing industrial complexes.

Fire stations are strategically placed throughout the District to protect high property values and population densities. During 2010-11, the District moved from a two operating division model to a three 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.

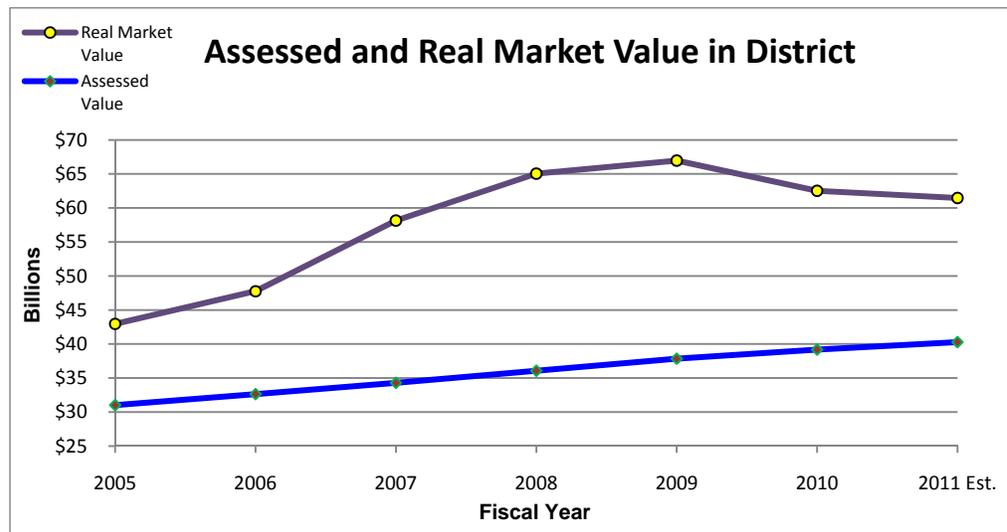
ECONOMY

The District, through its broad geographic base, 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, TVF&R's service area has and is expected to continue to grow and develop as the economy again improves. Currently, the District has lowered its forecasts for future years' property tax revenue based on reduced projected growth of assessed value and collection rates.

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 9.3 percent across the state as of May 31, 2011, continues to cause concern across the state and local area.

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 2.75% for the property tax year 2010-11, but it is conservatively forecasted to grow at only 2.4% for 2011-12, based upon continued concerns about the lack of renewed investment and property tax appeals.

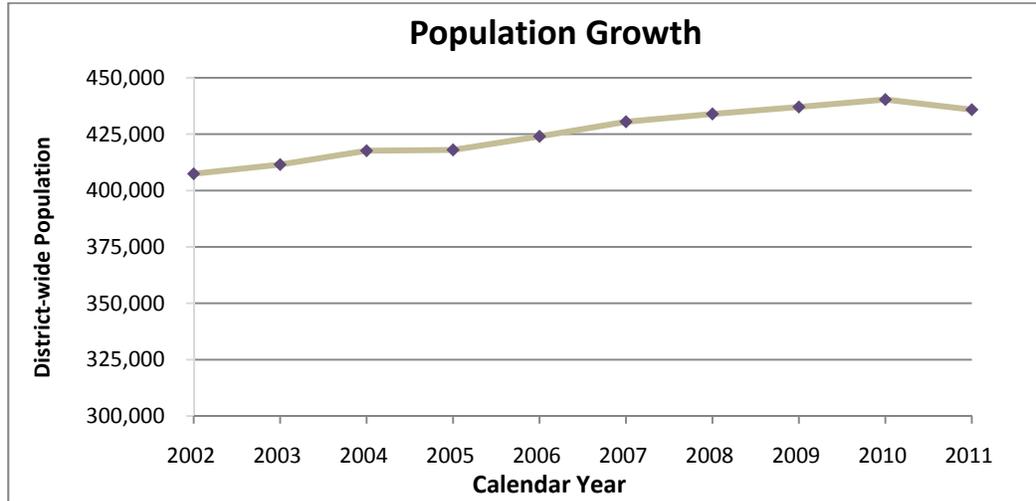
While the recent national credit crisis and resultant economic downturn has slowed the pace of assessed valuation growth, TVF&R's service area has and is expected to continue to grow and develop as the economy again improves.



POPULATION

The District has experienced a population growth of almost thirty thousand people since 2002.

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

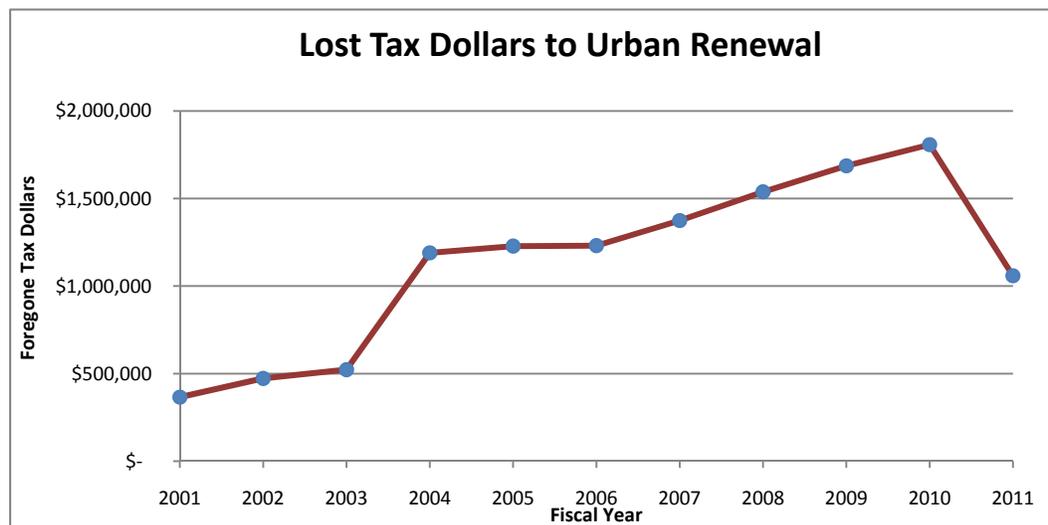


Note: 2011 population is based on US Census numbers while prior nine years were based on local estimates.

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 begun purchasing land for future fire station sites. 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 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 forgoes all 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). Concerns over the impact of TIF prompted TVF&R to work with other urban renewal stakeholders who secured passage of House Bill 3056 in the 2009 Oregon legislature. HB 3056 establishes new limitations on urban renewal plans and provides for greater participation of overlapping taxing districts.

The District forgoes all 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.



District Overview, continued

This area serves as the home to internationally recognized companies such as Nike, Mentor Graphics, Tektronix, InFocus, 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.

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.

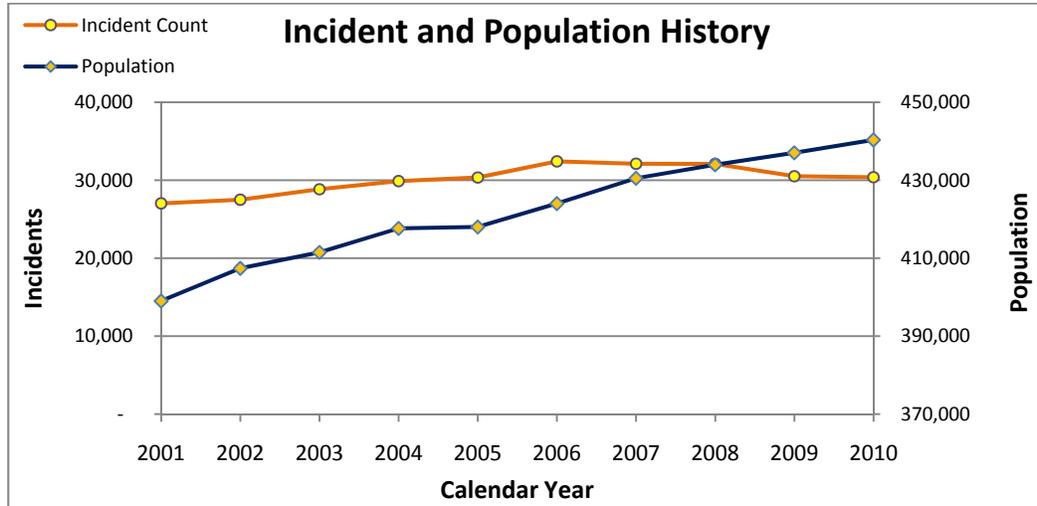
Within the former Fire Prevention Division and now in the Integrated Operations Division, the District coordinates all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the citizens within its boundaries. The Deputy Fire Marshals 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 deal with emergencies, both fire and medical, the District staffs a team of professional firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. Approximately **162** professional 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.

EMERGENCY INCIDENTS

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

The first strategic goal of the District is to reduce the number and severity of emergency incidents.



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 less than a 0.5% decrease in call volume in 2010, while the Call Type trends within the dataset remained largely consistent. The District continues to experience less working structure fires, while the majority of the call volume centers on emergency medical service (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 those areas where the District has some control (e.g., reducing the number of false alarm 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 provide personnel with constant training to maintain and improve their skills to the highest level possible. The Training Center, which was constructed in several phases using public funding and private donations, provides advanced training opportunities 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 during the summer of 2002, which allow live fire training in interior attack and other areas of firefighting. 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 firefighting tactics training.

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, Finance, and Business Operations
- Personnel Policy
- Training
- Fire Chief's Role and Executive Functions
- Operations
- Fire Marshal's Office
- Purchasing
- Maintenance
- Community Services

BUDGET COMMITTEE AS OF JUNE 30, 2011

<i>Board Members</i>	<u>Term Expiration</u>
Robert C. Wyffels, <i>President</i>	June 30, 2013
Clark I. Balfour, <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 Fong, <i>Member</i>	June 30, 2012
Paul A. Leavy, <i>Member</i>	June 30, 2012
James W. Petrizzi, <i>Member</i>	June 30, 2011
Michael D. Smith, <i>Member</i>	June 30, 2013
Jon R. Walsh, <i>Member</i>	June 30, 2013

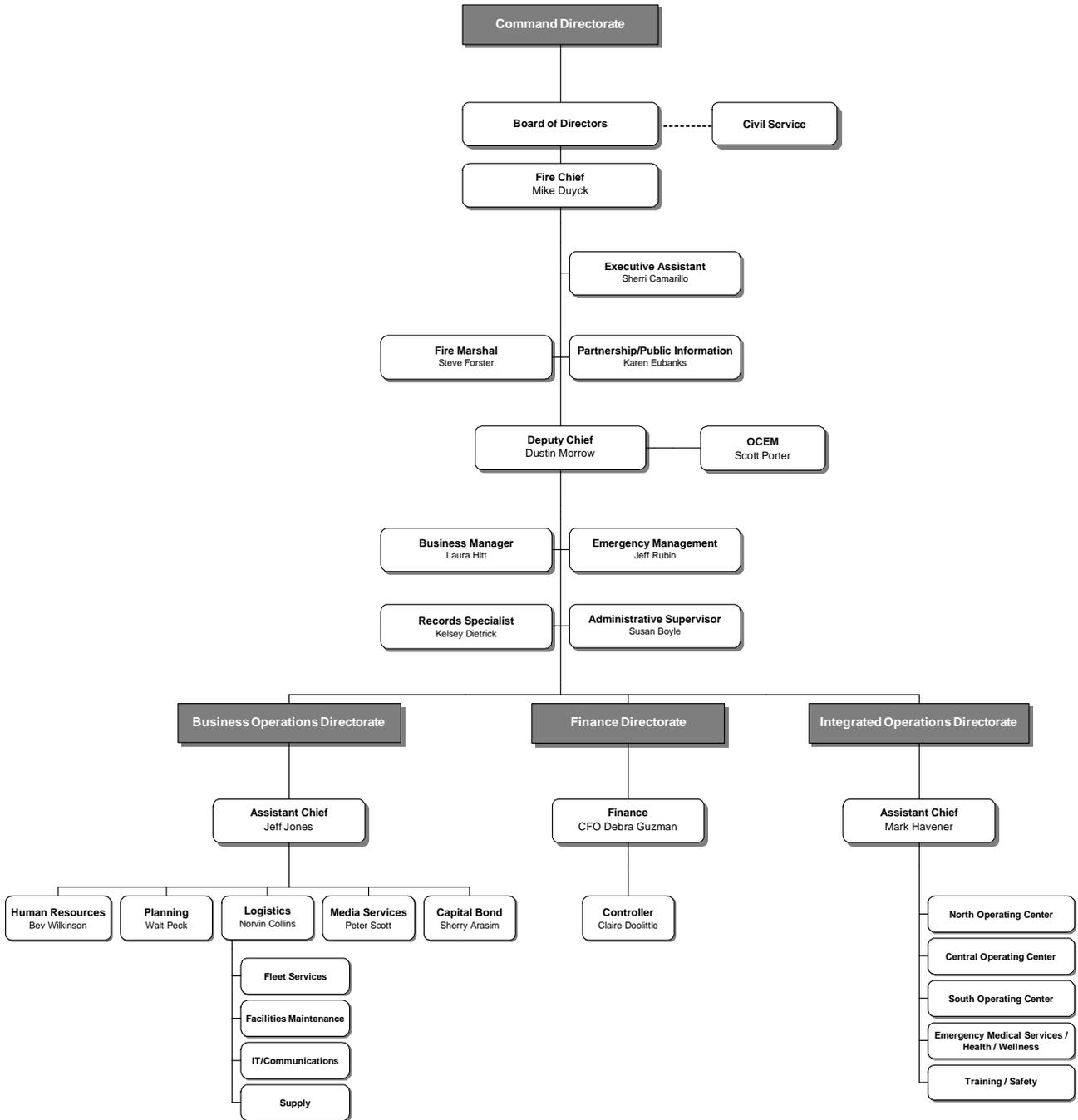
DISTRICT STAFF

- **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**

ORGANIZATIONAL CHART



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Message from the Fire Chief

JUNE 28, 2011

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 2011-12 adopted 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 citizens' 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.

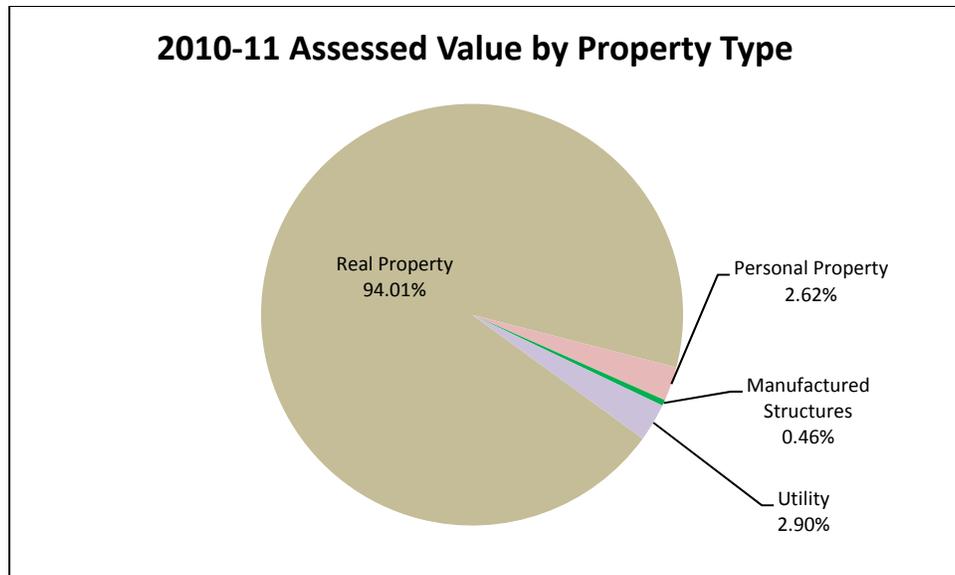
Each budget year brings unique challenges as we strive to provide the most effective firefighting, emergency medical, rescue, and prevention services to our citizens, while maintaining excellent fiscal stewardship. This commitment drives our budget process in allocating resources and funding.

TAXATION AND VALUATION

The local economy continues to be weak with high unemployment levels and lack of new development. Property taxes remain relatively unimpacted by the economic cycle due to past voter initiatives which delinked the assessed value from the market value of property. Because the District depends almost entirely upon property tax revenue levied upon assessed value (which is lower than market value), and assessed value is generally allowed to grow 3% a year (unless it drops below market value), we have continued to experience growth in property tax revenue, albeit at a much lower growth rate than in the past. Total assessed valuation of the District grew 2.75% overall in 2010-11. While Real Property assessed valuation grew 3.05%, Personal Property declined 4.12%, Manufactured Structures declined 6.49% and Utilities grew only 1.24% for the combined 2.75% growth rate in 2010-11.

Message from the Fire Chief, continued

Because the local economy continues to be weak with high unemployment levels and lack of new development, the 2011-12 budget has been prepared with a modest 2.4% assessed valuation growth projection. In discussion with Washington County Assessment and Taxation, commercial property and vacant land continue to be written down as market value is lower than assessed value.



In addition to its permanent tax rate of \$1.5252 per \$1,000 (AV), the District relies upon a local option levy of 25 cents per \$1,000 (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.

The overall collection rate has remained consistent during this economic downturn and collections are forecasted to remain at 94.1%. We will continue to proactively monitor our collection rates and review assessed valuation actual percentage change results in late October 2011, when we receive the assessed value data for the 2011-12 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 strength, 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 2011-12 budget represents the second year of the reorganization of the District into three Operating Centers: North, Central, and South. These centers are staffed by "Integrated Operations" personnel responsible for emergency operations, fire prevention, and public affairs. 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 future community risk reduction programs. These centers also provide 'scalability' for growth, should the District wish to take advantage of contract services or funding opportunities in the future. Each of the District's 21 fire stations is assigned to an Operating Center.

The District's firefighters, training, and fire prevention members are represented by Local 1660. The current labor contract extends through June 30, 2012. The third year of the contract provides for a 2.1 percent wage range increase based upon Average CPI-W, an increase in health insurance allowable, and a payment of \$300,000 to the Union Health Trust.

Message from the Fire Chief, continued

The number of District personnel in the General Fund decreased by a net quarter of a full time equivalent employee (FTE). Within the General Fund, the District increased Fleet personnel by 3.25 for the purpose of fulfilling the new multi-year fleet maintenance contract for Clackamas County Fire District No. 1. The District reduced: 1.0 Executive Officer in the Fire Chief's Office budget (retired); .5 FTE Supply Specialist to pre-ERP implementation levels; .5 FTE Behavioral Health Specialist (retired), and 1.5 FTE in the Recruit budget. In addition, the District received the SAFER grant effective May 12, 2011, which added nine firefighters in the Grant Fund. These firefighters will be paid by grant funds for two full years.

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. The District's Tier One and Tier Two rates will increase 4.51% of payroll to a 21.7% payroll rate beginning July 1, 2011. OPSRP rates increased 2.43% of payroll to 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.

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 \$5,000,000 of bond issuance authority. Each sale has occurred so as to match projected construction and apparatus purchase timelines. Moody's Investor Service recently affirmed the District's Aaa rating, which helped ensure the lowest possible interest rates for the May 2011 bond sale. The budget for 2011-12 reflects the construction of three of the four planned fire stations in this bond sale: Stations 65, 68, and the combined Station 56/South Operating Center; the purchase of two tenders and a light brush unit, and a down payment on a heavy rescue unit. 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.

The year 2011-12 will be a period of continued organizational refinement as we expand our community risk reduction program from pilot fire stations 51, 52 and 67, to all 21 fire stations. Community risk reduction is 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. 'Risk' can be a specific fire or life safety hazard to a community or a situation that negatively impacts response reliability. Several of our partner cities have already expressed support of and excitement for our efforts and vision, and are excited to partner with the District in an effort to create safer communities.

The reorganization of Tualatin Valley Fire & Rescue also included new management. We have completed the transition of top management of the organization and are now focused 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 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). Less than one percent of the nation's fire departments have received this distinctive designation, which reflects well upon the quality of services provided by our firefighters and employees, and the support of the Board of Directors and their commitment to excellence. 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 447.13 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 funding for firefighters and support staff positions funded by 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 tenders and one light brush unit, as well as a down payment on a heavy rescue unit and other fleet vehicles.

Mobile Computing Replacement. Capital replacement of the mobile computers in all apparatus is planned with a placeholder of \$588,000 in the Capital Improvement Fund. While continued analysis and review are expected before a final solution is identified, the replacement of these critical devices is planned and previously reserved.

Fire Stations and South Operating Center. The budget reflects the construction of Stations 65, 68 and a combined Station 56/South Operating Center in this fiscal year as part of the capital bond program.

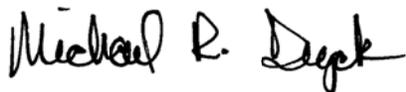
BUDGET SUMMARY

This budget proposes our permanent tax rate of \$1.5252 per \$1,000 of assessed valuation, the local option levy of \$0.25 per \$1,000 of assessed valuation, and a levy for debt service for outstanding bond issues, estimated to total approximately 16 cents per \$1,000. We anticipate tax receipts of the levies at a 94.1% collection rate and assessed value growth of 2.4%.

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 2011-12 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue



Michael R. Duyck
Fire Chief/Administrator

Financial Overview

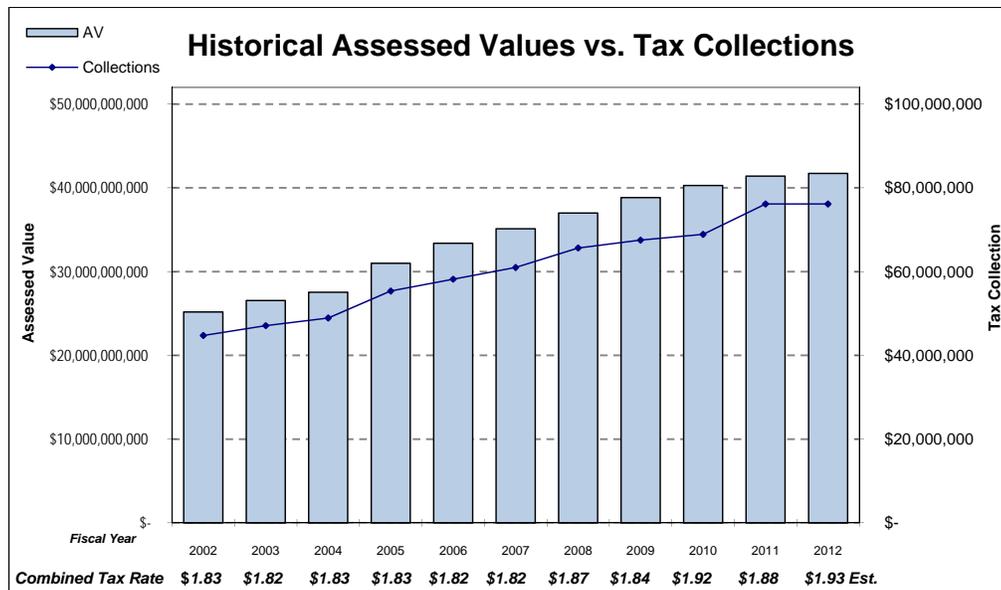
TAX RATES

General Fund – Permanent Rate	General Fund - Local Option Tax Levy	Bonded Debt
Expected Assessed Valuation: \$41,717,886,834	Expected Assessed Valuation: \$42,296,919,566	Expected Assessed Valuation: \$42,296,919,566
General Fund Tax Rate Levied: \$1.5252/\$1,000	General Fund Tax Rate Levied: \$0.25/\$1,000	Est. Bonded Debt Tax Rate: \$0.1553/\$1,000
Estimated General Fund Total Levy: \$63,628,121	Estimated General Fund Total Levy: \$10,574,230	Bonded Debt Total Levy: \$6,567,485
Expected Collection Rate: 94.1%	Expected Collection Rate: 94.1%	Expected Collection Rate: 94.1%
Expected Collections: \$59,874,062	Expected Collections: \$9,950,350	Expected Collections: \$6,180,003

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
2010	\$ 74,622,973	\$ 70,399,625	94.34 %		\$ 72,330,610	96.88 %
2009	70,168,538	66,017,433	94.08	\$ 1,498,114	67,515,547	96.22
2008	67,886,825	64,345,840	94.78	1,288,336	65,634,176	96.68
2007	62,860,513	59,799,046	95.13	1,176,222	60,975,268	97.00
2006	59,783,920	56,844,054	95.08	1,339,636	58,183,690	97.32
2005	56,843,613	53,918,038	94.85	1,438,746	55,356,784	97.38
2004	50,483,968	47,697,565	94.48	1,225,232	48,922,797	96.91
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
2001	37,636,823	35,530,538	94.40	1,030,065	36,560,603	97.14

ASSESSED VALUES VS. TAX COLLECTIONS

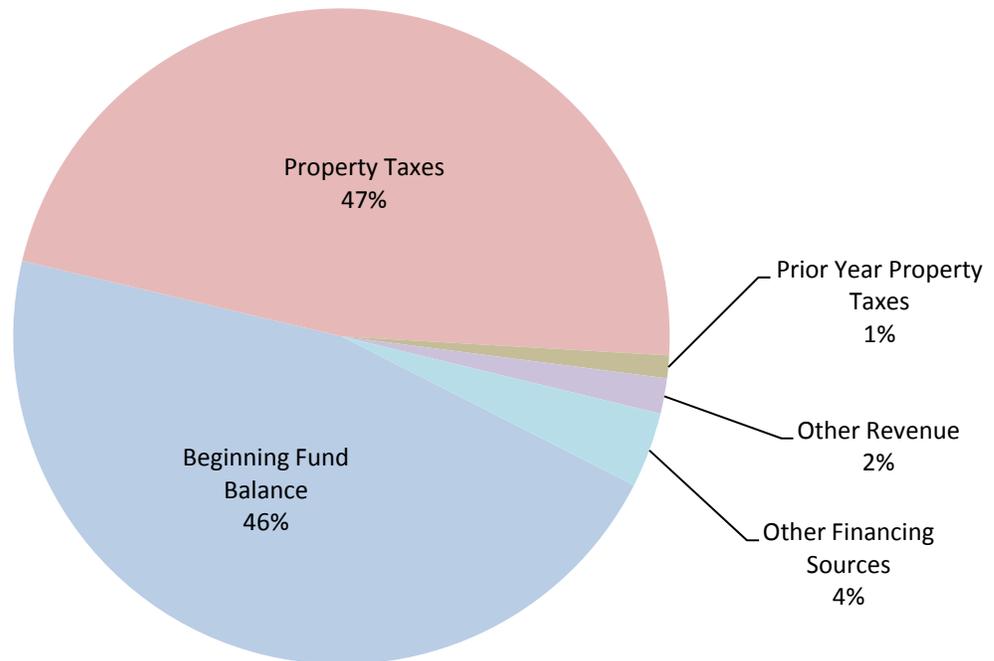


Financial Overview, continued

2011-12 BUDGETED RESOURCES

Resources	Beginning Fund Balance	Property Taxes	Prior Years Property Taxes	Other Revenue	Other Financing Sources	2011-12 Budget
Major Funds						
General	\$32,402,422	\$69,824,412	\$1,691,863	\$1,418,925		\$105,337,622
Capital Projects	26,092,306			160,298		26,252,604
Non-Major Funds						
Apparatus	1,790,991			9,392	\$1,186,737	2,987,120
Capital Improvements	5,507,962			32,187	3,109,354	8,649,503
Emergency Management					53,804	53,804
Grants	90,555			1,103,314	200,000	1,393,869
Retiree Medical Ins. Stipend	173,360			708		174,068
Bonded Debt Service	826,218	6,180,003	109,658	9,352		7,125,231
Insurance	635,340			3,432		638,772
Property and Building	6,077,010			32,826	1,000,000	7,109,836
Pension Trust					377,916	377,916
Volunteer LOSAP	893,995			44,740	53,611	992,346
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 Budgeted Resources	\$63,511,543	\$71,614,154	\$1,253,694	\$2,297,280	\$32,256,398	\$170,933,069
Total 2009-10 Actual Resources	\$70,740,137	\$70,735,075	\$1,690,720	\$2,337,083	\$4,681,029	\$150,184,044

2011-12 Budgeted Resources

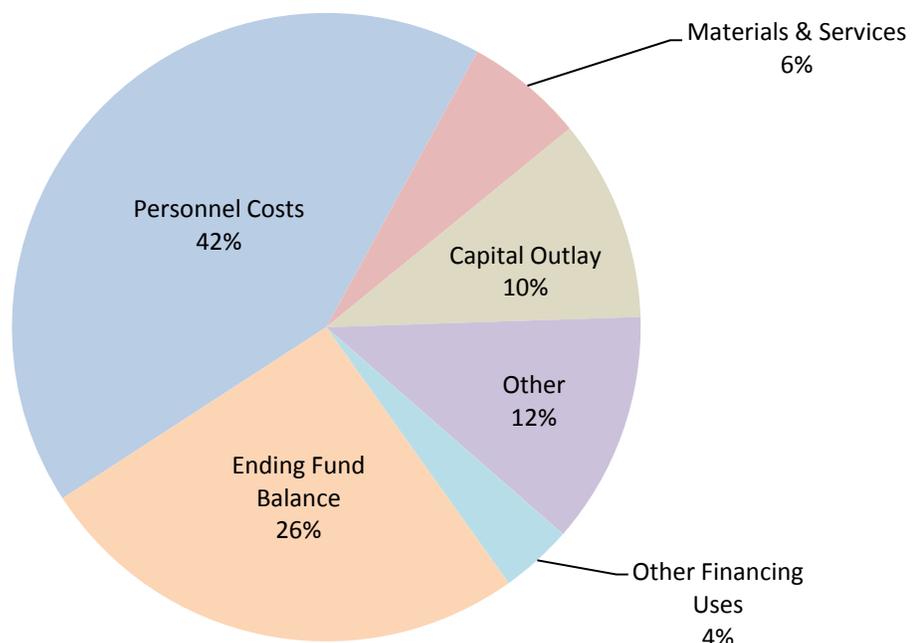


Financial Overview, continued

2011-12 BUDGETED REQUIREMENTS

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2011-12 Budget
Major Funds							
General	\$65,536,669	\$9,233,435		\$5,647,643	\$5,981,422	\$18,938,453	\$105,337,622
Capital Projects			\$13,706,217	1,844,150		10,702,237	26,252,604
Non-Major Funds							
Apparatus				500,000		2,487,120	2,987,120
Capital Improvements			2,628,742	2,683,160		3,337,601	8,649,503
Emergency Management	44,743	9,061					53,804
Grants	1,114,467		32,000	247,402			1,393,869
Retiree Medical Ins. Stipend	74,661					99,407	174,068
Bonded Debt Service				5,915,413		1,209,818	7,125,231
Insurance		638,772					638,772
Property and Building			625,000	1,924,248		4,560,588	7,109,836
Pension Trust	367,916	10,000					377,916
Volunteer LOSAP	992,346						992,346
Total 2011-12 Budgeted Requirements	\$68,130,802	\$9,891,268	\$16,991,959	\$18,762,016	\$5,981,422	\$41,335,224	\$161,092,691
Total 2010-11 Budgeted Requirements	\$68,526,465	\$10,329,757	\$27,346,223	\$25,928,676	\$3,756,398	\$35,045,550	\$170,933,069
Total 2009-10 Actual Requirements	\$57,529,926	\$7,519,854	\$15,074,162	\$3,913,179	\$4,681,029	\$61,465,894	\$150,184,044

2011-12 Budgeted Requirements



Financial Overview, continued

2011-12 FUND BALANCE BUDGETED

Resources	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Percent Change in Fund Balance
Major Funds					
General	\$32,402,422	\$5,647,643	\$18,938,453	(\$13,463,969)	-41.6%
Capital Projects	26,092,306	1,844,150	10,702,237	(15,390,069)	-59.0%
Non-Major Funds					
Apparatus	1,790,991	500,000	2,487,120	696,129	38.9%
Capital Improvements	5,507,962	2,683,160	3,337,601	(2,170,361)	-39.4%
Emergency Management					
Grants	90,555	247,402		(90,555)	-100.0%
Retiree Med Ins. Stipend	173,360		99,407	(73,953)	-42.7%
Debt Service	826,218		1,209,818	383,600	46.4%
Insurance	635,340			(635,340)	-100.0%
Property and Building	6,077,010	1,924,248	4,560,588	(1,516,422)	-25.0%
Pension Trust					
Volunteer LOSAP	893,995			(893,995)	-100.0%
Total 2011-12 Budgeted Resources	\$74,490,159	\$12,846,603	\$41,335,224	(\$33,154,935)	-44.5%
Total 2010-11 Budgeted Resources	\$63,511,543	\$21,670,003	\$35,045,550	(\$28,465,993)	-44.8%
Total 2009-10 Actual Resources	\$70,740,137		\$61,465,894	(\$9,274,244)	-13.1%

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 2011-12 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 three 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 2011-12, such that the fund will have an increase in fund balance.

The Capital Improvements Fund's fund balance is expected to increase after unused contingency is returned to fund balance. 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.

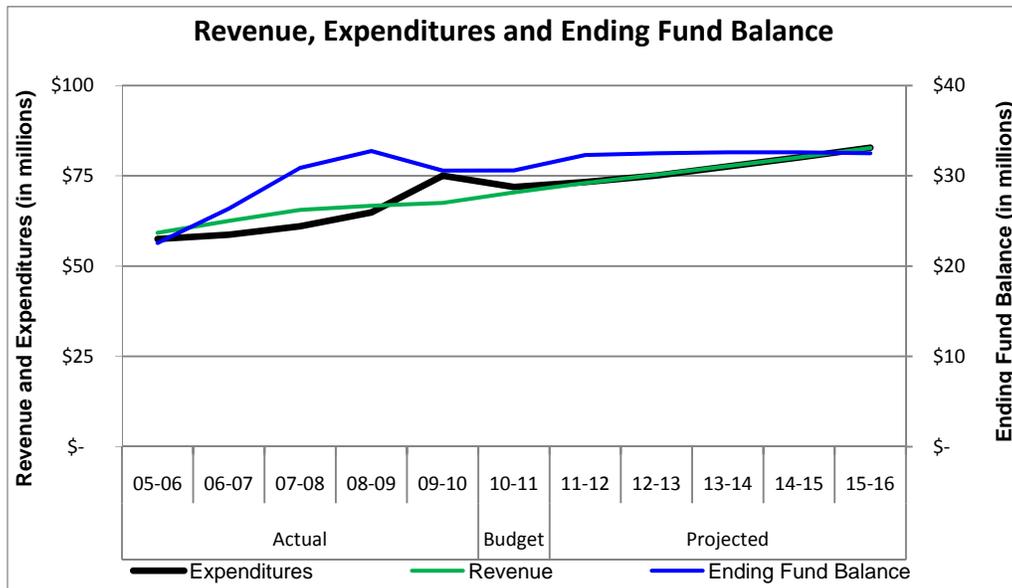
The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Pension Trust Fund is expected to be funded in 2011-12 through General Fund transfers, as all Trust assets are exhausted as anticipated for a number of years. 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, should the District experience higher than normal retirements, which is not expected to occur.

FINANCIAL FORECAST – GENERAL FUND

	2011-12	2012-13	2013-14	2014-15	2015-16
Beginning Fund Balance	\$32,600,000	\$32,300,000	\$32,500,000	\$32,600,000	\$32,600,000
Property Tax Revenue	71,900,000	74,200,000	76,600,000	79,000,000	81,500,000
Investment and Interest Income	200,000	200,000	200,000	200,000	200,000
Charges for Services	600,000	600,000	600,000	600,000	700,000
Insurance Refunds	200,000	200,000	200,000	200,000	200,000
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$105,600,000	\$107,600,000	\$110,200,000	\$112,700,000	\$115,300,000
Personnel Costs	\$61,600,000	\$63,000,000	\$65,100,000	\$67,300,000	\$69,500,000
Materials and Services	7,800,000	8,100,000	8,400,000	8,700,000	9,100,000
Transfers Out	3,900,000	4,000,000	4,100,000	4,100,000	4,200,000
Total Expenditures	73,300,000	75,100,000	77,600,000	80,100,000	82,800,000
Ending Fund Balance	\$32,300,000	\$32,500,000	\$32,600,000	\$32,600,000	\$32,500,000
Months of Fund Balance	5.3	5.2	5.0	4.9	4.7

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 projected property tax growth rates, property tax levy collection rates, interest rates, and projected labor inflation rates, PERS rate increases, medical insurance cost projections, as well as 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 will seek to avoid those negative scenarios ahead. The above forecast represents what “could happen” without strong operational and fiscal management in the years ahead.



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Message from the Chief Financial Officer

JUNE 28, 2011

Budget Committee Members and Citizens
Tualatin Valley Fire and 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 District policies as authorized in Section 3 of the Board Policy Manual, the annual budget for Tualatin Valley Fire and Rescue for the fiscal year 2011-12, beginning July 1, 2011 and ending June 30, 2012, 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 2011-12 fiscal year.
- An operations guide to 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.
- **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 each 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	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Personnel Services	\$68,526,465	\$68,130,802	(\$395,663)
Materials and Services	10,329,757	9,891,268	(438,489)
Capital Outlay	27,346,223	16,991,959	(10,354,264)
Debt Service	4,258,673	5,915,413	1,656,740
Operating Transfers Out	3,756,398	5,981,422	2,225,024
Operating Contingency	21,670,003	12,846,603	(8,823,400)
Ending Fund Balance	35,045,550	41,335,224	6,289,674
Total Expenditures	\$170,933,069	\$161,092,691	(\$9,840,378)

The proposed budget requirements for fiscal year 2011-12 for all funds totals \$161,092,691, which is \$9,840,378 lower than the \$170,933,069 in the current year. The largest change relates to the changes in planned construction projects in the Capital Projects fund, and the budgeted ending fund balance increase in that fund after an anticipated late 2010-11 fiscal year general obligation bond issuance. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2011-12 SIGNIFICANT CHANGES

PERSONNEL SERVICES

Personnel Services decreased 0.58% over all funds or \$395,663 across all funds. The majority of the change in personnel services results from the General Fund, which decreased 0.73% or \$484,279, and the Grants Fund, which decreased 8.59% or \$104,754 offset in part by increases in Personnel Services in the Volunteer LOSAP Fund of \$227,947. The General Fund's decrease is attributable to reduction in recruit academy FTE costs for two academies in the prior year to one plus a remaining month in the current year. The reduction in the Recruit budget of \$551,239 and nonrecurrence of \$617,875 of 2010-2011 lump sum payments to Union personnel, in accordance with the labor contract, were offset in part by a scheduled 2.1% CPI-W based increase budgeted for 2011-12. The Grant Fund in 2010-11 anticipated grant funding of 11 people. The actual grant awarded and budgeted for in 2011-12 covers nine firefighting personnel.

MATERIALS AND SERVICES

Materials and Services decreased \$438,489 overall. The General Fund reflects a decrease of \$137,620. While there were increases in areas such as EMS Supplies (5320), Dispatch (5420), and Maintenance and Repairs (5361); other reductions in accounts offset these increases for an overall reduction. Other Professional Services (5414) and Temporary Services (5417) were reduced due to the completion of the ERP project and the decrease in its associated temporary backfill support. Other accounts were reduced in order to meet budgetary goals. The Capital Projects Fund reflects a decrease of \$250,000 as bond issuance expenses budgeted in 2010-11 are not repeated in the 2011-12 budget.

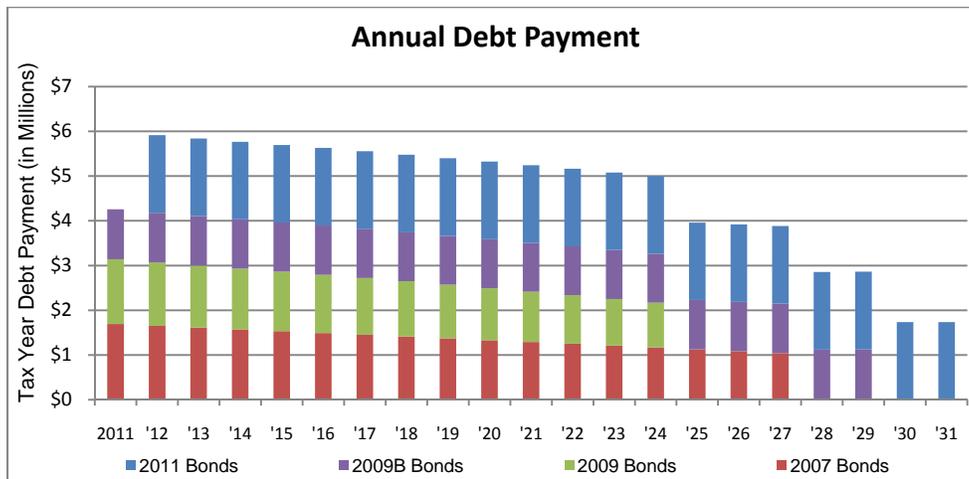
Message from the Chief Financial Officer, continued

CAPITAL OUTLAY

Capital Outlay decreased \$10,354,264 or approximately 37.9% to a total of \$16,991,959. Overall capital budget requests in the Capital Improvement Fund decreased \$2,145,299 to a total of \$2,628,742 reflecting that major budgeted expenditures for 2010-11 (self-contained breathing apparatus (SCBA), Command Center furnishings, four-cell multi-use burn prop, and ERP software purchase) were not repeated. Significant purchases in the Capital Improvements Fund include the scheduled replacement of mobile computers, additional SCBA bottles and equipment not purchased in the prior year and a Confined Fire Behavior Training (CFBT) prop project rebudgeted in 2012 as it was not complete in 2011. The Capital Projects Fund decreased \$8,026,510 to a total of \$13,706,217. The prior year's budget was significantly higher due to the budgeted purchase of the Command and Business Operations Center building. Each year of the Capital Bond construction program includes the budget for the station construction planned and land purchases expected to be made. The 2011-12 budget includes the expected construction costs of \$12,621,217 toward station construction projects for Stations 65 and 68, a combined Station 56 and South Operating Center, and \$1,095,000 toward fire apparatus including one tender, one light brush rig, and one heavy rescue unit down payment.

DEBT SERVICE

Total budgeted debt service expenditures are scheduled to increase by \$1,724,328 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 sold in June of 2009, and the amounts for Series 2011 bonds sold on May 17, 2011.



TRANSFERS

Transfers are increased by \$2,225,024 to \$5,981,422, reflecting planned transfers to capital funds and fiduciary funds. Transfers are made to the Apparatus Fund, Capital Improvement Fund, Emergency Management Fund, Grant Fund, Property and Building Fund, Pension Trust Fund, and the Volunteer LOSAP Fund. The Apparatus Fund is budgeted to receive \$1,186,737 for future apparatus replacements; the Capital Improvements Fund receives \$3,109,354 of transfers from the General Fund; the Grant Fund has budgeted \$200,000 of matching funds if needed for grant administration, and the Pension Trust Fund will receive up to \$377,916 from the General Fund to meet pension obligations for pre-1973 and 1976 retirees. 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.

Message from the Chief Financial Officer, continued

CONTINGENCIES

Contingencies across all funds are budgeted at \$12,846,603 for 2011-12, a decrease of \$8,823,400 from the prior year. The Capital Projects Fund comprises a decrease of \$8,026,510 in contingency as project timing and costs for stations are defined and budgeted. The General Fund's contingency 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, \$18,938,453; the Apparatus Fund, \$2,487,120; the Capital Improvements Fund, \$3,337,601; the Bonded Debt Service Fund, \$1,209,818; the Retiree Medical Insurance Stipend Fund, \$99,407; the Property and Building Fund at \$4,560,588; and the Capital Projects Fund at \$10,702,237. The District seeks a stable General Fund balance and conservatively forecasts the actual ending fund balance to be approximately \$32,300,000, 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 \$16,000,000 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 \$12,480,000 is outstanding. These bonds will mature in 2024. The District sold \$15,000,000 of Series 2009B bonds in June 2009, of which \$13,885,000 remains outstanding as of July 1, 2010, and the bonds will mature in 2029. On May 17, 2011, the District sold \$23,500,000 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 \$663,000,000 after this May issuance. 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 road construction by the State Highway Department, other neighboring jurisdictions' station siting, and population and development growth, we are continuing to work extensively on a regional basis to ensure the best service to our citizens.

The District has spent considerable staff hours developing and finalizing station location studies, considering neighboring city stations, changing demographics, forecasted population densities, earthquake subduction zones, and future traffic and roads. 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	2010-11 Budget	2011-12 Budget	Increase (Decrease)
Beginning Fund Balance	\$63,511,543	\$74,490,159	\$10,978,616
Property Tax, Current Year	71,614,154	76,004,415	4,390,261
Property Tax, Prior Year	1,253,694	1,801,521	547,827
Other Taxes and Interest on Tax	47,708	54,110	6,402
Interest on Investments	393,902	363,434	(30,468)
Program Revenue	435,060	922,946	487,886
Regional Hazardous Response	5,500	12,500	7,000
Special Service Charges	50,319	53,450	3,131
Training Center Revenues	28,710	21,502	(7,208)
Rental Income	122,779	118,350	(4,429)
Insurance Refund		68,000	68,000
Donations and Grants	1,185,802	1,103,314	(82,488)
Transfers from Other Funds	3,756,398	5,981,422	2,225,024
Proceeds from Debt Issuance	28,500,000		(28,500,000)
Other Revenues	27,500	97,568	70,068
Total Revenues	\$170,933,069	\$161,092,691	(\$9,840,378)

BEGINNING FUND BALANCE

Beginning Fund Balance has increased 17.29% to \$74,490,159 for all funds. The General Fund's budgeted beginning fund balance was increased by \$312,126, 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 \$146,473, as we will not use this fund's savings for fire apparatus until the end of the bond program. The Debt Service Fund decreased \$43,119 to meet debt service payments. The increase in the Capital Project Fund beginning fund balance of \$12,059,339 is a result of the proceeds of the \$23.5 million dollars of general obligation bonds sold in May 2011, offsetting reductions in the prior year beginning fund balance as bond proceeds from 2009 were 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 2010-11, the Washington County Assessor estimated the Average Maximum Assessed Value was 71% of Average Real Market Value for residential property. For purposes of our 2011-12 budget, we assumed a 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 94.1% 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.

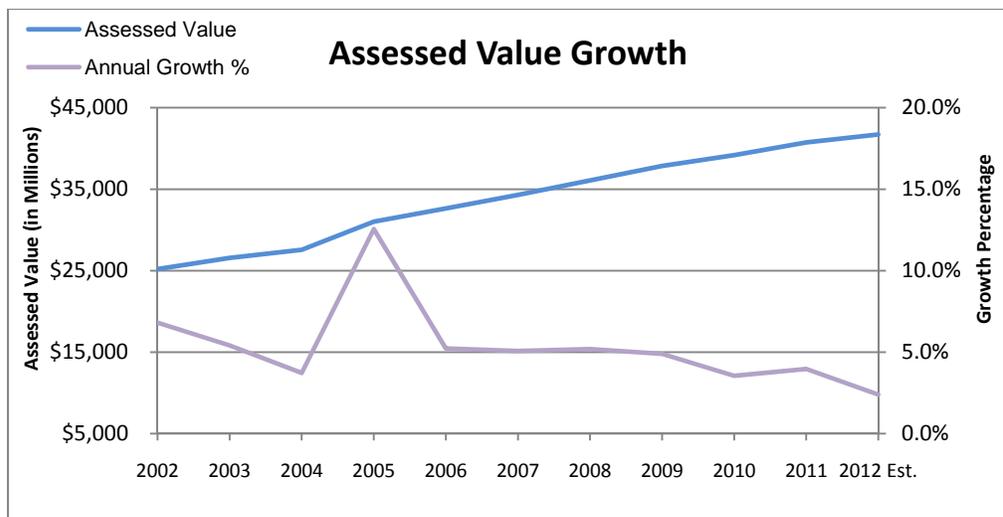
Message from the Chief Financial Officer, continued

How does TVF&R get their money?

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

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

GO Bond Repayment Levy of \$.1553/\$1,000 AV.



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

Taxes levied at \$1.5252 for general operations against an estimated \$41.7 billion in assessed valuation are expected to provide approximately \$59,874,062 in collections. The local option levy of \$.25 per thousand dollars of assessed valuation of an estimated \$42.3 billion is expected to provide collections of \$9,950,350. Urban renewal creates the difference in assessed value for the permanent rate and Bonded Debt levies versus the Local Option Levy. We will also levy \$6,567,485 for our general obligation bonds. This bond levy is expected to result in a levy rate of 15.53 cents per thousand dollars of assessed valuation and approximately \$6,180,003 in collections.

PROPERTY TAX-PRIOR YEAR

Total taxes outstanding totaled \$3,517,610 at the fiscal year ended June 30, 2010. At the beginning of the previous fiscal year, that amount totaled \$3,252,563. Of the June 30, 2010 amount, \$2,204,674 was for taxes levied during that fiscal year, while \$1,312,936 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2011 receivables.

INTEREST ON INVESTMENTS

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated .15 to .25 percent. The governmental fund types and capital funds are largely invested in the Oregon Local Government Investment Pool to investment limits, a bank Jumbo Money Market account for governments, and short-term United States Government Agency securities. 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 between 7% and 8% annually by investment policy. However, due to the turbulent equity market, short-term investment projections for 2011-12 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 (\$653,149) and the EMS/Health/Wellness program (\$269,797). 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 \$166,797 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 \$269,797.

RENTAL INCOME

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

DONATIONS AND GRANTS

The District has applied for grants for additional firefighters and other projects. The District actively pursues grant funding for projects and equipment and for the first time, for additional staffing.

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.

PROCEEDS FROM DEBT ISSUANCE

On May 17, 2011, the District sold \$23,500,000 of general obligation bonds under the original \$77,500,000 voter approval for bonds to be sold over several phases timed to match construction and expenditure needs. There remains \$5,000,000 of issuance authority to complete the projects.

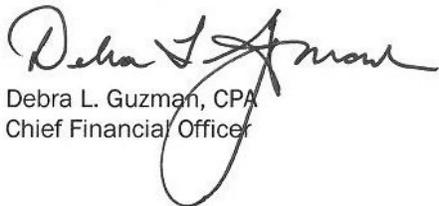
SUMMARY

The adopted budget for fiscal year 2011-12 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2011-12 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 effectively 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 2011-12 budget.

Sincerely,

Tualatin Valley Fire and Rescue



Debra L. Guzman, CPA
Chief Financial Officer

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Resolution to Adopt Budget

RESOLUTION 2011-07

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT TO ADOPT 2011-2012 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, 2011 and ending June 30, 2012, was approved by the District Budget Committee on May 19, 2011;

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, during budget development the study and recommendations for the July 1, 2011 non union salary range increase and non union 401a match program were not concluded, and the final analysis recommended the adoption of the 2.1% CPI-W based range increase for non union personnel commensurate with union range increase and, in addition, it was recommended the 401a program for non union staff be amended to equal the post 1989 hired union personnel plan. These changes affect all General fund department budgets with non union personnel. The increase for workers compensation insurance was also not known until renewal in June 2011, and accordingly personnel services in the General Fund is increased by a total of \$108,157 as a result of these items; and

WHEREAS, storage rental for furniture transferred from CBOC to the new South Integrated Operations center pending the opening of the new Center is an unbudgeted \$1,800 in the South Operating Center; and

WHEREAS, changes in workflow management for emergency repairs and replacement of broken building equipment indicates a change should be made to facilitate financial system workflow approval processes to move funding for General Fund emergency repairs to facilities of \$70,000 out of Facilities Maintenance department budget to \$60,000 in the Integrated Operations budget and \$10,000 in the Logistics Administration Division budget; and move \$36,000 from Facilities Building Equipment account to Logistics (\$6,000) and Integrated Operations (\$30,000) within the Capital Improvements Fund; and

WHEREAS, as certain items within the CBOC facility such as response map hanging systems, reception area completion, and tackable panels for the exercise room were not completed pending continued evaluation of the building and personnel placement, and \$10,000 is added to the Fire Chief's Office budget in account 5361 and \$15,000 in furniture and equipment to complete items in the building and Central Operating Center; and

WHEREAS, a portion of the SCBA equipment budgeted for 2010-11 will not be delivered until 2011-12 and the budget is requested to be reappropriated in 2011-12 budget in the amount of \$34,290; and

WHEREAS, the Confined Fire Behavior Training prop construction budgeted in 2010-11 is not complete and the budget is requested to be reappropriated in 2011-12 in the amount of \$217,550; and

WHEREAS, a budgeted \$10,000 asphalt project was unintentionally budgeted in the Capital Projects fund rather than the Property and Building fund where it is recommended; and

WHEREAS, Contingency is recommended to be adjusted by the increases and decreases of the above budgeted items in the three funds;

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2011-12 fiscal year in the amount of \$119,757,467, 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, 2011, for the purposes shown are hereby appropriated as follows:

		<u>GENERAL FUND</u>	
<u>By Fund</u>			
	Personnel Services		\$65,536,669
	Materials and Services		9,223,435
	Transfers		5,981,422
	Contingency		<u>5,647,648</u>
	Total		\$86,399,169
<u>By Function</u>			
Command Division			
	Personnel Services		\$ 2,086,601
	Materials and Services		<u>872,094</u>
	Total		\$ 2,958,695
Integrated Operations Division			
	Personnel Services		\$55,796,618
	Materials and Services		<u>3,797,070</u>
	Total		\$59,593,688
Finance Division			
	Personnel Services		\$ 1,217,409
	Materials and Services		<u>43,828</u>
	Total		\$ 1,661,237
Business Operations Division			
	Personnel Services		\$ 6,436,041
	Materials and Services		<u>4,120,443</u>
	Total		\$10,556,484
District Non-Organizational			
	Transfers		\$ 5,981,422
	Contingency		<u>5,647,643</u>
	Total		\$11,629,065

Resolution to Adopt Budget, continued

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 3,395,000
Debt Service - Interest	<u>2,520,413</u>
Total	\$ 5,915,413

APPARATUS FUND

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

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 2,628,742
Contingency	<u>2,683,160</u>
Total	\$ 5,311,902

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 44,743
Materials and Services	<u>9,061</u>
Total	\$ 53,804

GRANTS FUND

Personnel Services	\$ 1,114,467
Capital Outlay	32,000
Contingency	<u>247,402</u>
Total	\$ 1,393,869

RETIREE MEDICAL INSURANCE STIPEND FUND

Personnel Services	\$ <u>74,661</u>
Total	\$ 74,661

INSURANCE FUND

Materials and Services	\$ <u>638,772</u>
Total	\$ 638,772

CAPITAL PROJECTS FUND

Capital Outlay	\$13,706,217
Contingency	<u>1,844,150</u>
Total	\$15,550,367

Resolution to Adopt Budget, continued

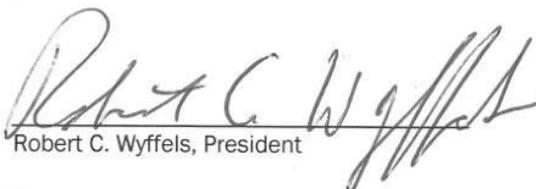
<u>PROPERTY AND BUILDING FUND</u>		
Capital Outlay		\$ 625,000
Contingency		<u>1,924,248</u>
Total		\$ 2,549,248
<u>PENSION TRUST FUND</u>		
Personnel Services		\$ 367,916
Materials and Services		<u>10,000</u>
Total		\$ 377,916
<u>VOLUNTEER LOSAP FUND</u>		
Personnel Services		\$ <u>992,346</u>
Total		\$ 992,346

APPROVED AND ADOPTED, on June 28, 2011

ATTEST:



Brian J. Clopton, Secretary - Treasurer



Robert C. Wyffels, President

RESOLUTION 2011-08

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 \$6,567,485 for bonds, and that these taxes are hereby imposed and categorized for tax year 2011-12, 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	\$ 6,567,485
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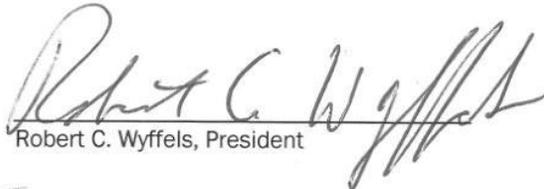
NOW THEREFORE BE IT RESOLVED, that the Budget Officer certify the County Clerk or other recording officer, County Assessor or other assessing officer, of Washington, Clackamas, and Multnomah Counties, Oregon, and the Department of Revenue of the State of Oregon, the tax levy created by the resolution and shall file with them a copy of the adopted budget.

APPROVED AND ADOPTED, on June 28, 2011

ATTEST:



Brian J. Clopton, Secretary - Treasurer



Robert C. Wyffels, President

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Strategic Plan

2011 STRATEGIC PLAN

The 2011 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 2011 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 are 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 and 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. Whenever we are called for assistance, 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 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 of “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 Bulls 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.

Strategic Plan, continued

- 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
<p>Outcomes anticipated indicating the goal is being achieved:</p> <p>A. TVF&R baselines for speed of emergency response, including dispatch time, met or exceeded.</p> <p>B. Per capita rate and severity of fires reduced.</p> <p>C. Per capita rate of EMS calls reduced.</p> <p>D. Severity of specific EMS calls with measurable outcomes (e.g., cardiac arrest) reduced.</p> <p>E. Percentage of false alarms, inaccurate location or inaccurate situation found calls reduced.</p>	 Better

Strategic Plan, continued

TREND SUMMARY

Overall incident data for 2009 reveals a decrease in virtually every incident type, including fires, EMS, and false alarms. While it is important to acknowledge this is only a single year snapshot that may change, it is nonetheless significant. This is important because the District took the innovative step to make incident prevention and targeted call reduction a top priority in 2009. The data from 2009 suggests that call reduction efforts could result in meaningful stagnation, or even decrease of overall call volume. If this trend continues, it will have significant positive impact on community safety and the financial condition of the District. Below is a recap of affected major incident types.

Fire Incidents: Total fire incidents (structure, outdoor, and vehicle) decreased by nearly 15% from 2008. Commercial Structure Fires (including multi-family housing, a primary prevention and education target occupancy) fell to record lows. Single family dwelling fires fell to the second lowest number in more than ten years.

EMS Incidents: The number of EMS incidents, which comprises nearly 80% of dispatched call volume, declined by nearly 3%. This is the first decline in the number of EMS calls in the ten-year data set, and likely in the history of TVF&R.

False Alarms: Both residential and commercial false alarms declined significantly. Combined, they accounted for a nearly 10% reduction from both 2008 levels and the five-year average.

Response Times: Response times increased slightly at the 90% percentile, from nine minutes and five seconds to nine minutes and 19 seconds. However, this is well within the baseline of 10 minutes and 20 seconds.

RECENT INNOVATIONS

Alternate response vehicles (CARs) have reduced the impact of emergency incidents by utilizing smaller, more efficient response teams, primarily on EMS and other non-fire calls, thereby maintaining availability of more District resources for other emergencies.

Several major initiatives have been implemented to reduce the number of false fire alarms. A significant response and follow-up program for commercial automatic alarms was implemented in 2009, and an ordinance requiring monitoring companies to attempt verification took effect in December of 2010. Combined, these efforts have the potential to substantially further reduce false alarms.

Significant work has been done to improve patient care and reduce call volume at assisted living facilities, which represent a large percent of our call volume. For example, calls at our largest 9-1-1 user, an assisted living center, have been reduced by 60%, which equates to nearly 250 fewer calls per year. This occurred after an intervention with the facility's management by Operations and Prevention staff, which resulted in the assisted living center hiring an RN and improved staff training at the facility. While call volume declined for both TVF&R and local hospital emergency rooms, the more important outcome is the change in resident care at the facility. Program expansion to more than a dozen similar facilities is slated for 2011.

DATA ANALYSIS CONSIDERATIONS

In calendar year 2009, significant improvements in data collection and analysis took place. New incident reporting software was installed, which has allowed the District to capture increasingly better data. The improved data collection and analysis capability will allow further refinement and improve our ability to make data-driven decisions.

The Operations Quality Improvement (QI) Group has identified deficiencies in fire report data entry. They recommend additional education in fire report writing and the establishment of a fire report review committee. These steps will help reduce the frequency of miscoded fire reports, missing narratives, and unexplained, absent arrival times. The end result would be a working structure fire data set that is larger, more reflective of what we actually do, more consistent, and easier to analyze.

CHALLENGES

The District has recently worked through a major reorganization to combine Operations, Prevention, and Community Affairs disciplines into Integrated Operations Centers, which focus on community risk reduction and emergency response in specific geographic areas. While these changes are proving to be beneficial, the transition from a more traditional organizational model has required flexibility, patience, and creativity by all personnel, as well as clear and consistent messaging to the public and our partners. Also, the State of Oregon is in the midst of a significant and long-term budget shortfall. Depending on what state services are cut further, the number and severity of our emergency incidents may rise.

After decades of steady growth in call volume, some may question how it could now be declining. For an organization with a mission of community safety, this presents an opportunity to describe the success of our programs, while also emphasizing the role of the “fire core” for response to significant incidents (the “cost of preparedness”).

OPPORTUNITIES

As the District continues to relocate fire stations to optimal locations, it should help reduce or maintain response times, thereby reducing the severity of EMS and fire incidents in those areas. The changes in dispatch systems also open the door to further refinements and improvements that have a direct correlation to response time and effective response. The implementation of station-based risk reduction through the Integrated Operations model also provides opportunities to further reduce the number and severity of emergency incidents.

Insights gained as part of the recent reaccreditation process need to be codified and reflected in an updated Standards of Coverage document, including utilization of a planning zone model and updated performance standards.

Efforts to incent residential sprinklers continue and further opportunities should be pursued.

THE CALL FOR ACTION

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

- A. Reduce response times through innovative resource deployment, call stratification, station relocations/additions, data technologies, and other strategies.
- B. Implement false alarm, inaccurate location, and inaccurate situation found reduction strategies.
- C. 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, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.
- D. Develop and implement a station-based community risk reduction model.
- E. Update the Standards of Coverage, document drawing on information and insights gained during the recent re-accreditation process.
- F. Improve the quality of report writing, data collection, and QI review consistent with the standards achieved for EMS.
- G. Support efforts to require or encourage installation of residential sprinkler systems.

Strategic Plan, continued

Goal II. Increase the community's participation in their safety and preparedness, and knowledge and support of the District's services.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Percentage of individuals who participate in fire and life-safety prevention activities increased. B. Prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations increased. C. Percentage of adults who can identify TVF&R as their service provider and its role in the community maintained or increased. D. Percentage of individuals who participate in TVF&R's electronic media increased. 	 No Change

TREND SUMMARY

Over 48,000 people were in attendance at community/educational events over the past year. The District participated in over 500 events in 2010, an increase of 25% from the previous year.

TVF&R's Apartment eNewsletter is now received by over 800 landlords, owners, and maintenance personnel. A survey in March 2010 showed that 95% of recipients read the eNewsletter "always" or "sometimes" and over 74% share the safety tips with their tenants. Over 79% said they would watch an educational video if it was included.

Bystander CPR and AED use is a contributor to the District's high cardiac survival rate as compared to other parts of the United States (29.7% for witnessed ventricular fibrillation and 10.7% for all cardiac arrests). The District's EMS Quality Improvement process suggests the number of ST Elevated Myocardial Infarction (STEMI) patients calling 9-1-1 is increasing. The District's partnerships with Washington and Clackamas Counties is also resulting in improved community training for and access to AEDs.

Traditional and electronic media used to 'brand' TVF&R and its role indicate a growth in news stories and 'followers' over the previous year. Year-to-date metrics for television stories highlighting TVF&R indicate 541 news stories (approximately 7.5 hours of air time), for an increase of 30% in news stories and 10% in air time compared to 2009. The District's YouTube site continues to grow since its inception in 2009. The site currently has 116 subscribers and its videos have been uploaded 45,629 times in the past 1.5 years. Google Analytics indicates 44% of traffic to the site comes from directly using our name, while 42% comes via another TVF&R site (blog, Facebook, etc.).

RECENT INNOVATIONS

The District conducted several campaigns to increase awareness of the District's role in EMS (e.g., cardiac, Stop Kids Intoxicated Driving program - SKID) and strategic deployment strategies (CARs). An online survey measured the community's likely actions during a cardiac event and used the information to develop strategic messaging for the educational campaign. The campaign utilized a variety of mediums including community events and print, radio, and online media. Comcast internet links to safety tips averaged a 0.12% click-through, a small percentage but double the national industry standard. Comcast's Video on Demand feature was used by the SKID campaign and resulted in 50-plus viewers per week, with an average viewing time of six minutes (90% of video). Traditional and online media in support of the CAR program roll-out resulted in significant positive feedback via the blog and email, as well as citizens interacting with TVF&R firefighters and staff.

In September 2009, TVF&R launched a blog as an adjunct to the website. The blog allows visitors to register to receive automatic TVF&R updates and usage is growing. In the past year, the site has received over 24,000 visits, with 5,000 of those occurring during September and October 2010. Over 70% of traffic comes from direct access, www.tvfr.com, and Google.com, indicating a high name recognition factor. In 2010, the District also implemented Twitter (482 followers, of which 150-plus are media and government agencies) and Facebook (600 followers.)

DATA ANALYSIS CONSIDERATIONS

To date, over 500 landlords, managers, owners, fire service professionals, and city/county employees from around the region have attended the Multi-Family Housing Fire Reduction Program. In addition, all multi-family communities within TVF&R's service area receive a full Code Enforcement inspection. Analysis of the impact of public education and code enforcement efforts on fires in TVF&R's multi-family communities indicates a demonstrable reduction in the severity of fires in complexes that have received training. Of the 159 complexes that have attended training, 30% have experienced a fire, with 1.8% of those fires considered significant (multiple alarms, number of people impacted, financial loss). Of the 460 complexes that have not attended training, 33% have experienced a fire, with 10% of those fires considered significant.

Metrics for electronic and online media are easily obtained and useful for measuring sheer number of individuals participating in TVF&R mediums. It is important that the District continues to assess the number of followers/participants within TVF&R's service area.

CHALLENGES

The effective allocation of public education resources continues to be a challenge. With a rise in requests to attend community/education events, a significant amount of time is spent scheduling and staffing those events with part-time and/or non-dedicated staff such as Safety Education Team members and volunteers.

Measuring public-education efficacy and preparedness can be particularly challenging. While personal knowledge is a necessary element, it is not sufficient on its own. Increased preparedness involves acquiring defined skills, procedures, and/or equipment that can be applied to a specified emergency (e.g., taking a CPR class, checking smoke alarms, creating an emergency kit, etc.). To increase and measure preparedness in the future, the District must continue to define and develop activities that measure desired outcomes.

Recent struggles associated with relocating Stations 65 and 68 have demonstrated that while the public is largely supportive of TVF&R, we cannot presume they will endorse all changes and new initiatives at face value. Moving forward, proactive outreach must continue to be a priority in the preliminary stages of such projects.

OPPORTUNITIES

The recent reorganization and establishment of Integrated Operations combines Operations, Fire Prevention, and Community Affairs personnel to focus on community risk-reduction and emergency response. Focusing strategy, prevention, and education efforts at the first-due level holds promise, in terms of tapping local firefighter/paramedic knowledge and staffing collaborative risk-reduction efforts.

Cardiac care guidelines updated in 2010 now recognize hands-only CPR for lay persons. While the District's mass media campaigns have highlighted this practice, there is momentum to advance this to our community on a larger scale. This has the potential of improving CPR participation with resulting higher survival rates. An AED check-out program, based in operating centers, is also being explored to improve community participation and improve cardiac arrest survival rates.

Of TVF&R's 619 multi-family housing complexes, only 25% have participated in the full-day Apartment Manager training. Given the program's clear benefits and well developed curriculum, additional proactive outreach needs to occur. Our best recruiters are TVF&R personnel (firefighters, code enforcement staff, etc.), who have contact with complex managers.

The next Community Attitude Survey (fiscal year 2011-12) presents an opportunity to better understand public opinion and priorities, as well as awareness and support for District programs. Information should also be sought about personal preparedness and communication mediums most commonly utilized.

Strategic Plan, continued

THE CALL FOR ACTION

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

- A. Use Integrated Operations and station-centric data analysis to further define and implement strategic prevention and preparedness programs for targeted, at-risk populations.
- B. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
- C. 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.

Goal III. Enhance preparedness for catastrophic and unforeseen events.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ol style="list-style-type: none"> A. District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events improved. B. District's structural and non-structural seismic mitigation status measurably and sustainably enhanced. 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. D. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions. 	

TREND SUMMARY

The District continues to develop and test concepts, policies, procedures, and training through a rigorous emergency exercise program. What works is kept and what does not is discarded. Significant investments have been made in fixed facilities to improve the District's resilience with regard to earthquake impact. The design and construction of the new Command and Business Operations Center (CBOC) and several fire stations represents a major commitment to ensure the District is not only prepared to respond to major emergencies, but also to sustain continuity in its business operations. The inclusion of preparedness as part of the "dual focus" approach of the new Integrated Operations Centers demonstrates the District's emphasis on internal readiness.

RECENT INNOVATIONS

The District's investment in the CBOC included not only a significant structural seismic upgrade, but also secured the building's mechanical systems and provided auxiliary power that will support business continuity operations. In addition, the District is in the planning stages of designing enhancements to the Battalion Headquarters (BHQs) and a new alternate Fire Operations Center (FOC). The new alternate FOC will also house business continuity/disaster recovery equipment for the data center. Currently, electronic data backups are written to tape nightly. A five-week rotation is used; the first week the tapes are kept on site in a fire safe, and the next four weeks are stored at an off-site facility. This provides data redundancy; however, during a catastrophic event, it could possibly take one to two weeks to restore all data and services. The plan in progress provides critical data replication and physical servers at the alternate FOC. This will significantly reduce the time for data recovery should a catastrophic event occur at the primary data center. Taken together, the CBOC, BHQs, and alternate FOC represent the backbone of the District's infrastructure that is needed to support emergency response and business continuity. The major financial investment in these facilities and equipment is a measure of the commitment by the District to provide service during a major emergency or disaster.

The District's after-action report from the H1N1 pandemic included the results of an internal survey that received more than 140 responses (61% of them line employees). Of those responding, more than 90% indicated satisfaction with the quality, quantity, and means of District communication to employees about H1N1, with 67% listing some District product as their primary source of information; almost all responding employees indicated that they used some District source even if it was not their sole or primary source. Although the lessons from H1N1 included internal information, the District appears to have performed well in terms of informing and educating personnel.

CHALLENGES

Continual exercise and evaluation of the FOC, Washington County's EOC, and city EOCs, in conjunction with large-scale field operations, is needed to improve TVF&R's ability to manage major emergencies. A desire to increase regional participation has been thwarted in some areas due to fiscal and time constraints of our partners. One goal of the three division model is to improve the District's ability to engage in emergency preparedness activities with city partners. A challenge of the three division model is the ability of the organization to effectively staff the BHQs, FOC, and city EOCs, but it also represents an opportunity. Forward progress on incident management and emergency management issues often requires TVF&R to provide leadership and resources at a time when organizational priorities require significant commitment. Balancing these competing priorities will continue to be a challenge. Continued effort is needed to foster interagency coordination in implementing the Washington County Incident Management Enhancement Task Force (IMET) recommendations; even if TVF&R takes the lead on this, it is by definition something that requires active, sustained, multi-agency participation to accomplish.

One of the final action items from the 2008 employee preparedness survey was establishment of a District-run emergency messaging service that can send text and e-mails to employees and their families via personal e-mail and cell-phone addresses. As of early December 2010, 120 employees had signed up for this service, with an equal number of family members/other contacts enrolled. Another follow-up survey assessed the utility of the District's employee/family welfare link with the City of Austin (Texas) EOC, providing District employees and their families an out-of-area contact to exchange emergency information with the District FOC. Out of more than 100 respondents, 15% indicated that they would use that service as their primary emergency communication tool with their family in event of a major earthquake; another 42% indicated it would be a resource of last resort (which more closely aligns with the District's intent). The fact that so many employees still consider this a resource was surprising; the fact that an additional 25% of the respondents stated that they either were unaware of it, didn't know how to use it, or didn't think it would work, is concerning.

OPPORTUNITIES

The development and pending release of function-specific ICS classes for EOC staff, tailored specifically for Washington County, is a substantial opportunity to improve how the District and the region handle major emergencies, as well as tangible step in advancing the IMET objectives. Also, seismic upgrades are included in the rebuild of Stations 65, 68, and 56 and the new South Operating Center.

THE CALL FOR ACTION

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

- A. Foster collaborative efforts with interagency and intergovernmental partners to effectively prepare for and manage major emergencies and catastrophic events.
- B. Establish a District emergency disaster recovery plan for critical data and support operations.
- C. Fully develop division business continuity plans to guide operations and administrative decisions during major emergencies and catastrophic events.
- D. 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.
- E. Implement and enhance EOC function-specific Incident Command System training within the District and with partners to promote position competency.

Strategic Plan, continued

Goal IV. Foster an environment conducive to the safety and health of all members.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. The number and severity of on-the-job illnesses and injuries experienced each year reduced. B. The number of members 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. D. The number of members who understand and participate in their own external financial benefit programs maintained or increased. 	

TREND SUMMARY

Improvements have been achieved in collecting and analyzing accident and injury reporting for on-the-job injuries. Baseline and trend data is allowing for targeted education and prevention programs. Most indicators from SAIF reports, fitness assessments, annual doctors' exams, and wellness surveys support an improving trend toward a more fit workforce and a reduction in the severity of injuries. More recently, changes to the return-to-work process have helped the District's motivated workforce return more quickly after an on-the-job injury.

Although the FTE count has increased, overall claims to SAIF have remained consistent. The per employee SAIF rate declined from \$2,264 in 2005 to \$1,830 in 2009, which is a 19% reduction. When contrasted to the 2000 survey results, the 2010 Annual Wellness Survey for District employees provides insights into why SAIF rates might be on the decline. Aerobic activity increased from 49% to 76%, resistance training went from 32% to 47%, and flexibility training increased from 29% to 32%. The number of employees who exercise per shift increased from 27.2% in 2004 to 68.9% in 2010.

Employee Assistance Program (EAP) utilization increased from 7.27% in 2007 to 10.55% in 2009. While the reasons for this are unclear, changes in the Behavioral Health Specialist position, as well as the poor economy, or increased awareness, may be contributing factors to the increased use.

Another trend of note is the continued high participation in the District's personal finance benefits program. Year-to-date participation in the 457 plan is 95%, up slightly from 92% the previous year.

RECENT INNOVATIONS

Changes to the return-to-work process have resulted in improved communication, allowed for greater consistency in tracking program elements via SharePoint, and improved how resources are targeted to injuries. Specifically, case management that includes collaboration among occupational health physicians, SAIF, allied health professionals, and the employee has greatly decreased absenteeism and is returning people to health and work earlier. Peer Fitness Trainers are being assigned to firefighters as they return to work to follow-up on injury prevention and strengthening. The net result is a significant reduction in the ratio of shifts missed per on-the-job injury (14.4 in 2009 versus 11.2 in 2010). The subsequent reduction of 3.2 shifts per injury resulted in 63 fewer shifts missed in 2010.

Collaborative efforts with Clackamas County Fire District #1's (CCFD#1) wellness program have resulted in improved efficiencies and effectiveness for both agencies.

A wholesale upgrade to the entire respiratory protection program was initiated to include new SCBAs and masks, supplied air, technical air supply, and two new rehabilitation units with compressors, with completion targeted for May/June 2011. The rehabilitation protocols have been rewritten to provide short- and long-term rehabilitation supported by volunteers who specialize in the function.

Occupation-specific wellness presentations and services were provided to Supply, HR, Finance, Fleet, and Facilities staff as part of a greater emphasis on educating non-line members.

DATA ANALYSIS CONSIDERATIONS

Occupational health data (pre-physical examinations, health survey, lab results, spirometry, audiometry, vision, 12-lead ECG, immunizations, etc.) is currently collected through a manual process with little ability to mine the information. Hard copy records are printed and hand-carried to the occupational health physician. This process is time consuming and does not allow query/study of District information to manage health issues and planning.

CHALLENGES

The June 2010 District reorganization that consolidated EMS and Occupational Health and Wellness, and transferred the Safety function to the Training Division, included a shift away from a “dedicated” Safety Officer. Care must be taken to ensure that this move does not diminish the resources or focus allocated to the District’s safety mission.

Time, money, attitude, buy-in, and understanding remain potential barriers to staying physically and mentally fit. It is an ongoing challenge to overcome these barriers and motivate members to make healthy lifestyle choices that ensure healthy, injury-free careers.

General wellness data is being collected for non-line members; however, there is little clinical data as annual fitness assessments and medical exams are not required. This is one of several changes that should be considered as part of an update to the Wellness Initiative that would extend its value to non-line employees and increase its focus on preventative health activities.

OPPORTUNITIES

The District would benefit from implementing the Functional Movement screening and assessment tool to identify specific muscular imbalance, which would allow Wellness staff to better target fitness efforts and prevent injury. It would be useful to survey employees returning after injury to ascertain how the process worked and ensure they are ready to return to work.

The District would also benefit from exploring opportunities to partner with other agencies, including CCFD#1, specifically on safety programs. Efforts should continue to evaluate restructuring of the safety program, without added FTEs, to ensure a high-level of focus and commitment.

THE CALL FOR ACTION

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

- A. 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.
- B. Educate personnel on fitness and nutrition, which appear to be having a positive effect on body composition, blood pressure, participation, and overall fitness.
- C. Actively encourage utilization of on-site workout facilities.
- D. 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.
- E. Work collaboratively with partner agencies to share and evaluate injury data to identify causes of injury and target evidence-based solutions.
- F. Improve medical data collection systems to meet occupational health needs.
- G. Update the Wellness Initiative to better reflect an emphasis on prevention and to actively involve all members.

Strategic Plan, continued

Goal V. Develop and enhance a workforce that understands and respects individual and group differences, and builds trust in the communities we serve.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <p>A. Increased employee awareness regarding the benefits of a diverse workforce and how to create and maintain a culture of mutual trust and respect.</p> <p>B. Employee cultural competency to more effectively serve citizens of different backgrounds and cultures increased.</p> <p>C. Organizational diversity increased to better reflect the communities' racial, ethnic, cultural, linguistic, and gender diversity.</p>	 No Change

TREND SUMMARY

Overall, the organization supports diversity initiatives but is unclear how to achieve this strategic goal. Most efforts have focused on outreach to prospective candidates. In the past, small steps were taken, small programs developed, and the District has continued to participate in a variety of outreach efforts in Washington County and the Portland metropolitan area each year. A 2009 analysis, however, did not reveal significant improvement in the racial, ethnic, and cultural diversity of the District employees. The 2010 statistics reflect little change from that. In 2009, the District had 440 employees of which 21.1% were protected class, reflecting little change despite our current efforts. With turnover in 2010, the percentage of protected class employees declined slightly to 20.8%. Specific to line positions, progress in recent years has fallen flat and far short of desired outcomes. Worse, in relation to the demographics of the District's service area, the organization is likely losing ground. The minority composition of the District's service area population is increasing while organizational diversity trends remain flat. This creates a widening gap between the demographics of the District's service area and the District's workforce.

RECENT INNOVATIONS

Over the past two review cycles, it has become clear that a new strategy is needed to help the District attain this goal. To this end, the outcomes were modified in order to achieve a broader and farther-reaching diversity program. Based on research into other organizations, and discussions with diversity experts, staff established a new focus and started planning for long-term change that will integrate the following components:

- An internal environment that creates and maintains a culture of mutual trust and respect.
- An awareness and sensitivity of cultural differences as we serve our citizens and communities.
- Meaningful workforce diversification.

With assistance in discovery and analysis from well-respected community members, staff has narrowed the scope of work and identified potential consultants to help with internal and community assessments to develop a comprehensive, multi-year diversity plan.

Findings from the spring 2009 survey of TVF&R's female firefighters will help identify ways to improve internal culture related to that group, as well as where to look externally for females who have the right combination of skills to be successful firefighter candidates.

Findings from the Portland State University demographic study will be valuable when determining where to focus our assessment among the external population.

DATA ANALYSIS CONSIDERATION

Difficulty in identifying meaningful outcome measures is a significant shortcoming in the District's efforts toward meeting this goal. The only quantitative measurement currently available is the District's workforce demographics related to protected class.

CHALLENGES

The District's foremost challenge in this area is gaining organization-wide support for the value of this goal and involvement in achieving the outcomes as they are more broadly defined. This requires a shift of focus from the limited scope of diversity recruiting to a much more comprehensive examination of how diversity impacts every aspect of the organization's core mission and values and, ultimately, the effective delivery of services to District residents.

Recent national research indicates that the general comfort and camaraderie of fire station culture can unintentionally lead to inappropriate behavior within the workgroup and could be one of our greatest internal challenges in regards to creating a more respectful and trusting work environment. This is a difficult area to address as it requires ongoing education and information regarding what are subtle (or overt) topics of conversation, discussion, and comments that could interrupt our progress towards this outcome. As with most cultural change, progress in this area is likely to be assessed qualitatively rather than quantitatively, particularly over the short term.

OPPORTUNITIES

A comprehensive diversity and outreach plan that capitalizes on the wealth of information available to us will be our best opportunity for success. Help in this effort can be derived from new leadership team ideas and expectations, lessons learned from other fire departments with successful strategies, and new technology. It is important to tap into all of these resources as we attempt to identify and develop a comprehensive strategy to increase the diversity of District employees, serve our citizens to the best of our ability, and create a work environment of mutual trust and respect.

THE CALL FOR ACTION

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

- A. 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.

Goal VI. Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> 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. B. A training and operational focus emphasizing the critical importance of individual accountability for competency and craftsmanship achieved. C. Major innovation efforts (e.g., prevention as dual focus, community risk reduction, MUNIS, etc.) completed and institutionalized. D. Overall performance improved based upon processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs. 	 No Change

TREND SUMMARY

TVF&R's reaccreditation in 2010 underscores the organization's ability to innovate, achieve, and evaluate its success. Improving data collection and analysis continues to guide emergency response strategies and was central to the successful deployment of the CARs program and call-reduction initiatives targeting senior care facilities and commercial alarms. Our ten-year cardiac save trend continues to be among the highest in the country and, in a time of widespread financial instability throughout the community, our Moody's bond rating improved. Recent innovation and improvement in the District's risk management data collection system has positioned the organization to remain in front of trends, rather than reacting to them.

Strategic Plan, continued

The MUNIS project team successfully implemented the new enterprise and accounting system that has the potential to enhance every Division's ability to manage and account for their projects and programs. Changes within the Wellness Program and return-to-work process have reduced the average number of shifts missed per injury (14.4 in 2009 vs. 11.2 in 2010), resulting in more responsive case management for District personnel and significant cost savings.

Individual craftsmanship appears to have waned in 2010, with increases in costs associated with the damage and loss of apparatus and equipment. The advent of the BC Boot Camp shows an organizational commitment to career development, but the Civil Service testing process exposed some holes in individual preparation.

RECENT INNOVATIONS

Improved officer testing processes identified personnel able to meet daily job obligations at the Company Officer level, but failed to produce the same result for Battalion Chiefs. BC Boot Camp curriculum was developed to assist in this area. A second year of manager/supervisory classes were completed as a part of developing the competencies needed for supervisory positions, and an extended recruit academy rendered not a single failure after academy graduation.

Collaborative activities involving Operations and Prevention staff advanced the District's effort to increase community safety and reduce call volume, and demonstrated early success for the Integrated Operations approach. For example, personnel on the CARs identified occupancies having multiple false commercial alarms and tied in the appropriate DFM with the business to address the core issue. In another case, Operations, Prevention, and EMS staff intervened with the management of a senior care facility with inordinately high call volumes, resulting in the addition of a full-time on-duty R.N. at the facility and a 60% reduction in its 9-1-1 calls.

Technology upgrades in response apparatus continue to improve information exchange enroute to incidents and once on scene, enhance information (preplan, etc.), command and control, as well as improved firefighter safety (e.g., portable radio template improvement and emergency button). Substantial involvement by a varied work team is resulting in a comprehensive upgrade of the respiratory protection program.

DATA ANALYSIS CONSIDERATIONS

District leadership continues to emphasize the importance of good data as the cornerstone of strategic decision-making and organizational improvement efforts. Two efforts are being championed by Operations QI to improve the reliability of response data: an awareness campaign focused on consistently hitting the "arrival" button at fire scenes, and recommendations for improving fire report quality and accuracy.

CHALLENGES

Concern around the elevated pace of activity and focus on projects has created an unintended drift from organizational values and erosion of personal accountability. Organizational change and the challenges of a struggling economy, however, are not going away and cannot be used as excuses for not performing. The expectation within the organization on the importance of planning ahead and managing "with purpose" must continue to ensure the organization's long-term viability. Employees have to "reset" their day-to-day habits to stay out ahead of their business and avoid last minute, unforeseen shortfalls. The District would also benefit from efforts to better integrate the major assessment and work plan development processes (e.g., strategic planning, accreditation, performance review, and budget planning).

As it relates to leadership development, while opportunities such as a BC Boot Camp may prove to be successful for the short-term, it was a solution provided *after* deficiencies in candidate development were noted. Efforts to eliminate the need for that type of reactive solution should be addressed for the long-term. The long-established entry level/Civil Service model for career development, which emphasizes compliance with specific certifications, is not necessarily providing for the type of competency-based leadership development that allows promotional candidates to achieve a firm grasp on the desired leadership skills and abilities.

Strategic Plan, continued

The development of Integrated Operations and Operational Centers has and will consume significant energy from all those involved and will challenge traditional fire models and mindsets as the implementation continues to evolve.

Data derived from EMS reports supports the continued need for critical skill training due to skill degradation from a lack of opportunity to practice these skill sets on emergency scenes. District Safety and Risk Management data shows a significant number of incidents involving damage to apparatus and property. Not only does this have financial implications, but also, on closer analysis, suggests perhaps a lack of craftsmanship in this area. More in-depth analysis of this data is needed as it may highlight trends that could be addressed through training, modified practices, and/or personal accountability.

OPPORTUNITIES

Consistent with the organization’s adopted “prevention as dual focus” and “community risk reduction” approaches, there is a need to further institutionalize the concept by developing training and service delivery expectations (similar to that centered around the Chief’s Bull’s Eye). Additionally, keeping District employees and key external partners apprised and engaged in the “why” and “what” of these and other innovation efforts will be key to maintaining their support and involvement.

Continued data mining by internal committees and District personnel should result in better data through improved fire and EMS report writing. In addition, reports that show trends and tendencies during emergent and non-emergent activities will lead to a more measured approach to solutions.

THE CALL FOR ACTION

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

- A. Institutionalize the concepts of "dual focus" and "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.
- B. Leverage innovation to help safeguard the long-term viability and vitality of District services.
- C. Reinforce the importance of individual craftsmanship and excellence and their connections to safety, customer service, and the organization's fiscal health.
- D. Manage successful implementation of organizational change initiatives (bond projects, community risk reduction strategies, Integrated Operating Centers, respiratory protection program, fleet services enterprise, competency-based leadership/career development, etc.).
- E. Improve accuracy and timeliness of data collection and analysis in all areas.

Goal VII. Leverage use of existing resources and seek efficiencies for the greatest community good.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Partnerships that create efficiencies are developed and maintained. B. The value of state, federal, and foundation grants that enhance TVF&R’s ability to better serve customers is maintained or improved. C. Greater financial diversification is developed. D. Environmentally friendly practices for daily operations are increased. E. Cost control and reduction strategies are demonstrated. 	 Better

Strategic Plan, continued

TREND SUMMARY

Operational strategies and businesses practices continue to leverage TVF&R's resources. Examples include: Refinement of the District's deployment strategy ("right resource at the right time for the right call") and deployment of CARs and medic units, the first phase "go-live" on the MUNIS software system, improvements in return-to-work processes, resizing future fire stations, participation in multiple group purchasing cooperatives, and continued recruitment of corporate sponsorship for a variety of educational programs.

The District also made progress this year in the construction of energy-efficient facilities. Efficiency measures in the Command and Business Operations Center and the Progress, Bolton, and Willamette stations include low energy lighting, digital thermostats for maximum control of temperature, high efficiency HVAC and water heaters, and maximum use of natural light. Complementing these efforts are other sustainable business practice initiatives (e.g., energy audits, alternate deployment vehicles) and participation in training sessions sponsored by the Partners for a Sustainable Washington County Community (PSWCC), a cooperative of which TVF&R is a member.

Externally, EMS service delivery in Washington County continues to benefit from a steadily improving partnership among the key players (Washington County EMS, MetroWest Ambulance, TVF&R, and other first-responders). Recent examples include the new Fire Medic Transport protocol and expanded AED training provided by Washington County. While the system is less robust in Clackamas County, collaboration with the Emergency Services Foundation continues to expand public and private access to AEDs.

RECENT INNOVATIONS

The District has long provided fleet maintenance services to neighboring departments on a fee-for-service basis. In this model, external service demand is variable based on budget pressures. More recently, a programmatic approach has been developed with a defined service menu and a fixed cost. The District benefits from a clear understanding of resources required to meet the needs of the external customers, who in turn, have certainty in terms of their maintenance program and its costs. Clackamas County Fire District #1 has contracted with the District for fleet services effective July 1, 2011. A larger benefit to the District is the ability to spread fixed-costs over a larger user base, while our partners enjoy TVF&R's industry-specific expertise. Other common services (e.g., SCBA maintenance, emergency communications installs) are anticipated to move to this new program-based model over time.

Collaborative efforts with CCFD#1's wellness program has also resulted in improved efficiencies and effectiveness for both agencies.

A collaborative planning effort focused on improved first-responder interventions with mentally ill individuals is yielding new relationships, alternative staffing configurations (by partners), and protocol changes. In addition to local law enforcement and fire departments, participants include county mental health, WCCCA, hospitals, and non-profit mental health providers. Facilitation is provided by the Vision Action Network.

The District is also participating in the newly formed GIS Infrastructure Group. Comprised of GIS professionals from cities, the county, and special districts in Washington County, this group leverages their common geographic information system platform to share information and coordinate on projects of common interest.

DATA ANALYSIS CONSIDERATIONS

One outcome implicit in this goal is the stretching of financial resources through partnerships, working smarter, or attracting other sources of revenue. To accurately gauge success, more quantitative financial data must be developed.

CHALLENGES

The State's growing budget crisis is increasingly impacting the District's service partners and residents. As a result, it is more important than ever that TVF&R engage with those partners in ways that maximize available resources; the planning effort around emergency response to individuals with mental health issues is an example.

The District's relative financial strength is making it difficult to secure grant funds as selection criteria increasingly emphasize financial need. Nonetheless, fiscal challenges are a reality for TVF&R. For that reason, proposals were submitted for personnel (FEMA Staffing for Adequate Fire and Emergency Response – SAFER – Grant Program), which was awarded to TVF&R; and for a seismic upgrade to the Fleet Maintenance Building (Oregon Seismic Rehabilitation Grant Program), which was not awarded.

Legislative changes have given the District and other overlapping taxing districts greater influence in certain decisions regarding the use of tax increment financing in urban renewal districts, which can stress partnerships. While public exposure was recently focused on the District's opposition to the extension of a Tualatin urban renewal district, TVF&R endorses municipal economic development efforts, including the strategic use of tax increment financing for projects that clearly encourage private investment.

OPPORTUNITIES

The implementation of the fleet maintenance program for CCFD#1, effective July 1, 2011, is a great opportunity for TVF&R to demonstrate the benefits and efficiencies of regional service. A similar opportunity also may exist with the service contract being considered with Washington County Fire District #2.

Energy audits scheduled for a number of District facilities in fiscal year 2010-11 are expected to identify a range of projects, some of which may qualify for state support. Federal efforts at healthcare reform and Oregon's budget crisis may present new opportunities for the District to participate in the provision of more efficient healthcare services. For example, legislative changes could be secured that allow Paramedics to direct appropriate patients to urgent care facilities rather than a hospital emergency room where costs are dramatically higher.

THE CALL FOR ACTION

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

- A. Encourage innovative ideas for financial diversification.
- B. Implement sustainable practices in acquisition, operation, and disposal of resources to minimize environmental footprint.
- C. Ensure internal and external collaborative efforts continue to implement open standards technology, allowing for future electronic integration with external partner agencies systems.
- D. Develop and track data to gauge the impact of efficiency efforts.

Goal VIII. Ensure ongoing financial and business operations stability and predictability.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none"> A. Five months of operating funds in the ending fund balance maintained to support the District's dry period financing requirements. 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. C. Actual financial performance measured against the financial modeling and forecasting tools and adequate plans in place for various fluctuations. D. District's Moody's Aaa bond rating preserved. E. 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. 	 No Change

Strategic Plan, continued

TREND SUMMARY

Despite the economy and looming financial issues, the District has continued to meet the goal and outcomes. The District's ending fund balance exceeds five months of operating costs; current year expenditure trends have been monitored and adjusted to meet financial goals; end of year financial performance has not significantly varied from forecasts; and, in 2011, the District was re-rated by Moody's to Aaa, the highest global rating.

As in all years, expenditures had to be balanced with fluctuations in the revenue growth rate. This included elements both within our control (labor costs and benefits) and not (PERS rates). The District's primary revenue source remains property taxes, which for the General Fund in 2009-10 were 98% of General Fund budgetary revenue. Increases in that revenue source are directly tied to assessed valuation changes and the rate of collection. Because the market value of real property is not tied to the assessed valuation, which is significantly lower, assessed valuation is projected to continue to increase, albeit modestly, in the years ahead. While the District expected collection rate issues in the current economic downturn, the 2009-10 tax levy collection rate was a surprising 94.29%, which is in line with the average of 94.63% for the preceding nine years (since 2000-01).

TVF&R's management relies heavily on the comprehensive and forward-looking financial models and forecasting tools for critical decision-making related to resource management and business operations to support the District's long-term goals. Facility maintenance, apparatus replacement schedules, and IT/Communications plans have been prepared and will continue to be refined by Logistics and Integrated Operations staff. Updated Facility and Integrated Operations plans need to be prepared during 2011. Levy renewal forecasting is in process, as is the planning for the final phases of general obligation bond issuances.

RECENT INNOVATIONS

For the first time, the Facilities Maintenance Department developed a long-term forecasting cost model for ongoing facility and building equipment repairs to aid in the planning process. The Fleet Maintenance Department provided an updated Apparatus Plan that contemplates longer life cycles and changes in the number of vehicles by replacing single-purpose with multi-purpose vehicles. Improvements in the District's return-to-work process through the combined efforts of Occupational Health and other District staff resulted in a shortened average time off per injured employee. Overtime requirements have seen a corresponding decline.

The District is in the process of implementing the MUNIS business management system to streamline and integrate all facets of the District's business functions, thereby increasing efficiency and enhancing data analysis capabilities. Already, this has resulted in opportunities to analyze certain operations and evaluate current processes for improved efficiency and internal control structures. The ability to capture data early, and at all levels of operation, is expected to create opportunities for better management of resources at all levels.

CHALLENGES

As local governments compete for increasingly scarce tax dollars, continued citizen education focused on the volume and value of District services is critical to maintaining ongoing public support and voter approval of our local option levy. The levy must be renewed at least every five years and currently comprises 14% or \$0.25 of our current \$1.7752 tax levy.

PERS increases begin on July 1, 2011, and raise rates to 21.70% for Tier 1 and 2 employees (75.6% of employees) from the current 17.19%. These rates are projected to continue to increase another 5-6% in the following biennium based on current actuarial projections (2009 actuarial valuation dated September 27, 2010).

The District's labor contract expires on June 30, 2012, and must soon be renegotiated. Working collaboratively and effectively to adjust District operations for future projected revenue streams may be very challenging for both District management and Local 1660.

OPPORTUNITIES

Periods of economic challenges can also be opportune times to reset the organization and service delivery to ensure we remain financially stable and meet the needs of the citizens. All phases of how we deliver services should be analyzed and planning implemented to begin the long-term process of resetting the business to today's economic realities. Pioneering the "response car" (CAR) program is one illustration of rethinking service delivery. It is also a prime example of how we must work to maintain the long-term financial stability of the District to ensure our ability to provide cost-effective, innovative service to the citizens.

The Moody's Aaa bond rating, which is a demonstration of the District's financial health and organizational management, has been a testament to planning, but we are entering a period where the District expects to use some of its reserves for PERS rate increases.

Requests by neighboring agencies for the District to evaluate certain growth/expansion opportunities could offer potential for greater financial stabilization and diversity; however, potential financial risks must be identified and assessed equally.

THE CALL FOR ACTION

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

- A. Develop outreach efforts to promote awareness of the value of service provided by TVF&R and its performance.
- B. 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.
- C. 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.
- D. Maintain collaboration with union leadership while managing overall organizational labor costs to preserve financial stability.
- E. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.
- F. 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.
- G. Pro-actively plan and message for levy elections and debt financing.

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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 analyzed 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 2011-12 annual budget is designed to reflect the District's **Strategic Plan** for the 2011-12 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."

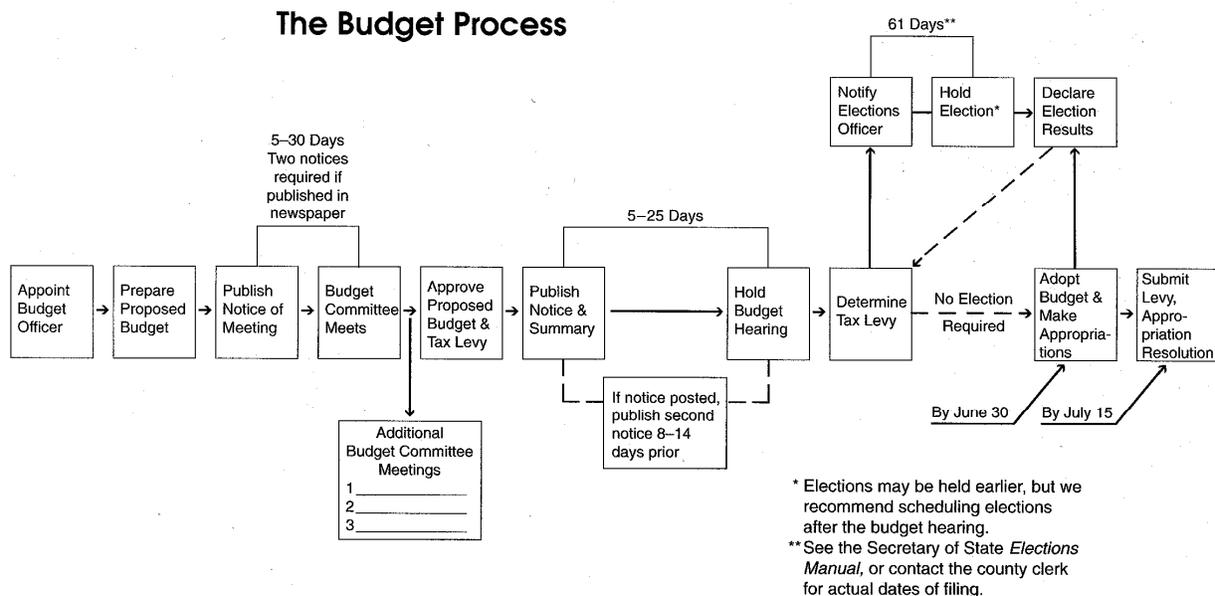
Accounting and budget policies are similar to the prior year. The **strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the 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 2010**, 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. A new 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▪ Publish First Notice of Budget Committee Meeting
May	<ul style="list-style-type: none">▪ Budget draft document distributed in early May▪ Publish Second Notice of Budget Committee Meeting▪ Budget Committee Meeting is held
June	<ul style="list-style-type: none">▪ Publish Notice of Budget Hearing▪ 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 2011**. 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 28, 2011 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 **24-28**) 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 original appropriation. For supplemental budgets greater than that, 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 governments. This tax collection turnover generally begins in the third week of November. The District anticipates that it will receive approximately 94.1 cents of each tax dollar in the current 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 Center are included for day-to-day management by the individual captains and program managers, who are responsible for their assigned budget. 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 inter-fund operating transfers, debt service, and contingency funds.

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 the **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 \$52 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 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, as well as 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 2011-12 reflects a shift to the 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 the series 2007, 2009, 2009B, and 2011 general obligation bonds and the respective projects for which the resources are targeted.

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 Command and Business Operations Center, 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-1983 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. These funds were utilized through fiscal year 2003-04. 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. And as the voters were told at that 1998 election, the District anticipated going out for another general obligation bond in November 2006. TVF&R asked its voters for approval of a series of bond issues to be made in 2007 through 2013, to provide construction, station renovation, and response apparatus funding. At that November 2006 general election, 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 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 being utilized for projects not planned within the bond.

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 estimation 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 high cost per unit. It is in this area that expenditure decisions become more difficult in that these high cost items now 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 2011-12 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	2011-12
Capital Improvements Fund	
Training Props	\$235,050
Buildings and Improvements	77,000
Fleet Maintenance and Shop Equipment	211,196
Office Equipment and Physical Fitness Equipment	114,532
Firefighting, EMS, and Communications Equipment	834,164
Data Processing Software	378,000
Computer Equipment	778,800
Total Capital Improvements Fund	<u>2,628,742</u>
Grants Fund	
Information Technology and HazMat	32,000
Total Grants Fund	<u>32,000</u>
Property and Building Fund	
Land and Building Improvements	625,000
Total Property and Building Fund	<u>625,000</u>
Capital Projects Fund	
Buildings and Improvements	12,611,217
Fire Apparatus	1,095,000
Total Capital Projects Fund	<u>13,706,217</u>
Total Capital Outlay for 2011-12	<u>\$16,991,959</u>

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 30, 2012. 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%. (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. Any pay increase falling outside of the chart guidelines must be approved by the Director of Human Resources and the Assistant Chief or Chief Financial Officer.

Salary Administration, continued

- **Other Rewards:** In addition to the pay-for-performance system for performance increases, supervisors have at their discretion two additional means by which to reward employees for outstanding performance:
 - **Bonuses:** In addition to or instead of performance raises, supervisors may provide employees with bonuses under very limited circumstances, and only with the Fire Chief's approval. Supervisors should consult Human Resources as to their use and appropriateness.
 - **Non-Cash 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 announced. The winner is also recognized by the District's Board of Directors at a monthly Board Meeting.
- **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.

Salary Administration, continued

PERFORMANCE MATRIX

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Outstanding	8%	7-8%	6-7%	5-6%*
Exceeds Expectations	6-7%	5-6%	4-5%	3-4%*
Meets Expectations	4-5%	3-4%	2-3%	2-3%*
Below Expectations	0%	0%	0%	0%
Unacceptable	0%	0%	0%	0%

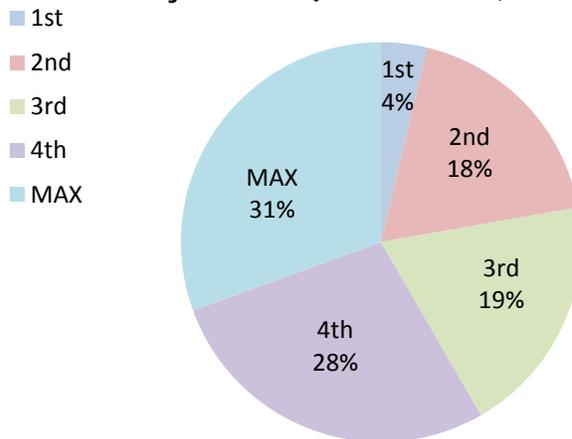
*Not to exceed range maximum

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 then 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, 2011)**



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2011 – JUNE 30, 2012)

Grade	Min	Mid	Max	Position
5	8,679	10,211	11,743	Deputy Chief
4	8,266	9,725	11,184	Assistant Chief, Chief Financial Officer
3	7,873	9,262	10,651	
2	7,498	8,821	10,144	Chief Training Officer, Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director, Planning Chief
1	7,141	8,401	9,661	Assistant Fire Marshal, Battalion Chief, Chief of Staff, Public Education Chief Officer

30% width, Grades separated by 5%, midpoint of Grade M1 calculated as 10% above 5-year Captain, July 1, 2011.

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2011 – JUNE 30, 2012)

Grade	Min	Mid	Max	Position
13	6,781	7,978	9,175	IT Manager
12	6,308	7,421	8,534	Construction Projects Manager, Financial Operations Manager
11	5,868	6,903	7,938	Facilities Operations Manager, Fleet Services Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Senior Database Administrator, Senior Systems Administrator
10	5,458	6,421	7,384	Emergency Mgmt Program Manager, Management Analyst, Media Services Manager, Operations Business Manager, Partnership and Public Information Manager, Purchasing Manager/Contracts Administrator, Senior Financial Systems Analyst, Supply Manager
9	5,077	5,973	6,869	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	4,723	5,556	6,389	Data Analyst, HR Data Analyst, Media Producer, Nurse II, Public Affairs Officer, Systems Administrator
7	4,393	5,168	5,943	Communications Technician, Communications Technician/Installer, Executive Assistant, Facilities Maintenance Lead Technician, Facilities Maintenance Technician(LME), Fleet Technician, Nurse, Project Coordinator, Senior Employment Coordinator
6	4,086	4,807	5,528	Facilities Maintenance Technician, Service Desk Specialist II, Wellness Program Coordinator
5	3,801	4,472	5,143	Administrative Supervisor, EMS Specialist, Supply Operations Supervisor
4	3,536	4,160	4,784	Accounting Specialist, Communications Program Assistant, GIS Technician, OHS Program Assistant, Operations Technician, Service Desk Specialist
3	3,290	3,870	4,451	Administrative Assistant III, Apparatus Maint. Assistant, Facilities Maint. Admin Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Admin Asst.-Fire Prevention, Logistics Assistant, Records Specialist, Respiratory and Emergency Equipment Technician
2	3,060	3,600	4,140	Accounting Assistant, Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	2,847	3,349	3,851	Administrative Assistant, Maintenance Utility Worker, Supply Assistant, Supply Driver

30% width, grades separated by 7.5%, Midpoint of Grade 1 calculated as 2.1% above July 1, 2010 amount.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2011 – JUNE 30, 2012)

53-HOUR (24-ON/48-OFF) SCHEDULE

2.1% Increase (based on CPI-W, all cities, all year for 2010)

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
<i>Monthly</i>	<i>4,231.51</i>	<i>4,942.42</i>	<i>5,199.67</i>	<i>5,456.95</i>	<i>5,731.16</i>	<i>6,022.29</i>
Engineer	19.7969	23.0891	24.2902	25.5507	26.8409	28.1458
<i>Monthly</i>	<i>4,519.24</i>	<i>5,270.79</i>	<i>5,544.97</i>	<i>5,832.71</i>	<i>6,127.24</i>	<i>6,425.13</i>
Lieutenant	21.3392	24.9279	26.2774	27.5229	28.9763	30.3999
<i>Monthly</i>	<i>4,871.31</i>	<i>5,690.54</i>	<i>5,998.60</i>	<i>6,282.94</i>	<i>6,614.71</i>	<i>6,939.70</i>
Captain	23.5191	27.4488	28.9021	30.3405	31.9272	33.4547
<i>Monthly</i>	<i>5,368.94</i>	<i>6,266.02</i>	<i>6,597.77</i>	<i>6,926.13</i>	<i>7,288.34</i>	<i>7,637.04</i>

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
<i>Monthly</i>	<i>423.15</i>	<i>494.24</i>	<i>519.97</i>	<i>545.69</i>	<i>573.12</i>	<i>602.23</i>
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
<i>Monthly</i>	<i>253.89</i>	<i>296.54</i>	<i>311.98</i>	<i>327.42</i>	<i>343.87</i>	<i>361.34</i>
Hazmat Tech (4%)	0.7415	0.8660	0.9111	0.9562	1.0042	1.0552
<i>Monthly</i>	<i>169.26</i>	<i>197.70</i>	<i>207.99</i>	<i>218.28</i>	<i>229.25</i>	<i>240.89</i>
FTO (3%)	0.5561	0.6495	0.6833	0.7171	0.7532	0.7914
<i>Monthly</i>	<i>126.95</i>	<i>148.27</i>	<i>155.99</i>	<i>163.71</i>	<i>171.93</i>	<i>180.67</i>

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2011 – JUNE 30, 2012), CONTINUED

40-HOUR SCHEDULE

2.1% Increase (based on CPI-W, all cities, all year for 2010)

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

All Premiums based on Firefighter position

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

General Fund

Fund 10

FUND DESCRIPTION

The **General Fund** budget is the operations budget for the Fire 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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$53,795,595	\$57,031,104	\$66,020,948	\$65,536,669
Materials and Services	7,801,526	7,457,909	9,371,055	9,233,435
Operating Transfers Out	3,265,453	4,681,029	3,756,398	5,981,422
Operating Contingency			5,669,359	5,647,643
Ending Fund Balance	32,752,110	32,870,969	16,942,393	18,938,453
Total Expenditures	\$97,614,684	\$102,041,010	\$101,760,153	\$105,337,622

2011-12 SIGNIFICANT CHANGES

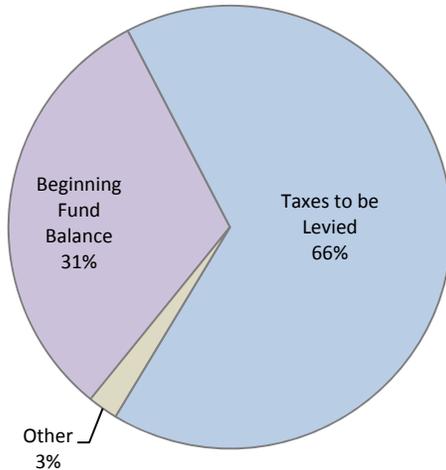
The General Fund **personnel** strength for the 2011-12 fiscal year is budgeted at **447.13** full-time equivalent positions (FTE). A net of 0.25 positions are reduced from the revised 2010-11 budget. While the District added 3.25 positions to service a new fleet maintenance contract with Clackamas County Fire District No. 1, there were reductions in the Fire Chief's Office due to not replacing the Executive Officer position at retirement; a Supply Specialist returned to half-time after the completion of the ERP project, recruit equivalent FTEs were reduced reflecting actual expected academy personnel during 2011-12, and a Behavioral Health Specialist position was retained at half-time following the retirement of the other part-time Behavioral Health Specialist. Lump sum payments made to Union personnel in the prior year in accordance with the labor contract are not repeated in 2011-12. Accordingly, union salary and wages decreased overall, although a negotiated 2.1% increase tied to average CPI-W is budgeted according to terms of the final year of the labor contract. Union medical insurance is budgeted to maximum allowed in the contract, although in prior years, Union management of this insurance resulted in less than contract maximum. For 2011-12, the District returns to its prior practice of budgeting non-union wages and benefits at expected actual costs. A commensurate 2.1% range increase and deferred compensation match program change to equal the 2010-11 union plan change is budgeted. In addition, for past several years, the District has charged a higher budgetary amount for its PERS rate in preparation for the next few biennium's rate increases. The difference was added to the PERS rate reserve fund. For 2011-12, the District has budgeted its expected actual blended PERS rate forecasted with the mix of actual employees and does not expect to add to the reserve fund. The reserve fund is expected to be utilized in future bienniums to smooth the significant rate increases forecasted.

Within Materials and Services, cost increases in areas such as Dispatch (5420), EMS Supplies (5320), Apparatus Fuel (5350), and Building Maintenance (5361), were offset by reductions in Other Professional Services (5414) as we completed on time and within budget, our conversion of all financial systems to the new ERP system and Election expenses are not required in 2011-12. Other accounts in Materials and Services were reduced or limited in priority during these challenging economic times for our citizens.

Operating transfers out were budgeted at an increase. The transfers are primarily made to fund future capital needs for apparatus, equipment and station infrastructure as we plan for the last of the capital bond funded projects.

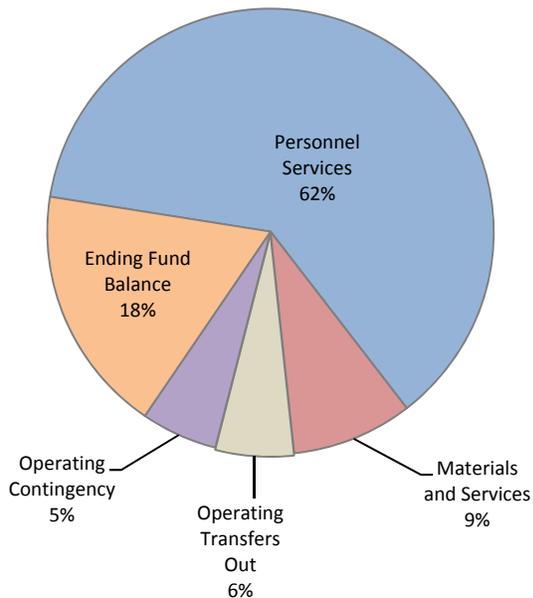
General Fund, continued

GENERAL FUND RESOURCES BY BUDGET CATEGORY



Resources	2011-12 Budget	Percent of Budget
Beginning Fund Balance	\$32,402,422	30.76%
Taxes to be Levied	69,824,412	66.29%
Previously Levied Taxes	1,691,863	1.61%
Taxes in Lieu of Property Taxes	12,852	<0.1%
Interest on Investments	165,651	0.16%
Interest on Property Tax	41,174	<0.1%
Program Revenue	922,946	0.88%
Regional Hazmat Responses	12,500	<0.1%
Special Service Charges	53,450	<0.1%
Training Classes	21,502	<0.1%
Rental Income	118,350	0.11%
Insurance Refunds	68,000	<0.1%
Miscellaneous Revenue	2,500	<0.1%
Total Resources	\$105,337,622	100.00%

GENERAL FUND REQUIREMENTS BY BUDGET CATEGORY



Requirements	2011-12 Budget	Percent of Budget
Personnel Services	\$65,536,669	62.11%
Materials and Services	9,233,435	8.75%
Operating Transfers Out	5,981,422	5.68%
Operating Contingency	5,647,643	5.48%
Ending Fund Balance	18,938,453	17.98%
Total Requirements	\$105,337,622	100.00%

General Fund, continued

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

Requirements	Personnel Services	Materials & Services	Other	2011-12 Budget
Command Directorate				
Board of Directors		\$ 41,200		\$ 41,200
Civil Service	\$ 42,571	28,415		70,986
Fire Chief's Office	1,894,768	784,853		2,679,621
Emergency Management	149,262	17,626		166,888
Total For Command Directorate	2,086,601	872,094		2,958,695
Business Operations Directorate				
Human Resources	804,030	114,865		918,895
Planning	593,921	94,716		688,637
Logistics Administration	280,315	27,855		308,170
Fleet Maintenance	1,564,383	760,409		2,324,792
Facilities Maintenance	859,217	159,506		1,018,723
Information Technology	1,203,085	812,815		2,015,900
Communications	465,357	1,920,379		2,385,736
Supply	415,859	213,998		629,857
Media Services	249,874	15,900		265,774
Total For Business Operations Directorate	6,436,041	4,120,443		10,556,484
Finance Directorate				
Finance	1,217,409	443,828		1,661,237
Total For Finance Directorate	1,217,409	443,828		1,661,237
Integrated Operations Directorate				
Integrated Operations Administration	483,896	297,057		780,953
North Integrated Operations	17,912,567	1,070,011		18,982,578
Central Integrated Operations	15,340,759	625,582		15,966,341
South Integrated Operations	12,980,276	624,989		13,605,265
EMS/Health/Wellness	1,292,108	498,434		1,790,542
Training/Safety	1,328,448	364,473		1,692,921
External Training	12,746	9,588		22,334
Recruits	975,276	122,759		1,098,035
Volunteers	48,800	178,802		227,602
Relief Pool Personnel	5,421,742	5,375		5,427,117
Total For Integrated Operations Directorate	55,796,618	3,797,070		59,593,688
Non-Organizational				
Operating Transfers Out			\$ 5,981,422	5,981,422
Operating Contingency			5,647,643	5,647,643
Ending Fund Balance			18,938,453	18,938,453
Total Requirement	\$ 65,536,669	\$ 9,233,435	\$ 30,567,518	\$ 105,337,622

General Fund, continued

GENERAL FUND PERSONNEL SUMMARY

Program	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	9.50	9.50	12.00	11.00	(1.00)
Emergency Management	1.00	1.00	1.00	1.00	0.00
Total Command Directorate	10.50	10.50	13.00	12.00	(1.00)
Business Operations Directorate					
Human Resources	6.00	6.00	6.00	6.00	0.00
Planning	0.00	0.00	5.00	5.00	0.00
Logistics	5.00	6.00	3.00	2.00	(1.00)
Fleet Maintenance	10.00	10.00	11.00	15.25	4.25
Facility Maintenance	7.00	9.00	8.00	8.00	0.00
Information Technology	9.00	9.00	9.00	9.00	0.00
Communications	4.00	4.00	4.00	4.00	0.00
Supply	4.50	5.00	5.00	4.50	(0.50)
Media Services	1.50	2.00	2.00	2.00	0.00
Total Business Operations Directorate	47.00	51.00	53.00	55.75	2.75
Finance Directorate					
Finance	7.50	10.50	9.50	9.50	0.00
Total Finance Directorate	7.50	10.50	9.50	9.50	0.00
Integrated Operations Directorate					
North Integrated Operations	0.00	0.00	13.00	13.00	0.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00	0.00
Station 61 (Butner Road)	16.00	14.00	14.00	14.00	0.00
Station 62 (Aloha)	16.00	14.00	13.00	13.00	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)	21.00	24.00	25.00	25.00	0.00
Station 68 (Oak Hills) ⁽¹⁾	9.00	12.00	9.00	9.00	0.00
Central Integrated Operations	0.00	0.00	13.50	13.50	0.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	0.00
Station 35 (King City)	16.00	14.00	14.00	14.00	0.00
Station 50 (Walnut)	12.00	12.00	13.00	13.00	0.00
Station 51 (Tigard)	21.00	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 ⁽²⁾	0.00	0.00	12.38	12.38	0.00
Station 34 (Tualatin)	18.00	14.00	12.00	12.00	0.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00	0.00
Station 56 (Elligsen Road)	9.00	12.00	13.00	13.00	0.00
Station 57 (Mountain Road)	9.00	9.00	12.00	12.00	0.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00	0.00
Station 59 (Willamette)	9.00	12.00	12.00	12.00	0.00
EMS / Health / Wellness	6.00	6.00	9.00	8.50	(0.50)
Training/Safety, External Training & Recruits	16.20	14.20	17.00	15.50	(1.50)
Integrated Operations Admin. (reorganized)	15.00	16.00	0.00	0.00	0.00
Relief Pool Personnel	36.00	36.50	42.00	42.00	0.00
Total Integrated Operations Directorate	333.20	337.70	371.88	369.88	(2.00)
Community Services (reorganized)	5.00	5.00	0.00	0.00	0.00
Fire Prevention (reorganized)	23.75	22.38	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	426.95	437.08	447.38	447.13	(0.25)

⁽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	2011-12 Budget
Apparatus Fund	\$1,186,737
Capital Improvements Fund	3,109,354
Emergency Management Fund	53,804
Grants Fund	200,000
Property and Building Fund	1,000,000
Pension Trust Fund	377,916
Volunteer LOSAP Fund	53,611
Total Transfers	\$5,981,422

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 2011-12, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2012-13.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$18,938,453. 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 2012-13 fiscal year.

General Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Revised Budget This Year 2010-11	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$30,880,694	\$32,752,109	\$32,090,296	Beginning Fund Balance	\$32,402,422	\$32,402,422	\$32,402,422
1,195,813	1,626,166	1,219,729	Previously Levied Taxes	1,691,863	1,691,863	1,691,863
12,111	5,513	12,353	Taxes in Lieu of Property Tax	12,852	12,852	12,852
537,339	161,997	294,791	Interest on Investments	165,651	165,651	165,651
72,795	40,266	34,440	Interest on Property Tax	41,174	41,174	41,174
166,687	97,879	435,060	Program Revenue	922,946	922,946	922,946
317,051	268,562		Contract Revenue			
33,099	12,990	5,500	Regional HazMat Response	12,500	12,500	12,500
49,848	53,034	50,319	Special Service Charges	53,450	53,450	53,450
43,612	16,993	28,710	Training Classes	21,502	21,502	21,502
117,860	133,650	122,779	Rental Income	118,350	118,350	118,350
230,529	415,446		Insurance Refund	68,000	68,000	68,000
15,200	115,955		Donations and Grants			
	297		Surplus Property			
89,483	104,458	22,500	Miscellaneous	2,500	2,500	2,500
			Total Resources,			
33,762,121	35,805,315	34,316,477	Except Taxes to be Levied	35,513,210	35,513,210	35,513,210
		67,443,676	Taxes Necessary to Balance	69,824,412	69,824,412	69,824,412
63,852,563	66,235,696		Taxes Collected in Year Levied			
			Total Resources	\$105,337,622	\$105,337,622	\$105,337,622
\$97,614,684	\$102,041,011	\$101,760,153				

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Revised Budget This Year 2010-11	Requirements	Proposed by Budget Officer	Proposed by Budget Officer	Proposed by Budget Officer
\$53,795,595	\$57,031,104	\$66,020,948	Personnel Services	\$65,358,008	\$65,358,008	\$65,536,669
7,801,526	7,457,909	9,371,055	Materials and Services	9,221,635	9,221,635	9,233,435
3,265,453	4,681,029	3,756,398	Operating Transfers Out	5,981,422	5,981,422	5,981,422
		5,669,359	Operating Contingency	5,838,104	5,838,104	5,647,643
32,752,110	32,870,969	16,942,393	Ending Fund Balance	18,938,453	18,938,453	18,938,453
			Total Requirements	\$105,337,622	\$105,337,622	\$105,337,622
\$97,614,684	\$102,041,011	\$101,760,153				

General Fund

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
5001 Salaries & Wages Union	19,621,429	21,534,139	24,029,607	23,443,670	23,443,670	23,431,455
5002 Salaries & Wages Nonunion	6,367,794	7,497,190	8,522,060	8,360,767	8,360,767	8,304,645
5003 Vacation Taken Union	2,665,510	2,709,598	2,990,799	3,045,076	3,045,076	3,043,495
5004 Vacation Taken Nonunion	479,168	443,648	829,419	819,587	819,587	812,795
5005 Sick Leave Taken Union	672,289	645,256	944,504	960,683	960,683	960,683
5006 Sick Taken Nonunion	112,459	118,826				
5007 Personal Leave Taken Union	298,292	269,117				
5008 Personal Leave Taken Nonunion	43,090	36,494				
5010 Comp Taken Nonunion	18,543	23,908				
5015 Vacation Sold	134,838	138,465	271,555	265,890	265,890	264,419
5016 Vacation Sold at Retirement	109,499	81,474	211,626	254,767	254,767	254,426
5017 PEHP Vac Sold at Retirement	235,857	246,700	220,777	225,400	225,400	225,400
5020 Deferred Comp Match Union	350,840	380,123	1,009,648	1,007,630	1,007,630	1,007,574
5021 Deferred Comp Match Nonunion	114,091	122,975	238,253	164,765	164,765	333,623
5030 Volunteer Incentive/Reimburse	57,850	32,988				
5041 Severance Pay	21,667					
5054 Other/FTO Premium				1,200	1,200	1,200
5101 Vacation Relief	2,873,976	2,571,983	2,755,279	2,813,128	2,813,128	2,813,128
5102 Duty Chief Relief	192,123	184,303	286,576	277,340	277,340	277,340
5105 Sick Relief	594,545	526,984	482,972	493,113	493,113	493,113
5110 Personal Leave Relief	370,782	312,172	308,505	314,985	314,985	314,985
5115 Vacant Slot Relief	785,452	506,366				
5118 Standby Overtime	26,575	24,264	20,149	20,492	20,492	20,492
5120 Overtime Union	1,049,081	735,178	774,194	755,328	755,328	752,099
5121 Overtime Nonunion	51,839	37,668	60,474	49,202	49,202	49,202
5123 Comp Time Sold Nonunion	1,661	4,759				
5201 PERS Taxes	6,784,216	7,173,687	8,885,848	8,639,551	8,639,551	8,580,463
5203 FICA/MEDI	2,647,622	2,776,547	3,437,154	3,311,254	3,311,254	3,315,403
5206 Worker's Comp	812,588	799,459	1,159,596	1,206,894	1,206,894	1,282,565
5207 TriMet/Wilsonville Tax	231,638	247,607	315,303	299,443	299,443	299,817
5208 OR Worker's Benefit Fund Tax	13,921	14,353	32,406	32,281	32,281	32,281
5210 Medical Ins Union	4,352,432	5,001,328	5,556,532	6,389,015	6,389,015	6,389,015
5211 Medical Ins Nonunion	902,097	1,056,132	1,609,874	1,301,019	1,301,019	1,301,019
5220 Post Retire Ins Union	194,700	183,250	197,400	197,781	197,781	197,781
5221 Post Retire Ins Nonunion	93,373	90,452	99,450	92,850	92,850	92,850
5230 Dental Ins Nonunion	127,579	148,534	224,108	183,061	183,061	183,061
5240 Life/Disability Insurance	91,472	102,149	125,300	118,062	118,062	118,062
5250 Unemployment Insurance	36,099	5,320	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	7,268	12,134	11,070	11,670	11,670	11,670
5270 Uniform Allowance	123,125	107,552	192,404	189,365	189,365	189,365
5280 Physical Exams/Shots	20,151	131				
5290 Employee Tuition Reimburse	54,063	63,135	124,986	106,443	106,443	106,443
5295 Vehicle Allowance	53,999	64,757	75,120	58,800	58,800	58,800
Total Personnel Services	53,795,595	57,031,104	66,020,948	65,428,512	65,428,512	65,536,669
5300 Office Supplies	62,731	51,158	76,263	71,218	71,218	71,218
5301 Special Department Supplies	169,774	173,146	244,838	218,979	218,979	218,979

General Fund

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
5302 Training Supplies	89,744	77,501	107,375	109,430	109,430	109,430
5303 Physical Fitness	9,472	12,515	7,000	12,000	12,000	12,000
5304 Hydrant Maintenance	7,500	5,000	5,000	1,318	1,318	1,318
5305 Fire Extinguisher	3,031	5,388	12,185	8,403	8,403	8,403
5306 Photography Supplies & Process	1,362	615	500	1,825	1,825	1,825
5307 Smoke Detector Program	5,401	3,516	4,200	6,300	6,300	6,300
5311 Haz Mat Response Materials	475		3,530	3,530	3,530	3,530
5320 EMS Supplies	215,320	239,810	266,760	332,166	332,166	332,166
5321 Fire Fighting Supplies	172,957	126,650	141,079	129,715	129,715	129,715
5323 Food Service	23,251	11,524				
5325 Protective Clothing	44,464	106,912	169,440	171,688	171,688	171,688
5330 Noncapital Furniture & Equip	139,545	88,798	159,162	171,441	171,441	171,441
5340 Software Expense/Upgrades	54,930	28,055	16,900	12,340	12,340	12,340
5350 Apparatus Fuel/Lubricants	268,397	259,704	365,805	420,100	420,100	420,100
5361 M&R Bldg/Bldg Equip & Improv	682,816	563,285	748,105	833,598	833,598	843,598
5362 UST Expense	9,618	1,622	12,000	12,360	12,360	12,360
5363 Vehicle Maintenance	471,865	438,749	524,094	521,155	521,155	521,155
5364 M&R Fire Comm Equip	42,612	11,391	32,060	47,814	47,814	47,814
5365 M&R Firefight Equip	98,797	134,926	97,660	151,910	151,910	151,910
5366 M&R EMS Equip	39,183	22,957	37,575	47,981	47,981	47,981
5367 M&R Office Equip	49,205	58,441	124,994	100,812	100,812	100,812
5368 M&R Computer Equip & Software	465,102	431,772	476,177	499,327	499,327	499,327
5400 Insurance Premium	257,762	264,282	309,050	308,650	308,650	308,650
5410 General Legal	299,966	182,477	195,055	197,600	197,600	197,600
5411 Collective Bargaining	22,111	14,127	30,000	25,000	25,000	25,000
5412 Audit & Related Filing Fees	20,798	41,525	44,185	46,000	46,000	46,000
5413 Consultant Fees	187,003	117,913	195,700	189,100	189,100	189,100
5414 Other Professional Services	439,216	505,350	761,193	469,684	469,684	469,684
5415 Printing	41,356	34,813	81,030	46,197	46,197	46,197
5416 Custodial & Bldg Services	47,837	56,271	118,300	154,263	154,263	154,263
5417 Temporary Services	124,102	258,821	279,468	164,688	164,688	164,688
5418 Trustee/Administrative Fees	13,209	22,488	22,840	33,800	33,800	33,800
5419 Chaplains Reimbursement	16,882	15,223	18,500	20,000	20,000	20,000
5420 Dispatch	1,207,347	1,342,918	1,392,222	1,527,754	1,527,754	1,527,754
5421 BOD Allowance	4,165	4,750	4,500	6,250	6,250	6,250
5430 Telephone	265,923	289,339	272,178	264,764	264,764	264,764
5432 Natural Gas	157,852	120,773	155,035	151,401	151,401	151,401
5433 Electricity	297,765	334,023	399,296	442,917	442,917	442,917
5434 Water/Sewer	95,004	102,386	130,685	129,740	129,740	129,740
5436 Garbage	42,125	46,733	56,830	46,325	46,325	46,325
5437 Cable Access	260,533	263,696	295,758	229,096	229,096	229,096
5445 Rent/Lease of Building	99,045	96,410	101,000	97,551	97,551	99,351
5450 Rental of Equip	20,327	16,045	17,830	12,135	12,135	12,135
5461 External Training	84,798	51,432	114,285	111,632	111,632	111,632
5462 Travel and Per Diem	130,459	125,315	150,186	158,810	158,810	158,810
5471 Citizen Awards	4,103	4,570	5,425	4,625	4,625	4,625

General Fund

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
5472 Employee Recog & Awards	17,317	12,608	19,900	19,150	19,150	19,150
5473 Employ Safety Pro & Incent	9,565		13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	7,852	7,376	9,500	9,500	9,500	9,500
5480 Community Events/Open House	16,250	14,055	16,700	22,120	22,120	22,120
5481 Community Education Materials	36,485	16,042	28,478	28,477	28,477	28,477
5482 Badges/Pencils/Handout/Hats		21				
5484 Postage UPS & Shipping	65,211	13,698	60,275	59,678	59,678	59,678
5500 Dues & Subscriptions	57,087	40,952	57,349	60,661	60,661	60,661
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing	31,780	2,810	35,840	6,460	6,460	6,460
5570 Misc Business Exp	40,608	35,023	90,290	67,944	67,944	67,944
5571 Planning Retreat Expense	5,077	8,130	10,450	11,550	11,550	11,550
5572 Advertis/Public Notice	31,306	41,259	61,570	58,360	58,360	58,360
5573 Inventory Over/Short/Obsolete	241	(3,809)	5,500	6,000	6,000	6,000
5574 Elections Expense	126,851		65,000			
5575 Laundry/Repair Expense	80,657	96,628	105,950	127,343	127,343	127,343
Total Materials & Services	7,801,526	7,457,908	9,371,055	9,221,635	9,221,635	9,233,435
5800 Transfers Out	3,265,453	4,681,029	3,756,398	5,981,422	5,981,422	5,981,422
Total Op Transfer Out	3,265,453	4,681,029	3,756,398	5,981,422	5,981,422	5,981,422
5900 Contingency			5,669,359	5,767,600	5,767,600	5,647,643
Total Contingency			5,669,359	5,767,600	5,767,600	5,647,643
5999 Budgeted Ending Fund Balance	32,752,109	32,870,969	16,942,393	18,938,453	18,938,453	18,938,453
Total Ending Fund Bal	32,752,109	32,870,969	16,942,393	18,938,453	18,938,453	18,938,453
Total General Fund	97,614,683	102,041,01	101,760,15	105,337,62	105,337,62	105,337,62

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Board of Directors

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Materials and Services	\$191,031	\$34,631	\$117,310	\$41,200
Total Expenditures	\$191,031	\$34,631	\$117,310	\$41,200

2011-12 SIGNIFICANT CHANGES

The significant decrease in this budget is largely due to not budgeting elections expense for Board Member elections in 2011-12, as it is a non-election year. Also, consultant fees were decreased from \$28,000 to \$12,000, which primarily includes legislative expenses. Additional budgeted expenses include: \$3,600 legal expenses for monthly Board meetings and workshops, \$6,250 allowance for Board member meeting reimbursements, \$3,000 for Board Member conference registrations, \$6,000 in travel and per diem, and \$1,500 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 2010-11 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.
Status or Outcome: Board policies are reviewed by the Board of Directors annually. Based upon information obtained from the last review period, the policies are either updated or maintained as is. In addition to this regular policy review cycle, meetings were held with the Budget Committee members to obtain input on policy direction specific to the District's budget process. The overall processes for this service measure are intact and will continue.

- 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: This process continues and the District's Board of Directors was active while the issue was in process. However, it appears that the overall process has stalled at this point and additional work is pending. The Board will continue to provide oversight and direction on this particular issue, which has overarching impacts on the District.

Board of Directors, continued

STATUS OF 2010-11 CHANGE STRATEGIES

- None.

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Integrated the utilization of an electronic format for the monthly Board book documents.
- Participated in the Western Washington County Fire District Directors meeting.
- Participated in joint Board/City Council meetings with Tigard, Beaverton, and Sherwood.
- In January 2011, Board Member Carol Gearin (Position #4) retired after providing 15-plus years of service to the District. Randy Lauer was appointed to fill Position #4 until the election in spring of 2011.
- Elections for Positions #4 and #5 were conducted in spring of 2011, with both Board Members reelected.

2011-12 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.

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/A, VII/C, and 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.

Board of Directors

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10120 General Fund						
5300 Office Supplies	87	26	100	75	75	75
5301 Special Department Supplies	165	154	100	150	150	150
5410 General Legal	16,114	2,242	3,180	3,600	3,600	3,600
5413 Consultant Fees	27,634	12,000	28,000	12,000	12,000	12,000
5414 Other Professional Services	185					
5415 Printing		81				
5421 BOD Allowance	4,000	4,750	4,500	6,250	6,250	6,250
5461 External Training	2,039	870	1,485	2,000	2,000	2,000
5462 Travel and Per Diem	2,353	5,005	4,600	5,000	5,000	5,000
5500 Dues & Subscriptions	2,535	1,955	1,925	1,925	1,925	1,925
5570 Misc Business Exp	4,419	3,655	3,480	6,000	6,000	6,000
5572 Advertis/Public Notice	4,649	3,893	4,940	4,200	4,200	4,200
5574 Elections Expense	126,851		65,000			
Total Materials & Services	191,032	34,631	117,310	41,200	41,200	41,200
Total General Fund	191,032	34,631	117,310	41,200	41,200	41,200

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Civil Service Commission

und 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$109,452	\$10,554	\$96,091	\$42,571
Materials and Services	40,083	21,547	30,403	28,415
Total Expenditures	\$149,535	\$32,101	\$126,494	\$70,986

2011-12 SIGNIFICANT CHANGES

The 2011-12 budget depicts an overall reduction in personnel costs of \$53,748 due to the District's efforts to reduce the cost of overtime relief for Duty Chiefs participating in promotional interview processes. In addition, the 2011-12 budget reflects fewer examination processes (six as opposed to nine in 2010-11), thereby decreasing Union overtime costs. 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 \$15,550 in Other Professional Services for the contract with the Chief Examiner of \$9,300, exam consultation fees of \$1,250, and \$5,000 to administer the open and continuous testing process; \$4,000 of Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements. Account 5471, Citizen Awards, \$2,025, provides nominal awards for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$3,840, represents the anticipated number of meals provided to interview panels and assessment testers.

STATUS OF 2010-11 SERVICE MEASURES

- Complete and implement Civil Service job descriptions.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Completion and implementation of remaining Operations line job descriptions, using firefighter as basis.
Status or Outcome: Apparatus Operator and Lieutenant classification specifications updated and approved by Civil Service Commission.

- Reappoint commissioners with expiring terms.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Board approval of reappointments.
Status or Outcome: Reappointments of three commissioners filling seats with expiring terms were approved by Board.

Civil Service Commission, continued

STATUS OF 2010-11 SERVICE MEASURES , CONTINUED

- Recruit new Civil Service Commissioner.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Board appointment of new Commissioner.
Status or Outcome: Commissioner who initially indicated he would not seek reappointment changed his plans. New Commissioner no longer needed in the short term.

- Conduct job analyses in conjunction with Battalion Chief, Apparatus Operator, Lieutenant, Deputy Fire Marshal-I, Deputy Fire Marshal-II, and Fire Inspector exams.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Examinations that effectively distinguish among candidates and produce eligible lists with qualified individuals.
Status or Outcome: Job analyses conducted for Battalion Chief, Apparatus Operator, and Lieutenant classifications prior to exam for each. Job analyses also conducted for Deputy Fire Marshal-I and Deputy Fire Marshal-II classifications prior to revisions to classification specification revisions. Job analysis for Fire Inspector classification postponed along with exam.

STATUS OF 2010-11 CHANGE STRATEGIES

- Open and continuous firefighter eligible list - Continue to develop the framework for conducting the next firefighter exam under this model.

Goal(s): VI
Budget Impact: Possible increase in materials and services for third party administrator. Likely significant decrease in Union overtime costs.
Duration: Year 4 of 4
Budget Description: Ongoing negotiation with third party vendor for cost framework.
Partner(s): Integrated Operations
Status or Outcome: Completed. The District is now conducting firefighter entrance examinations under the open and continuous model, using National Testing Network as a third-party vendor administering testing and managing the eligible list.

- Civil Service Commissioner examination orientation.

Goal(s): VI
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Develop presentation(s) and other strategies to increase commissioners' understanding of processes related to examinations (job analysis, exam development, assessment center administration, etc.).
Partner(s): None
Status or Outcome: Completed. Several Commissioners have observed assessment centers over the fiscal year. Also, a presentation was made to the Commission regarding the exam development process.

Civil Service Commission, continued

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- After completion of job analyses, revisions to the Deputy Fire Marshal-I and -II classification specifications were presented to the Commission and approval was obtained.

2011-12 SERVICE MEASURES

	FY 07-08	FY 08-09	FY 09-10	FY 10-11 estimated	FY 11-12 projected
Number of Civil Service selection processes completed	11	9	5	9	5
Number of Civil Service examinations (to develop eligible lists)	7	8	2	5	6
Number of Civil Service Commission meetings	3	3	7	5	5
Number of appeals heard before Commission	0	1	0	1	1

- **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.

- **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.

- **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.

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

Civil Service

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10110 General Fund						
5002 Salaries & Wages Nonunion	77	300				
5102 Duty Chief Relief	5,295	292	18,655	1,989	1,989	1,989
5120 Overtime Union	78,174	6,832	53,630	30,157	30,157	30,157
5121 Overtime Nonunion	1,100		1,000	400	400	400
5201 PERS Taxes	15,995	1,338	14,630	6,496	6,496	6,496
5203 FICA/MEDI	6,384	492	5,607	2,490	2,490	2,490
5206 Worker's Comp	1,863	1,250	1,979	586	586	814
5207 TriMet/Wilsonville Tax	532	49	492	225	225	225
5208 OR Worker's Benefit Fund Tax	32	3	98			
Total Personnel Services	109,452	10,554	96,091	42,343	42,343	42,571
5300 Office Supplies	97	168	250	250	250	250
5301 Special Department Supplies	1,823	10				
5302 Training Supplies	56					
5306 Photography Supplies & Process		22				
5323 Food Service	3,588	835				
5410 General Legal		8,940	2,000	2,000	2,000	2,000
5414 Other Professional Services	28,457	9,425	11,800	15,550	15,550	15,550
5415 Printing	268	725	1,000	750	750	750
5445 Rent/Lease of Building	1,500					
5450 Rental of Equip	128	103				
5462 Travel and Per Diem	51	12	1,500			
5471 Citizen Awards	914	196	2,775	2,025	2,025	2,025
5570 Misc Business Exp	335	99	7,968	3,840	3,840	3,840
5572 Advertis/Public Notice	2,866	1,011	3,110	4,000	4,000	4,000
Total Materials & Services	40,083	21,547	30,403	28,415	28,415	28,415
Total General Fund	149,535	32,102	126,494	70,758	70,758	70,986

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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$1,052,484	\$1,668,706	\$2,427,792	\$1,894,768
Materials and Services	430,781	284,786	472,936	784,853
Total Expenditures	\$1,483,265	\$1,953,492	\$2,900,728	\$2,679,621

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	0.00	0.00	1.00	1.00
Chief Financial Officer	0.00	0.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Executive Officer	0.00	1.00	1.00	0.00
Division Chief	2.00	1.00	0.00	0.00
Project Coordinator	1.00	1.00	0.00	0.00
Fire Marshal	0.00	0.00	1.00	1.00
Business Manager	0.00	0.00	1.00	1.00
Partnership and Public Information Manager	0.00	0.00	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	0.00	1.00	1.00
Administrative Assistant II	1.00	1.00	0.00	0.00
Administrative Assistant I	0.50	0.50	0.00	0.00
Total Full-Time Equivalents (FTE)	9.50	9.50	12.00	11.00

Fire Chief's Office, continued

2011-12 SIGNIFICANT CHANGES

The decrease in Personnel Services for this budget reflects the completion of retirement transitions, whereby overlap for prior Fire Chief and Assistant Chiefs and retirement of the Executive Officer result in a reduced normalized expenditure budget for 2011-12. In addition, the Worker's Compensation account contained an error and the 2011-12 proposed amount is appropriate.

Materials and Services increased largely due to the transfer of the Command and Business Operations Center building costs from the Central Integrated Operations budget and facilities budget for 2011-12. Because the new accounting system allows for Facilities personnel to manage facility project costs utilizing system workflow, beginning in 2011-12, the District is budgeting for facility costs at each budget location. Due to continued refinement of responsibilities for facility management after the October 2010 move to the Command and Business Operations Center, the budget now 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 was increased to account for \$15,000 in 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, urban renewal projects, population studies, and other matters on issues as directed by the Board of Directors. Travel and Per Diem costs in this budget pay for Commission on Fire Accreditation International required participation and national conferences for the command staff. Account 5484, Postage, contains \$35,000 for District-wide annual publication of "Safety Matters."

STATUS OF 2010-11 SERVICE MEASURES

- **Participate in intergovernmental initiatives** with the potential to enhance service provision, 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: Work continues with assisting Washington County Fire District #2 stabilize their current situation in an effort to objectively analyze a possible future with them. An IGA has been approved with Clackamas County Fire District #1 for Fleet Services provisions. Finally, a detailed analysis of the Lake Oswego Fire Department contract is underway and anticipated changes are expected.

- **Direct the management of all bond projects** in accordance with established schedules, laws, and budget.

Goal(s): 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.
Status or Outcome: CBOC is complete and occupied. The planning and land use process for 56/SOC, Station 65, and Station 68 are well underway and construction is anticipated to begin in the next fiscal period.

STATUS OF 2010-11 CHANGE STRATEGIES

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

Goal(s): I, VII
Budget Impact: Resource neutral
Duration: Year 4 of 6
Budget Description: None
Partner(s): Fire Prevention, Home Builders Association
Status or Outcome: Ongoing

- **Daily physician services** – Continue to explore alternatives to healthcare and emergency response definitive care for citizens in TVF&R's service area.

Goal(s): I, IV, VII, VIII
Budget Impact: Increase required
Duration: Year 2 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Finance, Human Resources, strategic external partners
Status or Outcome: Limited progress has been made on this other than initial meetings and contemplation of concept. A work plan is anticipated to be developed in this coming fiscal year. Lastly, this Change Strategy will be revised to better represent "District provided value" and align better with the Strategic Plan modifications. Refer to Establish Value Position in FY11-12.

- **All Risk/All Hazard Incident Management Teams** – Work with various government agencies at county, regional, and state levels to develop Incident Management Teams for coordinated, multidisciplinary response to disasters and other significant events.

Goal(s): III, VII
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Staff time
Partner(s): Logistics, Emergency Management, Washington County, Office of Consolidated Emergency Management (OCEM), Oregon Fire Chiefs Association, Office of Oregon State Fire Marshal, Oregon Department of Forestry, Fire Defense Boards
Status or Outcome: Limited progress has been made on this Change Strategy; however, movement is anticipated this coming fiscal year. Lastly, this Change Strategy will be revised to better represent overall preparedness and align with the Strategic Plan modifications. Refer to Community Preparedness is Core in fiscal year 2011-12.

Fire Chief's Office, continued

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Successfully transitioned the organization under a new Fire Chief.
- Established a new organizational structure.
- Backfilled key Fire Chief's Office support staff positions.

2011-12 SERVICE MEASURES

Service Measure	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 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				
<i>Percentage of citizens identifying TVF&R as their fire department</i>				n/a
<i>Percentage of citizens identifying TVF&R as their EMS provider</i>				n/a
Ad Equivalency of News Stories Calculated ²				n/a
Community Academy Graduates				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.

2011-12 SERVICE MEASURES , CONTINUED

- 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.

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: None
Partner(s): District-wide

- **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

- **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

Fire Chief's Office, continued

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

- **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

- **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

Fire Chief's Office

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10150 General Fund						
5002 Salaries & Wages Nonunion	630,232	872,093	1,294,096	1,095,867	1,095,867	1,100,596
5004 Vacation Taken Nonunion	69,172	30,227	120,988	105,533	105,533	104,509
5006 Sick Taken Nonunion	3,874	10,163				
5008 Personal Leave Taken Nonunion	3,480	3,766				
5010 Comp Taken Nonunion	3,089	3,899				
5015 Vacation Sold	30,959	53,124	59,012	46,208	46,208	46,350
5016 Vacation Sold at Retirement		58,365	43,333			
5017 PEHP Vac Sold at Retirement		187,356				
5021 Deferred Comp Match Nonunion	17,359	18,397	36,192	36,775	36,775	49,507
5121 Overtime Nonunion	2,924	3,338	5,000	3,600	3,600	3,600
5123 Comp Time Sold Nonunion		874				
5201 PERS Taxes	139,914	216,158	293,972	261,680	261,680	255,108
5203 FICA/MEDI	44,369	63,788	124,686	100,293	100,293	101,562
5206 Worker's Comp	14,138	14,858	130,154	23,598	23,598	33,190
5207 TriMet/Wilsonville Tax	4,973	6,967	23,380	9,070	9,070	9,184
5208 OR Worker's Benefit Fund Tax	222	271	436	389	389	389
5211 Medical Ins Nonunion	57,743	82,434	191,342	125,318	125,318	125,318
5221 Post Retire Ins Nonunion	7,704	7,052	10,800	9,900	9,900	9,900
5230 Dental Ins Nonunion	7,818	11,016	26,841	17,143	17,143	17,143
5240 Life/Disability Insurance	7,183	7,165	12,000	12,472	12,472	12,472
5270 Uniform Allowance	272	876	1,000	1,400	1,400	1,400
5290 Employee Tuition Reimburse			14,000	1,500	1,500	1,500
5295 Vehicle Allowance	7,059	16,517	40,560	23,040	23,040	23,040
Total Personnel Services	1,052,484	1,668,706	2,427,792	1,873,786	1,873,786	1,894,768
5300 Office Supplies	766	1,147	1,000	7,200	7,200	7,200
5301 Special Department Supplies	815	1,046	1,200	12,200	12,200	12,200
5305 Fire Extinguisher				100	100	100
5321 Fire Fighting Supplies	23					
5330 Noncapital Furniture & Equip	100	172		5,000	5,000	5,000
5350 Apparatus Fuel/Lubricants	5,531	3,521	4,500	20,750	20,750	20,750
5361 M&R Bldg/Bldg Equip & Improv				87,711	87,711	97,711
5367 M&R Office Equip				9,710	9,710	9,710
5400 Insurance Premium	1,027	1,786	3,650	3,000	3,000	3,000
5410 General Legal	283,102	171,295	189,875	192,000	192,000	192,000
5413 Consultant Fees	67,394	19,000	40,000	42,000	42,000	42,000
5414 Other Professional Services	21,373	25,020	78,265	51,210	51,210	51,210
5415 Printing	116	43	14,000	20,289	20,289	20,289
5416 Custodial & Bldg Services				54,596	54,596	54,596
5421 BOD Allowance	150					
5430 Telephone	762					
5432 Natural Gas				6,000	6,000	6,000
5433 Electricity				84,000	84,000	84,000
5434 Water/Sewer				12,000	12,000	12,000
5436 Garbage				2,940	2,940	2,940
5461 External Training	5,574	5,195	7,665	12,953	12,953	12,953

Fire Chief's Office

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10150 General Fund						
5462 Travel and Per Diem	20,930	26,986	26,126	25,268	25,268	25,268
5471 Citizen Awards	1,937	3,387	1,300	2,000	2,000	2,000
5472 Employee Recog & Awards	2,020	3,184	5,000	5,000	5,000	5,000
5480 Community Events/Open House			4,300	3,500	3,500	3,500
5484 Postage UPS & Shipping	110	161	34,200	49,600	49,600	49,600
5500 Dues & Subscriptions	11,837	13,504	14,255	15,216	15,216	15,216
5502 Certifications & Licensing				410	410	410
5570 Misc Business Exp	5,327	8,053	5,600	7,200	7,200	7,200
5571 Planning Retreat Expense	1,842	1,286	2,000	3,000	3,000	3,000
5572 Advertis/Public Notice			40,000	40,000	40,000	40,000
5575 Laundry/Repair Expense	44					
Total Materials & Services	430,781	284,786	472,936	774,853	774,853	784,853
Total General Fund	1,483,265	1,953,492	2,900,728	2,648,639	2,648,639	2,679,621

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$137,560	\$134,334	\$152,522	\$149,262
Materials and Services	16,401	13,488	22,074	17,626
Total Expenditures	\$153,961	\$147,822	\$174,596	\$166,888

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2011-12 SIGNIFICANT CHANGES

Personnel Services reflects a reduction in union overtime for off-duty trainers and exercises for Incident Management team members as well as city or county exercises and the change in budgeting non union from top step maximum insurance levels to actual expected premiums and wages. Materials and Services costs reflect a decrease in funding for supplies in account 5301 for emergency preparedness, such as seismic restraint devices, due to recent District-wide seismic improvements. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

STATUS OF 2010-11 SERVICE MEASURES

- Conduct functional or full-scale exercise featuring coordination between FOC and local EOCs, plus/minus field scenes.

Goal(s): III, VII
Service Type(s): Mandatory, Essential
Measured By: Participation in exercise development to incorporate District 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: Full-scale, countywide exercise conducted May 10, 2011, involving first use of new FOC, live interaction with county and city EOCs, and hands-on evacuation of independent/assisted-living facility. Separate full-scale exercise conducted on June 9, 2011, involving real-time establishment, staffing, and operation of two points of dispensing (PODs) for mass antibiotic distribution for District and city staff, as could be needed in actual mass infectious disease outbreak. FOC adjustments and other correction action identified.

Emergency Management, continued

STATUS OF 2010-11 CHANGE STRATEGIES

- **Establish new Fire Operations Center in CBOC** - Coordinate with CBOC project team as design shifts to renovation/occupation; oversee move-in/installation of portable equipment; develop setup/operation procedures; develop and present orientation, training, drills for employees; incorporate into spring exercise.

Goal(s): III
Budget Impact: Neutral to moderate increase required
Duration: Year 1 of 1, although improvements in instructions, floor plan, and although training may extend into second year, all primary work should be completed.
Budget Description: 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).
Partner(s): Information Technology, Communications, Supply, Facilities, Logistics Administration, Media Services, other divisions as needed (committing employees to training)
Status or Outcome: Complete: space, supplies, and staff tested in countywide May exercise.

- **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): III
Budget Impact: Neutral to moderate increase required
Duration: Year 1 of 3. Integration planning and initial training are first-year activities, with completion tied to South Operating Center (SOC) opening; duration extended to allow for SOC completion in fiscal year 2013.
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).
Partner(s): Information Technology, Communications, Facilities, Logistics Administration, Integrated Operations, Media Services, OCEM
Status or Outcome: In progress. Policy/procedure change (job aids, Standard Operating Guidelines, Emergency Operations Plan) updated to reflect new configuration and initial employee education/training completed. Moving North BHQ to old media studio at NOC and tasking it with dual role as situational awareness room for OCEM required substantial time and effort, but space is usable for essential functions. Temporary South BHQ is established at Station 34. South BHQ design work has begun, with additional design and hands-on work expected for fiscal year 2012, finishing in early fiscal year 2013.

Emergency Management, continued

STATUS OF 2009-10 CHANGE STRATEGIES - CONTINUED

- **Incident Management Enhancement Task Force (IMET) Implementation** - Promote and facilitate implementation of Washington County Incident Management Enhancement Task Force (IMET) throughout the District, including District cities. With District plans and procedures updated, and training product completed, this year will focus on interagency training delivery.

Goal(s):	III, VII
Budget Impact:	Moderate increase required
Duration:	Year 3 of 3. Continuation of multi-year effort that will then have to be maintained as standard practice; year three should incorporate interagency/interdisciplinary training, drills, and exercises. Although the District is not the sole participant, it has a leading role in IMET and has the opportunity to play a leading role in functional adoption of IMET recommendations.
Budget Description:	Training will generate overtime for attendees (reflected in budget).
Partner(s):	OCEM, District cities
Status or Outcome:	Little change. The District is still the only agency to implement critical portions of the 2008 recommendations; the Multiagency Coordination System (MACS) compact has not seen actual adoption. The orientation class that was developed and refined has not been taught since its final "test run" in 2009. The District has put substantial time and effort into this, but has seen limited meaningful results; the District may continue to promote adoption, but future results depend on other agencies' actions.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- With Communications, made substantial changes to PAR procedures for Major Emergency Operations.
- Established preparedness competencies and expectations for District managers and employees.
- With OCEM partners, worked with contractor to develop EOC position-specific ICS training for District and partner-agency use.
- Supported emergency management in partner cities by conducting series of tabletop exercises for city EOCs; evaluating city exercises, integrating IMTs with city EOC exercises, supporting EOP review development, and providing other program input.
- At direction of the Fire Chief, developed and conducted review of accreditation and internal evaluation processes; provided recommendations for how the District can conduct meaningful ongoing evaluation and integrate it with the various recurrent assessment processes, from individual annual review through strategic planning.

Emergency Management, continued

2011-12 SERVICE MEASURES

Service Measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
State earthquake drill requirement met	✓	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓	✓
Exercises: small/single IMT	7	4	7	6	5
Exercises: IMT+MCO or multi-IMT	3	2	3	1	2
District-wide exercise	2	**	✓	2	✓
* Real-life FOC/BHQ activation for 12/08 winter storm; District-wide exercise postponed to FY10.					

- **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.

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: Neutral to moderate increase required
Duration: Three years: 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

Emergency Management

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10750 General Fund						
5002 Salaries & Wages Nonunion	76,873	79,665	78,973	81,422	81,422	80,632
5004 Vacation Taken Nonunion	4,953	4,836	7,811	8,053	8,053	7,975
5015 Vacation Sold	3,116	4,751	3,338	3,441	3,441	3,408
5021 Deferred Comp Match Nonunion	1,227	1,268	2,387	1,301	1,301	3,101
5102 Duty Chief Relief	476			2,382	2,382	2,382
5120 Overtime Union	10,803	3,756	10,790	6,031	6,031	6,301
5201 PERS Taxes	18,221	17,639	20,618	20,063	20,063	20,099
5203 FICA/MEDI	7,027	6,739	7,902	7,690	7,690	7,941
5206 Worker's Comp	1,512	1,730	1,451	1,809	1,809	2,595
5207 TriMet/Wilsonville Tax	616	595	704	695	695	718
5208 OR Worker's Benefit Fund Tax	30	28	35	35	35	35
5211 Medical Ins Nonunion	9,602	10,212	14,557	10,884	10,884	10,884
5221 Post Retire Ins Nonunion	922	900	900	900	900	900
5230 Dental Ins Nonunion	1,201	1,211	2,056	1,235	1,235	1,235
5240 Life/Disability Insurance	979	1,006	1,000	1,056	1,056	1,056
Total Personnel Services	137,560	134,334	152,522	146,997	146,997	149,262
5300 Office Supplies	238	142	500	500	500	500
5301 Special Department Supplies	7,526	5,479	6,000	1,240	1,240	1,240
5302 Training Supplies	306	354	250	700	700	700
5306 Photography Supplies & Process			100			
5320 EMS Supplies	88	19	50	50	50	50
5321 Fire Fighting Supplies	688	3	406	432	432	432
5325 Protective Clothing	151	3	810	810	810	810
5330 Noncapital Furniture & Equip		271	1,005	1,050	1,050	1,050
5350 Apparatus Fuel/Lubricants	477	493	590	550	550	550
5364 M&R Fire Comm Equip	874		1,000	1,250	1,250	1,250
5414 Other Professional Services	896	1,792	1,500	1,500	1,500	1,500
5415 Printing	712	1,132	2,530	2,000	2,000	2,000
5461 External Training	570		575	625	625	625
5462 Travel and Per Diem	1,268	1,719	1,750	2,050	2,050	2,050
5481 Community Education Materials	193	63	478	469	469	469
5482 Badges/Pencils/Handout/Hats		21				
5500 Dues & Subscriptions	305	270	320	350	350	350
5502 Certifications & Licensing				200	200	200
5570 Misc Business Exp	2,110	1,726	4,160	3,800	3,800	3,800
5571 Planning Retreat Expense			50	50	50	50
Total Materials & Services	16,401	13,488	22,074	17,626	17,626	17,626
Total General Fund	153,961	147,822	174,596	164,623	164,623	166,888

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$799,868	\$717,214	\$829,522	\$804,030
Materials and Services	140,097	131,011	129,205	114,865
Total Expenditures	\$939,965	\$848,225	\$958,727	\$918,895

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	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	0.50	0.00	0.00
Behavioral Health Specialist	0.50	0.50	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

2011-12 SIGNIFICANT CHANGES

The reduction in Personnel Services reflects the change in prior budgeting practice from budgeting at maximum in the non-Union range of salaries, and from maximum benefit levels to the practice of budgeting based upon current employees' seniority and insurance status. Union overtime in 5120 provides for relief shift funding for line positions during investigation leaves.

Within Materials and Services, account 5411, Collective Bargaining, \$25,000 is budgeted, reflecting that the District expects to begin negotiations for the labor contract post-2012. Other Professional Services, for \$41,250, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity, \$5,000 for drug and alcohol testing for pre-employment, and other fees for background checks, supervisory training, and other matters. Temporary Services is reduced due to the completion of the ERP transition. Account 5570, Miscellaneous Expenses, includes \$2,250 for job fair entry fees, \$2,000 for the District Day event, and \$1,000 for awards and promotion ceremonies.

Human Resources, continued

STATUS OF 2010-11 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: By mid-fiscal year, fifteen reimbursements were submitted and \$40,221.85 received in reimbursement funds. End of year statistics are not yet available.

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

Goal(s): VI
Service Type(s): Mandatory
Measured By: Timely recruitments, well-organized with coordinated interview and testing processes. A voluntary hiring manager's survey, which HR requests to be completed after each recruitment process.
Status or Outcome: Based on manager feedback, non-Civil Service recruitment processes are very successful. The transition to a new Sr. Employment Coordinator this year has not changed the timeliness or efficiency of these recruitment efforts and outcomes.

- **Administer a District-wide performance evaluation program** in order to provide ongoing feedback to employees, as well as justification for annual merit pay increases for non-Union staff.

Goal(s): VI
Service Type(s): Essential
Measured By: Timely completion of annual performance evaluations for all District employees, and processing of merit pay increases for non-Union staff.
Status or Outcome: Performance evaluations completed and follow-ups completed on late reviews to assure completion of merit pay increases were within budget.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Develop a multi-year diversity outreach plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s): V
Budget Impact: Could be significant based on plan developed
Duration: Year 1 of 5
Budget Description: With an outreach plan, the District can systematically work towards increasing the diversity of its workforce, enabling improvement of diversity statistics and more closely reflect the community.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief
Status or Outcome: Year one was dedicated to creating the multi-year strategy focused on building a welcoming internal culture, understanding the needs of the citizens the District serves, and forming a multi-layered outreach and recruitment strategy. The Fire Chief selected employees to participate in a strategic committee with responsibility to increase the core plan. Year two will begin the execution of the plan.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Applicant tracking system.

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project
Duration: Year 2 of 2
Budget Description: The applicant tracking system will greatly improve interacting with applicants and job candidates. It will also reduce staff time to input applicant data into an independent database, and will integrate with the larger Human Resource Information System.
Partner(s): Information Technology
Status or Outcome: Complete. The applicant tracking system was implemented in the spring of 2011.

- Human Resources Information System (HRIS) replacement.

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 2 of 2
Budget Description: This phase of the ERP implementation replaces the current HRIS system with the compatible Tyler-MUNIS application. The HRIS contains all employee records, history, and current job and pay information. Information contained in the HRIS feeds the payroll system for the semi-monthly payroll.
Partner(s): Information Technology, Finance
Status or Outcome: Complete. The Tyler-MUNIS application was implemented in January 2011.

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Successfully filled the new HR Manager position with an internal promotion, followed by a successful recruitment for a new Sr. Employment Coordinator.
- Partnered with Occupational Health and Wellness to develop a smoother and faster return-to-work process for employees returning from illness or injury.
- Migrated a vast amount of information from the HR website to the new SharePoint site. Organized the data to make it user friendly and easy to navigate.
- Completed a five-week advanced supervisor training program utilizing a variety of internal and external instructors.
- Developed a new process for recognizing promotions and swearing in promoted employees.

Human Resources, continued

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.

- **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.

- **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.

- **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.



2011-12 SERVICE MEASURES, CONTINUED

	FY 07-08	FY 08-09	FY 09-10	FY 10-11 estimated	FY 11-12 projected
HR FTE	6	6	6	6	6
Total number of employees	410	416	431	444	454
Union	314	310	318	328	338
Non-Union	98	106	113	116	116
Total number of volunteers	64	71	66	65	80
Number of employees hired	40	25	28	26	23
Volunteers onboarded	12	13	15	13	12
Number of employee separations	16	10	9	6	8
Number of volunteer separations	40	6	20	14	10
Number of employee retirements	10	10	4	7	5
Workers' Compensation (calendar year)	2007	2008	2009	2010	2011
Total number of cases	65	63	59	60	61
Total number of days away from work	1733	1022	402	484	475
Total number of days working with restrictions	230	250	457	328	400
Leave share donations (per year)	3	2	1	3	2
Leave donated hours	2,709	2,000	904	1,616	1,500
Leave hours used	1,282	1,500	904	1,308	1,250
Average number of Union employees on STD (short term disability) per week	4.0	3.3	3.2	3.5	3.5
Average duration of weeks on STD per employee	7.4	9.8	10.5	9.8	9.5
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	12.21	12.5	14.3	12.5	12.9
Number of selection processes completed (Total)	29	21	20	19	10
Civil Service	11	9	5	9	5
Non-Civil Service	18	12	15	10	5
Personnel Actions processed	N/A	N/A	603	642	650
Turnover percentage (<i>not including retirements</i>)	N/A	N/A	2.1%	2.3%	2.0%
Turnover percentage (<i>including retirements</i>)	N/A	N/A	3.7%	4.0%	3.5%

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

Human Resources, continued

2011-12 CHANGE STRATEGIES, CONTINUED

- **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

- **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.

- **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

Human Resources

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10304 General Fund						
5001 Salaries & Wages Union	24,095					
5002 Salaries & Wages Nonunion	429,263	444,171	443,024	447,629	447,629	443,312
5003 Vacation Taken Union	1,928					
5004 Vacation Taken Nonunion	16,773	19,699	43,816	44,023	44,023	43,596
5006 Sick Taken Nonunion	10,438	8,069				
5007 Personal Leave Taken Union	1,109					
5008 Personal Leave Taken Nonunion	1,653	1,045				
5010 Comp Taken Nonunion	1,221	671				
5015 Vacation Sold	2,025		7,022	7,055	7,055	6,987
5016 Vacation Sold at Retirement	10,538					
5021 Deferred Comp Match Nonunion	4,389	4,878	13,388	6,966	6,966	16,954
5041 Severance Pay	6,667					
5120 Overtime Union	14,077	9,684	15,000	10,000	10,000	10,000
5121 Overtime Nonunion	449	127	750	400	400	400
5201 PERS Taxes	92,546	74,419	105,540	104,158	104,158	101,807
5203 FICA/MEDI	38,776	36,371	40,450	39,920	39,920	40,316
5206 Worker's Comp	8,203	6,460	7,429	9,393	9,393	13,715
5207 TriMet/Wilsonville Tax	3,441	3,258	3,605	3,610	3,610	3,646
5208 OR Worker's Benefit Fund Tax	166	155	212	212	212	212
5211 Medical Ins Nonunion	62,975	65,038	87,343	66,270	66,270	66,270
5221 Post Retire Ins Nonunion	5,700	4,875	5,400	4,500	4,500	4,500
5230 Dental Ins Nonunion	10,106	10,639	12,338	11,394	11,394	11,394
5240 Life/Disability Insurance	4,202	4,435	6,000	5,491	5,491	5,491
5250 Unemployment Insurance	36,099	5,320	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	7,268	12,134	11,070	11,670	11,670	11,670
5270 Uniform Allowance		6				
5290 Employee Tuition Reimburse			3,375			
5295 Vehicle Allowance	5,760	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	799,868	717,214	829,522	796,451	796,451	804,030
5300 Office Supplies	1,051	871	1,000	1,000	1,000	1,000
5301 Special Department Supplies	964	529	1,875	1,975	1,975	1,975
5302 Training Supplies	699	54	500	450	450	450
5321 Fire Fighting Supplies	18					
5330 Noncapital Furniture & Equip	990					
5350 Apparatus Fuel/Lubricants	278					
5367 M&R Office Equip	1,797	1,705	2,400	3,000	3,000	3,000
5410 General Legal	750					
5411 Collective Bargaining	22,111	14,127	30,000	25,000	25,000	25,000
5414 Other Professional Services	32,864	34,283	40,375	41,250	41,250	41,250
5415 Printing	151	30	500	500	500	500
5417 Temporary Services	49,083	57,605	18,720			
5461 External Training	2,270	2,613	3,600	12,660	12,660	12,660
5462 Travel and Per Diem	2,882	3,461	3,200	3,900	3,900	3,900
5472 Employee Recog & Awards	13,943	8,016	12,100	12,250	12,250	12,250
5484 Postage UPS & Shipping	38	259	100	100	100	100

Human Resources

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10304 General Fund						
5500 Dues & Subscriptions	1,377	783	1,935	3,180	3,180	3,180
5570 Misc Business Exp	3,419	2,003	6,800	6,600	6,600	6,600
5571 Planning Retreat Expense	496	629	500	500	500	500
5572 Advertis/Public Notice	4,915	4,044	5,600	2,500	2,500	2,500
Total Materials & Services	140,097	131,011	129,205	114,865	114,865	114,865
Total General Fund	939,965	848,225	958,727	911,316	911,316	918,895

Planning

Fund 10 • Directorate 02 • Division 50 • Department 500

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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services			\$608,501	\$593,921
Materials and Services			171,533	94,716
Total Expenditures			\$780,034	\$688,637

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Data Analyst	0.00	0.00	1.00	1.00
Project Coordinator	0.00	0.00	1.00	1.00
GIS Technician	0.00	0.00	1.00	1.00
Administrative Assistant III	0.00	0.00	1.00	1.00
Total Full-Time Equivalents (FTE)	0.00	0.00	5.00	5.00

2011-12 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 reduction in Personnel Services is due to budgeting for medical and other benefits based upon the current actual employees rather than at maximum.

The reduction in Materials and Services is primarily due to the completion of the MUNIS implementation project and associated Temporary Services, 5417, for the Technical Writer who developed training manuals in 5417. Special Department Supplies, account 5301, was increased to obtain map frames for worksites in lieu of annually laminating District and first-due maps. Other Professional Services was increased to cover an organizational assessment and planning project (\$31,000), as well as maintain access to Metro's GIS files (\$15,000) and conduct annual demographic analysis (\$16,100). Account 5570 reflects expenses for hosting the Metro Fire Planners Conference.

Planning, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Provide Response Aid support** through ongoing preplan development as management as well as GIS services to support electronic and static mapping and analysis displays.

Goal(s): I, II, III, VI, VII, VIII
Service Type(s): Essential, Discretionary
Measured By: Measuring the effort for GIS and preplan programs by tracking work orders, number of products produced, and activity based timekeeping (resource utilization tracking) metrics.
Status or Outcome: A number of reporting systems are in place that allow resource utilization tracking, as well as project completion metrics (reflected in the matrix above). Steps are being taken to implement the MUNIS work order system.

- **Support all District Divisions** by mining and analyzing data and providing ad-hoc reports intended to support decision making by managers for projects/processes such as ISO, CFAI, NIMS, etc.

Goal(s): VIII
Service Type(s): Varies depending on request
Measured By: Number of ad-hoc queries and reports generated and the time it took to create them.
Status or Outcome: Reporting systems are in place that allow resource utilization tracking, as well as project completion metrics. Steps are being taken to implement the MUNIS work order system. An emphasis has been placed on the development of on-demand queries to reduce the number of ad-hoc requests.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Coordinated development and submittal of two grants: the 2010 Federal SAFER (request for nine additional firefighters), and the 2010-11 Oregon Seismic Rehabilitation Grant (upgrade of Fleet Services building).
- Developed on-demand reports that allow Integrated Operations to access station-specific incident data in support of risk-reduction strategy development.
- Updated and distributed new hard-copy first-due map books for all stations as a back-up navigation guide.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Implement an Integrated Business Operations Systems:** Complete Phase II and III of the MUNIS implementation, which includes Human Resources, Applicant Tracking, Payroll, Employee Self-Service, Work Orders, Bid Management, Contract Management, Fixed Assets, Treasury Management, GASB34 Reporting, Vendor Self Service, and Employee Expense Reimbursement.

Goal(s): III, VI, VII, VIII
Budget Impact: Purchase and maintenance costs
Duration: Year 4 of 5
Budget Description: Software license purchase fees, software maintenance, software implementation fees, and hardware to support moving the MUNIS system to a self-hosted environment.
Partner(s): Finance, Human Resources, Logistics, Integrated Operations
Status or Outcome: Moved to Logistics 10170.

2011-12 SERVICE MEASURES

		FY 07-08	FY 08-09	FY 09-10	FY 10-11 estimated	FY 11-12 projected
Facilitated reaccreditation by Commission on Fire Accreditation International (CFAI)					✓	
Accreditation compliance report completed		✓	✓	✓		✓
Facilitate update to Strategic Plan/Report Card		✓	✓	✓	✓	✓
Facilitate update to Standards of Coverage		✓	✓		✓	✓
Update demographic study		✓		✓		✓
Manage grant compliance					✓	✓
Facilitate community attitude survey		✓			✓	
Completion of building pre-plans:	New		182	221	168	150
	Updates			224	348	275
	Total pre-plans available			1,910	2,078	2,128
Maverick Map :	New data layers added			3	9	3
	Updated data layers			12	14	21
	Total data layers available			23	33	36

- **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.

- **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.

- **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.

- **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.

Planning, continued

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: None
Duration: Year 1 of 2
Budget Description: Resource neutral
Partner(s): Integrated Operations, Information Technology, EMS

- **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
Budget Impact: None
Duration: Year 1 of 2
Budget Description: Resource neutral
Partner(s): Integrated Operations

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

Goal(s)/Call(s) for Action: VI, VIII
Budget Impact: None
Duration: Year 1 of 2
Budget Description: Resource neutral
Partner(s): All Divisions

Planning

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10500 General Fund						
5002 Salaries & Wages Nonunion			339,153	344,051	344,051	341,163
5004 Vacation Taken Nonunion			33,543	34,027	34,027	33,741
5015 Vacation Sold			8,959	9,088	9,088	9,012
5021 Deferred Comp Match Nonunion			10,249	9,193	9,193	13,122
5121 Overtime Nonunion				1,500	1,500	1,500
5201 PERS Taxes			79,374	80,802	80,802	78,318
5203 FICA/MEDI			30,421	30,969	30,969	31,021
5206 Worker's Comp			5,587	7,287	7,287	10,137
5207 TriMet/Wilsonville Tax			2,711	2,801	2,801	2,805
5208 OR Worker's Benefit Fund Tax			177	177	177	177
5211 Medical Ins Nonunion			72,786	50,545	50,545	50,545
5221 Post Retire Ins Nonunion			4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion			10,281	6,546	6,546	6,546
5240 Life/Disability Insurance			5,000	4,374	4,374	4,374
5295 Vehicle Allowance			5,760	6,960	6,960	6,960
Total Personnel Services			608,501	592,820	592,820	593,921
5300 Office Supplies			1,528	2,220	2,220	2,220
5301 Special Department Supplies			375	4,700	4,700	4,700
5350 Apparatus Fuel/Lubricants				400	400	400
5367 M&R Office Equip				2,400	2,400	2,400
5400 Insurance Premium				250	250	250
5414 Other Professional Services			47,375	62,100	62,100	62,100
5415 Printing			29,800	3,000	3,000	3,000
5417 Temporary Services			76,500			
5461 External Training			3,560	4,585	4,585	4,585
5462 Travel and Per Diem			11,450	8,566	8,566	8,566
5484 Postage UPS & Shipping				100	100	100
5500 Dues & Subscriptions			345	595	595	595
5570 Misc Business Exp			600	5,300	5,300	5,300
5571 Planning Retreat Expense				500	500	500
Total Materials & Services			171,533	94,716	94,716	94,716
Total General Fund			780,034	687,536	687,536	688,637

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$604,915	\$695,039	\$371,501	\$280,315
Materials and Services	75,505	185,442	80,316	27,855
Total Expenditures	\$680,420	\$880,481	\$451,817	\$308,170

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Division Chief	2.00	2.00	1.00	1.00
Data Analyst	1.00	1.00	0.00	0.00
GIS Technician	1.00	1.00	0.00	0.00
Response and Emergency Equipment Technician	0.00	0.00	1.00	0.00
Administrative Assistant	1.00	2.00	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	6.00	3.00	2.00

2011-12 SIGNIFICANT CHANGES

Personnel Services reflects the transfer of the Response and Emergency Equipment Technician to the Fleet Maintenance department, as well as the change in budgeting practice for actual projected salary and benefit costs instead of maximum.

Within Materials and Services, Response and Emergency Equipment Technician costs were also moved to the Fleet budget, affecting accounts 5321, 5363, and 5365.

Logistics Administration, continued

STATUS OF 2010-11 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: Ongoing. The Logistics Division continues to provide a high level of professional, timely support of internal and external customer needs while maintaining organizational awareness. The implementation of MUNIS allows for improved forecasting and assessment of services delivered. This analysis will provide guidance for strategic changes to be made in service delivery from all departments. Even though MUNIS has only been tracking service orders since October 2010, the volume processed by Logistics demonstrates their ability to effectively meet the needs of the organization.

Average Interval in Days	Request to Completion	Start to Completion	Total Work Orders
Communications	12	9	108
Information Technology	5	5	752
Supply	14	12	98
Fleet	17	11	953
Facilities	11	8	643

STATUS OF 2010-11 CHANGE STRATEGIES

- **Respiratory Protection Program (previously Air Management Program)** - Complete the training and deployment of the respiratory protection program, which includes changing from 30 minute to 45 minute air bottles, implementation of an integrated communications system, and provide for on-scene wellness through rehab units.

Goal(s): IV, VI, VII
Budget Impact: Increase required to implement recommendations
Duration: Year 3 of 3
Budget Description: Capital replacement requested this year.
Partner(s): Integrated Operations, Training
Status or Outcome: The implementation of the Respiratory Protection Program began with the hiring of a dedicated service technician with associated equipment necessary to maintain the investment, including the building of a service facility and two compressor rooms; the receipt of 365 new SCBA packs with training and deployment to Integrated Operations; and a new bailout system for firefighter safety. Due to the complexity of the program, an additional year is needed to realize full implementation of all the separate components. The following year will include research and development of an integrated communications SCBA system, deployment of two rehabilitation units with SCBA support, deployment of 45 minute bottles to Integrated Operations, and integration of a QuantiFit machine for tracking of personnel fit issues over time, which is not available with the current machine.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Implement the Integrated Business Operations Systems** - Complete Phases II and III of the MUNIS implementation, which includes Human Resources, Applicant Tracking, Payroll, Employee Self-Service, Work Orders, Bid Management, Contract Management, Fixed Assets, Treasury Management, GASB 34 Reporting, Vendor Self Service, and Employee Expense Reimbursement.

Goal(s):	III, VI, VII, VIII
Budget Impact:	Purchase and maintenance costs
Duration:	Year 4 of 5
Budget Description:	Software license purchase fees, software maintenance, software implementation fees, and hardware to support moving the MUNIS system to a self-hosted environment.
Partner(s):	Finance, Human Resources, Logistics, Integrated Operations
Status or Outcome:	Phase II – Human Resources and Payroll and Phase III – Work Orders, Bid Management, Contract Management, and Treasury Management were successfully implemented. Phase II was implemented on Jan 1, 2011 and Phase III was implemented on Oct 1, 2010.

One area of focus this year will be to revise the work order system into an integrated system for all departments that use it.

Overall: Project implementation was completed within scope and on budget. The project was completed one year early due to a change in approach by transitioning from a hosted to a self-hosted solution. The project is transitioning from implementation to day-to-day operations.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Provided management coordination and support for the successful completion of the bond construction projects including Stations 53, 58, 59, 34, CBOC, and the bond apparatus projects (Medic Unit, two Rehab Units, and the Fire Investigator unit.)
- Provided management coordination and support for the headquarters move to CBOC and the additional Operating Center moves as part of the reorganization.
- Completed Logistics elements of the re-accreditation process; provided support to the Accreditation Team for the Peer Review Assessors.

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.

Logistics Administration, continued

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 minute 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

Logistics Administration

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10170 General Fund						
5002 Salaries & Wages Nonunion	352,325	420,707	203,691	156,377	156,377	155,331
5004 Vacation Taken Nonunion	26,191	30,444	20,145	15,258	15,258	15,155
5006 Sick Taken Nonunion	4,181	4,838				
5008 Personal Leave Taken Nonunion	1,128	1,433				
5010 Comp Taken Nonunion	165	185				
5015 Vacation Sold	7,519		7,533	4,075	4,075	4,048
5017 PEHP Vac Sold at Retirement	8,693					
5021 Deferred Comp Match Nonunion	7,562	9,177	6,155	2,999	2,999	5,894
5121 Overtime Nonunion	20	54	250	200	200	200
5201 PERS Taxes	71,852	88,957	48,609	36,860	36,860	36,027
5203 FICA/MEDI	27,328	32,710	18,630	14,127	14,127	14,259
5206 Worker's Comp	6,611	6,771	3,422	3,324	3,324	4,660
5207 TriMet/Wilsonville Tax	2,610	3,079	1,660	1,278	1,278	1,289
5208 OR Worker's Benefit Fund Tax	127	155	106	71	71	71
5211 Medical Ins Nonunion	59,935	65,605	43,671	29,784	29,784	29,784
5220 Post Retire Ins Union	900					
5221 Post Retire Ins Nonunion	4,350	5,400	2,700	1,800	1,800	1,800
5230 Dental Ins Nonunion	8,006	8,695	6,169	4,064	4,064	4,064
5240 Life/Disability Insurance	4,605	5,309	3,000	1,919	1,919	1,919
5270 Uniform Allowance	7			54	54	54
5295 Vehicle Allowance	10,800	11,520	5,760	5,760	5,760	5,760
Total Personnel Services	604,915	695,039	371,501	277,950	277,950	280,315
5300 Office Supplies	1,900	2,455	1,000	1,000	1,000	1,000
5301 Special Department Supplies	580	353	20,747	200	200	200
5321 Fire Fighting Supplies	5		7,700			
5330 Noncapital Furniture & Equip	3,465	3,372				
5350 Apparatus Fuel/Lubricants	593	185	250	4,275	4,275	4,275
5361 M&R Bldg/Bldg Equip & Improv						10,000
5363 Vehicle Maintenance			9,959			
5365 M&R Firefight Equip			39,510			
5367 M&R Office Equip	2,205	1,944		2,400	2,400	2,400
5414 Other Professional Services	27,118	28,238				
5415 Printing	8,128	4,750		400	400	400
5417 Temporary Services	9,480	98,432		2,400	2,400	2,400
5430 Telephone	288	192				
5461 External Training	4,189	1,463		4,974	4,974	4,974
5462 Travel and Per Diem	13,271	42,654	300	1,106	1,106	1,106
5484 Postage UPS & Shipping	7	30	50			
5500 Dues & Subscriptions	1,790	449		300	300	300
5570 Misc Business Exp	1,797	630	300	300	300	300
5571 Planning Retreat Expense	689	220	500	500	500	500
5572 Advertis/Public Notice		75				
Total Materials & Services	75,505	185,442	80,316	17,855	17,855	27,855
Total General Fund	680,419	880,481	451,817	295,805	295,805	308,170

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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 will also provide contracted services to Clackamas County Fire District No. 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Charges for Services	\$92,684	\$43,462	\$157,500	\$653,149
Miscellaneous Revenue	10	5,401		
Total Revenues	\$92,694	\$48,863	\$157,500	\$653,149

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$848,632	\$916,678	\$1,302,627	\$1,564,383
Materials and Services	611,364	616,846	654,065	760,409
Total Expenditures	\$1,459,996	\$1,533,524	\$1,956,692	\$2,324,792

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	1.00	1.00	2.00
Fleet Technician	6.00	6.00	7.00	9.00
Fleet Parts & Small Eng. Tech.	1.00	1.00	1.00	1.00
Response & Emer. Equip. Tech	0.00	0.00	0.00	1.00
Apparatus Assistant	1.00	1.00	1.00	1.25
Total Full-Time Equivalents (FTE)	10.00	10.00	11.00	15.25

2011-12 SIGNIFICANT CHANGES

Personnel Services reflects anticipated costs from an Intergovernmental Agreement (IGA) to provide outside services to Clackamas County Fire District #1 (CCFD#1) beginning July 1, 2011. Due to the large size of the CCFD#1 fleet, the District is budgeting for the addition of 3.25 FTEs. It is expected that the revenues associated with this agreement will fund these positions and associated costs to provide the services. In addition, the Response and Emergency Equipment Technician was transferred from the Logistics Administration budget.

Materials and Services depicts the increasing costs in parts and supplies to maintain the District vehicles and SCBA equipment. In addition, the costs of outfitting two Water Tenders and one Light Brush Rig are reflected in this budget, as well as the anticipated costs associated with servicing CCFD#1.

Fleet Maintenance, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Maintain non-capital fleet maintenance costs at or below established benchmarks** - Averages based upon 8,765 hours per year (see new Change Strategies).

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 \$2.41/hour
 - Aerial Pumpers \$4.25/hour
 - Trucks \$2.65/hour
 - C3 Staff \$0.49/hour
 - Staff \$.019/hour
-
- Pumpers \$5.43/mile
 - Aerial Pumpers \$4.28/mile
 - Trucks \$6.22/mile
 - C3 Staff \$0.57/mile
 - Staff \$0.52/mile

- **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 that are completed within a 30-day window of the scheduled date.

Status or Outcome: 80% of preventative maintenance services were performed with 30 days of their scheduled 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: 88% of resource hours were recorded as chargeable time to Fleet functions. 12% of resource hours were recorded as non-chargeable overhead. Distribution as follows:

Administrative Activities	1%
Shop Maintenance	3%
Shop Meetings	1%
Technician Training	3%
Scheduling Activities	4%

STATUS OF 2010-11 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: 90% of maintenance events were scheduled; 10% were non-scheduled.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Evaluate Fleet's internal service delivery model** to gain additional capacity. Evaluate a more aggressive field service delivery model to accommodate growth within the District.

Goal(s)/Call(s) for Action: VII
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Internal fleet sizes are growing and the demand for services continues to increase. The purpose of this change strategy is to discover new ways to increase the delivery model within the confines of fixed human and facility resources. Staff will explore the frequency of service intervals, along with the expansion of the District's road service program to increase maintenance capacity.
Partner(s): Integrated Operations
Status or Outcome: Fleet continues to evaluate and redefine service intervals based on redeployment strategies and fleet service needs. This strategy, along with the addition of a second Field Service Technician, has increased field service maintenance capacity and allowed apparatus to remain in their stations while routine repairs are completed. In addition, it has resulted in increased maintenance capacity on the road and the ability to keep apparatus in their first due areas for many repairs.

- **Evaluate Fleet's external service delivery model** to gain additional capacity for future support of outside agencies. Develop a mobile service delivery model to accommodate serviceability over extended geographical locations.

Goal(s)/Call(s) for Action: VI/D, VIIA
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 mobile service delivery models that will increase services to a larger geographic region.
Partner(s): External agencies, Finance
Status or Outcome: Fleet's active approach of developing a field service model for outside agencies has resulted in service repairs made at external agency station locations; thus, keeping outside agency apparatus in their first due locations and freeing shop space to accommodate complex repairs that cannot be completed in the field.

Fleet Maintenance, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Develop a common work order and asset tracking process/system (ERP).**

Goal(s)/Call(s) for Action: VI/E
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Fleet resource needs may increase as the ERP moves forward.
Partner(s): Finance, Information Technologies, Human Resources, Supply, Facilities, Communications
Status or Outcome: Logistics Division successfully developed and implemented a global work order and asset tracking system with common activities and criteria that allows for consistent tracking and reporting throughout the District.

- **Implement the new Respiratory Protection Program** (formerly known as the Air Management Program) developed by EMS/Health/Wellness.

Goal(s)/Call(s) for Action: IV, VI/D, VII
Budget Impact: Increase required (see EMS/Health/Wellness budget for details)
Duration: Year 3 of 3
Budget Description: This program will be implemented and managed by the Logistics Division.
Partner(s): Finance, Information Technologies, Human Resources, Supply, Facilities, Communications, Integrated Operations
Status or Outcome: The Fleet Maintenance Department has successfully hired a full time employee to support the Respiratory Protection Program for SCBA maintenance, bottle hydro testing/maintenance inspections, mask fit testing, and training. Fleet has also successfully completed an SCBA field service maintenance vehicle for mobile service of the SCBA program utilized by this new FTE. As the implementation of the Respiratory Protection Program moves forward, Fleet continues to work with other Logistics departments and Integrated Operations to develop SOGs and procedures for the new program.

- **Partner with Operations** to design, plan, and implement the new deployment model.

Goal(s): I, VII and VIII
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Provide Fleet oversight and technical expertise to Integrated Operations for the development, planning, and implementation of the changing deployment model.
Partner(s): Operations, Logistics, Finance
Status or Outcome: Fleet is continuing to work with Operations on the implementation of the new deployment model to include: Medics, Rehabilitation Units, and SCBA serviceability. Fleet is continuing to develop new apparatus specifications, as well for the changing deployment needs of Integrated Operations. Four Crewmen Water Tenders and Light Brush units are examples of this. Fleet is also developing a new pumper specification that will be lighter and smaller than TVF&R's standard spec.

Fleet Maintenance, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Convert all apparatus cost statistics from a cost per mile to a cost per hour rate.

Goal(s): VII, VIII
 Budget Impact: Resource neutral
 Duration: Ongoing
 Budget Description: Provide a more accurate tracking system of apparatus maintenance and operational costs.
 Partner(s): Integrated Operations, Logistics, Finance.
 Status or Outcome: Fleet converted all costing statistics to a cost per hour rate, Using a constant denominator (days in a calendar year), provide a more accurate baseline for figuring fleet costs.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Purchased and placed into service two Arrow XT Aerials.
- Purchased and placed into service one Battalion Chief Command vehicle.
- Wrote specifications and purchased two Light/Air Rehab units.
- Successfully implemented the MUNIS work order and inventory module for Fleet.
- Removed from service and surplusd two Saber Pumpers.

2011-12 SERVICE MEASURES

Service Measures	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Vehicles Maintained					
Internal Response Vehicles Maintained	110	116	116	114	115
Internal Non-Response Vehicles Maintained	76	76	74	74	76
External Response Vehicles Maintained	73	81	37	2	*87
Total Vehicles Maintained	259	273	227	225	278

Internal Fleet Miles					
Internal Response Miles	484,595	452,484	465,713	461,603	465,652
Other Internal Vehicle Miles	303,458	278,926	266,013	263,675	270,801
Total Internal Fleet Miles	788,053	731,410	731,726	725,278	736,453

Maintenance Costs					
Internal Maintenance Costs	\$1,032,437	\$1,431,800	\$1,504,208	\$1,761,022	\$1,685,378
External Maintenance Costs	\$103,175	\$164,978	\$97,211	\$138,900	*\$476,149
Total Maintenance Costs	\$1,135,612	\$1,596,778	\$1,601,419	\$1,899,922	\$2,161,527

* Reflects the inclusion of Clackamas County Fire District #1.

Fleet Maintenance, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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

- **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.

- **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.

- **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.

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/A, VIII/F
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

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

- **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



Fleet Maintenance

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10571 General Fund						
5002 Salaries & Wages Nonunion	511,789	548,487	698,531	889,560	889,560	885,440
5004 Vacation Taken Nonunion	28,172	30,507	69,085	87,475	87,475	87,317
5006 Sick Taken Nonunion	11,179	12,553				
5008 Personal Leave Taken Nonunion	4,203	3,668				
5010 Comp Taken Nonunion	5,926	6,796				
5015 Vacation Sold			14,762	18,691	18,691	18,657
5016 Vacation Sold at Retirement	2,381		32,296			
5021 Deferred Comp Match Nonunion	5,572	6,712	21,109	12,621	12,621	33,956
5121 Overtime Nonunion	4,111	991	8,000	5,000	5,000	5,000
5123 Comp Time Sold Nonunion	244	833				
5201 PERS Taxes	88,269	113,547	168,994	202,264	202,264	194,666
5203 FICA/MEDI	42,499	45,316	64,770	77,521	77,521	77,207
5206 Worker's Comp	10,463	8,507	11,896	18,240	18,240	25,231
5207 TriMet/Wilsonville Tax	3,706	4,010	5,773	7,010	7,010	6,982
5208 OR Worker's Benefit Fund Tax	254	256	389	539	539	539
5211 Medical Ins Nonunion	97,633	100,091	160,128	175,911	175,911	175,911
5221 Post Retire Ins Nonunion	8,975	10,350	9,900	11,700	11,700	11,700
5230 Dental Ins Nonunion	13,958	14,293	22,619	25,708	25,708	25,708
5240 Life/Disability Insurance	6,663	7,162	11,000	11,557	11,557	11,557
5270 Uniform Allowance	2,407	2,598	3,375	4,512	4,512	4,512
5290 Employee Tuition Reimburse	228					
Total Personnel Services	848,632	916,678	1,302,627	1,548,309	1,548,309	1,564,383
5300 Office Supplies	1,663	2,285	1,500	1,800	1,800	1,800
5301 Special Department Supplies	16,070	15,712	16,000	18,800	18,800	18,800
5302 Training Supplies	333	147	200	200	200	200
5305 Fire Extinguisher	55	52	100	100	100	100
5320 EMS Supplies	19	45				
5321 Fire Fighting Supplies		739				
5330 Noncapital Furniture & Equip	535	2,218	21,790	23,134	23,134	23,134
5340 Software Expense/Upgrades			1,000			
5350 Apparatus Fuel/Lubricants	5,602	9,864	24,000	32,250	32,250	32,250
5361 M&R Bldg/Bldg Equip & Improv	9,782	8,941	7,000	19,725	19,725	19,725
5363 Vehicle Maintenance	471,157	437,738	511,135	518,155	518,155	518,155
5365 M&R Firefight Equip	59,144	79,238	14,500	99,940	99,940	99,940
5367 M&R Office Equip	2,384	2,700	3,500	3,500	3,500	3,500
5414 Other Professional Services		154				
5415 Printing	444	275	100	100	100	100
5416 Custodial & Bldg Services				6,080	6,080	6,080
5417 Temporary Services	11,640	21,488	23,400			
5432 Natural Gas	3,289	3,524	2,625	3,663	3,663	3,663
5433 Electricity	13,867	16,528	14,910	17,188	17,188	17,188
5434 Water/Sewer	881	1,010	1,050	1,040	1,040	1,040
5436 Garbage	1,392	1,392	1,680	1,434	1,434	1,434
5461 External Training	2,785	2,340	5,000	3,600	3,600	3,600
5462 Travel and Per Diem	420	475	175	300	300	300

Fleet Maintenance

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10571 General Fund						
5484 Postage UPS & Shipping	799	44		500	500	500
5500 Dues & Subscriptions	360					
5570 Misc Business Exp	20	44	200	300	300	300
5572 Advertis/Public Notice		86	200	200	200	200
5573 Inventory Over/Short/Obsolete			500	1,000	1,000	1,000
5575 Laundry/Repair Expense	8,720	9,806	3,500	7,400	7,400	7,400
Total Materials & Services	611,364	616,846	654,065	760,409	760,409	760,409
Total General Fund	1,459,996	1,533,524	1,956,692	2,308,718	2,308,718	2,324,792

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$621,931	\$809,566	\$879,370	\$859,217
Materials and Services	513,525	352,766	799,325	159,506
Total Expenditures	\$1,135,456	\$1,162,332	\$1,678,695	\$1,018,723

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Facilities Operations Manager	0.00	1.00	1.00	1.00
Support Services Operations Manager	1.00	1.00	0.00	0.00
Facilities Maintenance Lead Tech	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	3.00	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)	7.00	9.00	8.00	8.00

2011-12 SIGNIFICANT CHANGES

Personnel Services in 2011-12 decreased as a result of the change in budget practice of budgeting at actual wages and insurance benefits rather than at maximum.

The decrease in the 2011-12 Facilities budget is due mainly to the redistribution of all custodial and floor care from account 5416 and account 5361 M&R Building Repairs, including security alarm and landscaping fees, back into the corresponding fire station and facility budgets. Within the remaining 5361 budget, \$70,000 is provided for emergency repairs at any of the facilities, \$18,000 is for generator full load testing, and preventative maintenance in the amount of \$19,000 for all fire stations for fire panel testing, and \$10,000 of demolition costs. Account 5413 includes \$20,000 of consultant funds for energy efficiency projects or other similar consulting.

Facilities Maintenance, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Maintain an 85% efficiency rating** for all preventative maintenance work orders.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Percentage on schedule, with the target date being the “Schedule Date,” the number of days to complete is divided by the schedule frequency.
Status or Outcome: Facilities was unable to maintain the 85% efficiency rating due to staff workloads with scheduled projects and the focus on the Capital Bond Projects.

- **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: Staff maintained an average of 2.83 Days to start a work order and seven days to complete the work order due to project workloads and needed Capital Bond support.

- **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: Staff was able to maintain the goal of labor charged to administrative functions at less than 13%, with a percentage of 7.8%.

- **Total percentage of labor charged to travel time is less than 25 hours per month.**

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: Staff was able to maintain the goal of less than 25 hours of travel time per each Facilities Technician/Utility Worker, with an overall average of 22.31 hours.

Facilities Maintenance, continued

STATUS OF 2010-11 CHANGE STRATEGIES

- Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s): VII
Budget Impact: Increase required
Duration: Year 4 of 6
Budget Description: There will be continued costs associated with the design, implementation, and construction of LEEDs rated facilities and for the purchase of 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: The District is purchasing Energy Star rated appliances and is currently meeting the requirements. Also, if an appliance needs replacement in any station, energy star rated appliances are purchased.

- Develop common work order and asset tracking process/system.

Goal(s): VII
Budget Impact: Increase required
Duration: Year 3 of 5
Budget Description: Start-up, data entry, training, and implementation of the ERP system will require significant labor hours, resulting in the need to temporarily backfill some existing positions. Ultimately, the new system will result in cost savings due to the elimination of multiple databases, hardware, and software.
Partner(s): Logistics, Finance, Integrated Operations, Human Resources
Status or Outcome: The MUNIS ERP system is in place.

- Coordinate implementation of bond-funded major capital construction projects.

Goal(s): I, VII, VII
Budget Impact: Increase required
Duration: Year 4 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: Staff has identified items that can be transferred to the bond and items that are not included in the bond that will be budgeted for.

- Continually reassess and reinvest in infrastructure and lifecycle programs.

Goal(s): VI, VII
Budget Impact: Resource neutral
Duration: Year 1 of 5
Budget Description: First year making assessment and estimate costs could affect technician 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: The reinvestment plan and the lifecycle have been updated. This will be an annual process.

Facilities Maintenance, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Assess energy consumption throughout the District** to find ways to reduce cost and consumption.

Goal(s): VIII
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Work within the organization to educate and reduce 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, outside consultant
Status or Outcome: Staff is currently working with PGE on an energy audit, and with a local vendor to finalize costs and potential savings to the District. Staff will work with the Energy Trust for reimbursements on energy upgrades.

- **Look at model where technicians would have laptops in trucks over the next year.**

Goal(s): VIII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Work with one technician to determine whether having a laptop in their vehicle would improve their efficiency and work order response time.
Partner(s): Information Technology, Logistics
Status or Outcome: In progress.

- **Provide support for the Respiratory Protective Program.**

Goal(s): III
Budget Impact: Increase required
Duration: Year 1 of 5
Budget Description: Work with team members to develop compressor rooms at Supply and the Training Center. The Training Center will require build out for new room and clean room.
Partner(s): Logistics, Fleet, Integrated Operations, Supply
Status or Outcome: Both compressor rooms have been completed and are functional.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Successfully moved personnel from Stations 58, 59, and 53 into their new stations.
- Successfully moved Blanton St. personnel to their new location at CBOC.
- Completed the roofing project at the NOC and Supply buildings.
- Successfully completed a large number of capital reinvestment projects on time and under budget.
- Successfully implemented the MUNIS work order system.

Facilities Maintenance, continued

2011-12 SERVICE MEASURES

Service Measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Square footage maintained for facilities	284,146	395,829	330,465	330,465	314,605
District costs per square foot	\$3.45	\$4.34	\$3.43	\$5.07	\$4.11
Efficiency rating	77.4%	82.5%	82.18	82.10	82.00
Average days to start corrective maintenance	4.75	3.75	2.83	2.5	2.0
Average days to complete corrective maintenance	9.67	8.58	7.0	6.5	6.0
Average percentage of labor charged to administrative functions	9.7%	8.6%	7.8%	9.0%	9.5%
Average travel hours per month by Technicians	25.25	22.98	22.31	23.25	24.50
Percentage of total available resource hours required to support capital bond projects	9.3%	18.9%	15.9	14.0	14.8

- **Maintain an 85% efficiency rating for all preventative maintenance work orders.**

Goal(s): VII
Service Type(s): Mandatory
Measured By: Percentage on schedule, with the target date being the “Schedule Date,” the number of days to complete is divided by the schedule frequency.

- **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.

Facilities Maintenance, continued

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

- **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

- **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

- **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

- **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

Facilities Maintenance

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10582 General Fund						
5002 Salaries & Wages Nonunion	354,993	485,167	487,087	486,854	486,854	482,132
5004 Vacation Taken Nonunion	34,069	26,960	48,173	48,150	48,150	47,683
5006 Sick Taken Nonunion	6,532	14,023				
5008 Personal Leave Taken Nonunion	1,874	2,644				
5010 Comp Taken Nonunion	3,149	1,327				
5015 Vacation Sold	4,192	1,403	10,293	10,289	10,289	10,189
5016 Vacation Sold at Retirement		625				
5021 Deferred Comp Match Nonunion	4,119	4,642	14,720	7,306	7,306	18,544
5121 Overtime Nonunion	4,058	3,326	3,500	3,500	3,500	3,500
5201 PERS Taxes	73,945	85,258	113,679	110,997	110,997	108,483
5203 FICA/MEDI	30,555	39,645	43,569	42,542	42,542	42,997
5206 Worker's Comp	6,930	7,864	8,002	10,010	10,010	14,051
5207 TriMet/Wilsonville Tax	2,664	3,508	3,844	3,847	3,847	3,888
5208 OR Worker's Benefit Fund Tax	172	209	283	283	283	283
5211 Medical Ins Nonunion	71,538	103,273	113,065	98,933	98,933	98,933
5221 Post Retire Ins Nonunion	6,225	6,225	7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion	10,216	14,466	14,955	13,439	13,439	13,439
5240 Life/Disability Insurance	4,854	6,728	8,000	6,295	6,295	6,295
5270 Uniform Allowance	1,618	2,274	3,000	2,500	2,500	2,500
5290 Employee Tuition Reimburse	228					
Total Personnel Services	621,931	809,566	879,370	851,245	851,245	859,217
5300 Office Supplies	1,387	2,069	1,800	1,800	1,800	1,800
5301 Special Department Supplies	3,031	4,500	5,000	11,000	11,000	11,000
5302 Training Supplies	36		50	50	50	50
5305 Fire Extinguisher		149	300	300	300	300
5306 Photography Supplies & Process				25	25	25
5320 EMS Supplies			25			
5321 Fire Fighting Supplies		18				
5330 Noncapital Furniture & Equip	3,640	7,954	6,150			
5350 Apparatus Fuel/Lubricants	11,110	12,109	16,500	21,500	21,500	21,500
5361 M&R Bldg/Bldg Equip & Improv	466,170	314,490	612,100	130,500	130,500	60,500
5362 UST Expense	9,618	1,622	12,000	12,360	12,360	12,360
5367 M&R Office Equip	781	1,468	2,500	2,600	2,600	2,600
5413 Consultant Fees	1,221		15,000	20,000	20,000	20,000
5414 Other Professional Services	7,500		5,000	5,000	5,000	5,000
5415 Printing	818	257	500	1,000	1,000	1,000
5416 Custodial & Bldg Services			109,300			
5432 Natural Gas	133	211		1,965	1,965	1,965
5433 Electricity	1,656	1,965		3,600	3,600	3,600
5434 Water/Sewer	31	42		2,256	2,256	2,256
5436 Garbage		1,300	1,000	1,700	1,700	1,700
5450 Rental of Equip	679	2,071	2,800	3,000	3,000	3,000
5461 External Training	1,839	1,390	3,500	5,000	5,000	5,000
5462 Travel and Per Diem	1,590	671	1,000	750	750	750
5484 Postage UPS & Shipping	101			350	350	350

Facilities Maintenance

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10582 General Fund						
5500 Dues & Subscriptions	1,869	22	3,300	1,500	1,500	1,500
5502 Certifications & Licensing				1,500	1,500	1,500
5570 Misc Business Exp	15	459	750	300	300	300
5572 Advertis/Public Notice	301		750	750	750	750
5575 Laundry/Repair Expense				700	700	700
Total Materials & Services	513,525	352,766	799,325	229,506	229,506	159,506
Total General Fund	1,135,456	1,162,331	1,678,695	1,080,751	1,080,751	1,018,723

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$976,883	\$1,037,513	\$1,240,581	\$1,203,085
Materials and Services	705,959	592,940	898,111	812,815
Total Expenditures	\$1,682,842	\$1,630,453	\$2,138,692	\$2,015,900

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	2.00	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	1.00	2.00	2.00
Service Desk Specialist-I	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	9.00	9.00	9.00	9.00

2011-12 SIGNIFICANT CHANGES

The reduction in Personnel Services is due to the change in budgeting benefits such as insurance at actual coverage levels rather than full family coverage. Similarly, Deferred Compensation match account, 5021, is budgeted based on the new July 1, 2011 program levels.

Materials and Services decreased largely due to non-recurrence of one-time expenditures in account 5330 and cost savings realized in Internet access accounted for in 5437. Account 5330 includes items such as VoIP phone sets, USB headphones, scanners, and conference room speakerphones. Materials and Services, account 5340, reflects routine upgrades, licenses, and maintenance fees for all District software programs. Account 5368 serves to account for the ongoing costs of District-wide software applications, maintenance fees, the costs of hardware maintenance contracts, and funds for in-house repairs. Account 5414 provides funding for project consulting, engineering, and design work that current staffing cannot address. 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 5505, Dues & Subscriptions accounts for SSL certifications for eight District Internet domain names and various other online subscriptions.

Information Technology, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Maintain the visibility and service offerings of Information Technology** 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: Information Technology conducts annual Needs Analysis meetings with each division and department as requested. Immediate and future technology needs are discussed and documented.

- **Provide consistent up-time of 99.90% for Information Technology core systems.**

Goal(s): VIII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting allows Information Technology to evaluate this metric on a per system basis and apply resources as needed to meet this goal.
Status or Outcome: Uptime remains at 99.98%, maintaining a level of service above the 99.90% uptime goal.

- **Document critical business processes/policies.**

Goal(s): VII
Service Type(s): Management
Measured By: Create IT specific SOGs and document critical systems. The creation of a department specific resource library greatly enhances this process.
Status or Outcome: Critical systems and procedures have been documented as necessary. The document reference library provides IT with access to shared information to support and maintain the District's assets. SOG 2.1.5 was updated and SOG 2.1.3 will be updated within FY11.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Move the Blanton administration facility to a seismically enhanced CBOC (Command and Business Operations Center) in Tigard** – Actively engage as a critical player in the project planning meetings. Ensure a smooth transition into the new location while maintaining Information Technology services at the Aloha location.

Goal(s)/Call(s) for Action: III/C
Budget Impact: Increase required
Duration: Completed in October 2010.
Budget Description: Plan for the necessary expenses to successfully complete the move.
Partner(s): Bond Project Team, Logistics
Status or Outcome: Completed successfully and full network connectivity was restored to entire operation well ahead of schedule.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Replace Financial Systems** - Continue phased integration and implementation of District support functions' financial systems replacement through ERP (Enterprise Resource Program) solution in concert with project team of key personnel in each of the support departments.

Goal(s)/Call(s) for Action: VII/A and D, VIII/C
Budget Impact: Annual maintenance costs
Duration: Ongoing
Budget Description: Implement Tyler MUNIS ERP
Partner(s): District-wide
Status or Outcome: Initially, this change strategy was written to implement the MUNIS Application Service Provider (ASP hosted solution for a three-year contract. Due to unforeseen challenges, the system was successfully moved in-house well in advance of the three-year plan. The last module, Human Resources, should "go live" before the end of the fiscal year.

- **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: To be determined
Duration: Ongoing
Budget Description: To be determined
Partner(s): Integrated Operations (Fire Prevention), Training
Status or Outcome: Functional requirements were developed and areas of the business were clearly identified as not being met. A report of the findings was presented to Executive Staff. It was determined that not only does the existing solution not properly support the basic needs of each division, but a single product will not meet the business needs for both divisions.

- **Physical move of disaster recovery 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 Jenkins Road to the new SOC.

Goal(s)/Call(s) for Action: III/B and C
Budget Impact: Moderate increase required
Duration: Year 1 of 2
Budget Description: A software purchase that provides load balancing and the ability to maintain live failover to critical resources.
Partner(s): Not applicable
Status or Outcome: Awaiting the construction of the SOC. In the interim, the disaster recovery site was moved from Jenkins Road to the North Operating Center (NOC) in October 2010.

Information Technology, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Implement MUNIS work order system.

Goal(s): VII
Budget Impact: Included in ERP replacement project.
Duration: Year 1 of 1
Budget Description: Anticipate an initial increase of staff time to transition from stand-alone work order software to the new integrated work order system.
Partner(s): District-wide
Status or Outcome: Completed

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Consolidated printing services throughout the District through managed leased contracts of multi-function devices, streamlining printing supplies, and costs.
- Began the initial planning, conducted a District-wide survey, and developed the functional requirements for the mobile computing technology upgrade to prepare for the fiscal year 2012 capital replacement of Mobile Data Computers (MDCs).
- Removed managed video services from all locations District Television (DTV) and partnered with Media Services to implement Video On Demand (VOD). Increased bandwidth at the stations from 10MB to 100MB, saving the District \$23,000 or 11% in Comcast charges.
- Additional consolidations of connectivity services realized a savings of 23% of overall costs in Cable Access (5437).

2011-12 SERVICE MEASURES

Service Measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Service Desk work orders	2,085	2,845	3,217	2,786	3,100
IT systems uptime (%)	99.5%	99.8%	99.94%	N/A	TBD

- **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.

- 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.

2011-12 SERVICE MEASURES, CONTINUED

- 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.

- **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

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: To be determined
Budget Description: Proposed occupancy database (DB) management system
Partner(s): Integrated Operations, Training

- **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

Information Technology, continued

2011-12 CHANGE STRATEGIES, CONTINUED

- **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

- **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

- **Formalize a model for the District's mobile computing needs using the functional requirements developed in FY 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

Information Technology

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10215 General Fund						
5001 Salaries & Wages Union	15,615	16,875	19,800	19,800	19,800	19,800
5002 Salaries & Wages Nonunion	579,745	609,649	686,486	681,540	681,540	674,929
5004 Vacation Taken Nonunion	40,514	45,573	67,894	67,405	67,405	66,751
5006 Sick Taken Nonunion	15,183	16,942				
5008 Personal Leave Taken Nonunion	3,081	3,638				
5010 Comp Taken Nonunion	1,640	1,333				
5015 Vacation Sold			14,507	14,403	14,403	14,263
5016 Vacation Sold at Retirement		11,177				
5021 Deferred Comp Match Nonunion	6,719	6,214	20,745	8,755	8,755	25,959
5120 Overtime Union	3,060	630				
5121 Overtime Nonunion	15,727	9,251	15,000	10,000	10,000	10,000
5201 PERS Taxes	106,537	127,652	164,557	160,060	160,060	156,834
5203 FICA/MEDI	50,385	53,072	63,069	61,346	61,346	62,095
5206 Worker's Comp	12,193	9,731	11,583	14,434	14,434	20,293
5207 TriMet/Wilsonville Tax	4,393	4,695	5,621	5,548	5,548	5,615
5208 OR Worker's Benefit Fund Tax	233	235	318	318	318	318
5211 Medical Ins Nonunion	83,399	89,925	131,014	107,824	107,824	107,824
5221 Post Retire Ins Nonunion	8,573	8,250	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	10,973	11,583	18,507	13,965	13,965	13,965
5240 Life/Disability Insurance	7,809	7,819	9,000	8,647	8,647	8,647
5270 Uniform Allowance	27	6	300	300	300	300
5290 Employee Tuition Reimburse	11,078	3,265	4,080	7,392	7,392	7,392
Total Personnel Services	976,884	1,037,513	1,240,581	1,189,837	1,189,837	1,203,085
5300 Office Supplies	787	93	1,000	500	500	500
5301 Special Department Supplies	6,977	3,874	11,140	9,500	9,500	9,500
5302 Training Supplies	55	108	500	500	500	500
5330 Noncapital Furniture & Equip	6,756	4,762	24,806	4,900	4,900	4,900
5340 Software Expense/Upgrades	54,930	26,761	15,000	11,340	11,340	11,340
5350 Apparatus Fuel/Lubricants	877	714	1,000	1,100	1,100	1,100
5361 M&R Bldg/Bldg Equip & Improv	220	15,511				
5367 M&R Office Equip	422			2,818	2,818	2,818
5368 M&R Computer Equip & Software	464,459	431,536	476,177	499,327	499,327	499,327
5414 Other Professional Services	70,965	34,643	60,140	42,334	42,334	42,334
5415 Printing	14	31				
5417 Temporary Services	3,305	411	1,440			
5430 Telephone	2,889					
5437 Cable Access	73,034	72,355	295,758	229,096	229,096	229,096
5461 External Training	16,820	783	6,500	4,500	4,500	4,500
5462 Travel and Per Diem	2,378	249	1,500	1,830	1,830	1,830
5484 Postage UPS & Shipping	103					
5500 Dues & Subscriptions	314	878	1,900	4,020	4,020	4,020
5570 Misc Business Exp	536	233	500	300	300	300
5571 Planning Retreat Expense			750	750	750	750
5572 Advertis/Public Notice	118					
Total Materials & Services	705,959	592,940	898,111	812,815	812,815	812,815

Information Technology

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10215 General Fund						
Total General Fund	1,682,842	1,630,453	2,138,692	2,002,652	2,002,652	2,015,900

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Rental Revenue	\$51	\$129,220	\$121,589	\$117,600
Total Revenues	\$51	\$129,220	\$121,589	\$117,600

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$358,501	\$275,054	\$461,242	\$465,357
Materials and Services	1,564,277	1,720,251	1,748,437	1,920,379
Total Expenditures	\$1,922,778	\$1,995,305	\$2,209,679	\$2,385,736

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Communications Manager	1.00	1.00	1.00	1.00
Communications Technician	1.00	2.00	2.00	2.00
Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	3.00	4.00	4.00	4.00

2011-12 SIGNIFICANT CHANGES

Materials and Services reflects an increase in account 5364 Maintenance and Repair Fire Communications Equipment due to base station desksets for new Stations 56, 65, and 68 and the South Operating Center alternate FOC. Account 5417, Temporary Services includes monies for temporary personnel to assist with the installation and deployment of replacement Mobile Data Computers (MDCs) throughout the District. Dispatch costs (account 5420) charged by the Washington County Consolidated Communications Agency for emergency 9-1-1 and non-emergency dispatch also increased significantly.

Communications, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Maintain interagency communication operability during disasters and/or exercises.** Establish baseline communications measurement matrices after the spring disaster exercise.

Goal(s): III, VII
Service Type(s): Mandatory
Measured By: Establish an appropriate matrix of communications requirements when the District is operating in Disaster Operations mode. Completion of a comprehensive deployment plan for backup communications during an exercise or real event.
Status or Outcome: Full-scale earthquake exercise conducted April 29, 2010. All stations, the Fire Operations Center (FOC), and Battalion Headquarters (BHQs) were involved along with most day staff. BHQ function, disaster communications, disaster staffing patterns, and Disaster Operations procedures were assessed with corrective actions identified and underway. Performed a District-wide radio test simulating a complete failure of the trunked 800-MHz radio system.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Complete 90% all preventative maintenance within 30-days of the scheduled date.**

Goal(s): III, VII
Service Type(s): Essential
Measured By: Continue scheduled Preventative Maintenance (PM) program and monitor for effectiveness. Identify recurring issues with equipment and develop appropriate mitigation action. Assess the program for impact on response capabilities and return on investment.
Status or Outcome: Preventative maintenance is scheduled and performed as time permits. Items have been added to the Monday apparatus check list.

- **Interoperability** - Pursue opportunities at the regional, state, and national levels that will support efforts in the area of voice and data interoperability.

Goal(s)/Call(s) for Action: III/A
Budget Impact: Increase required
Duration: Year 2 of 5
Budget Description: Any budgetary changes would be related to travel expenses for state and federal meetings.
Partner(s): Regional, state, and federal communications partners
Status or Outcome: Ability to devote resources outside of day-to-day needs of supporting the District was limited due to several organizational and program changes.

- **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: Cost increase dependant on choice of technology
Duration: Year 2 of 3
Budget Description: Year 1 – No increase
Year 2 – Provide recommendation for change
Year 3 – Budget for change based on technology
Partner(s): Operations, Metro fire agency partners
Status or Outcome: Several models of hands-free communications devices have been identified and tested for use in conjunction with self-contained breathing apparatus (SCBA) masks. Recommendations will be made for a purchase in fiscal year 2012 from the Logistics budget.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Implement MUNIS work order system.

Goal(s): VII
Budget Impact: Included in ERP replacement project
Duration: Year 1 of 1
Budget Description: Anticipate an initial increase of staff time to transition from a stand-alone work order software to the new integrated work order system.
Partner(s): District-wide
Status or Outcome: Completed

- **Establish new FOC in Command and Business Operations Center (CBOC)** - Coordinate with CBOC project team as design shifts to renovation/occupation; oversee move-in/installation of portable equipment; develop setup/operation procedures; develop and present orientation, training, and drills for employees; incorporate into spring exercise.

Goal(s)/Call(s) for Action: III/A, C, and D
Budget Impact: Neutral to moderate increase
Duration: Year 1 of 1. Although improvements in instructions, floor plans, and training may extend into second year, all primary work should be completed.
Budget Description: Additional portable furniture or equipment beyond what is currently in design may be required. Training/drills may general overtime for some attendees (reflected in budget).
Partner(s): Information Technology, Communications, Supply, Facilities, Logistics Administration, Media Services, other divisions as needed (committing employees to training)
Status or Outcome: Completed successfully. Vast improvements have been made to the design and setup of the FOC at CBOC. Additional testing is scheduled before the end of fiscal year 2011.

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

Goal(s)/Call(s) for Action: III/A, C and D
Budget Impact: Neutral to moderate increase required
Duration: Year 1 of 1. Although improvements in instructions and training may extend into second year, all primary work should be completed.
Budget Description: 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).
Partner(s): Information Technology, Communications, Facilities, Logistics Administration, Integrated Operations, Media Services
Status or Outcome: Although the physical locations changed from the initial plan as a result of the District-wide reorganization, BHQs were established in North, CBOC, and South. Participated in the Battalion Chief (BC) Boot Camp, which included a comprehensive review of communications equipment and procedures. The new FOC at CBOC was successfully completed on schedule.

Communications, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Mobile Command Center (MCC) assessment and updates** - Identify mission and functional requirements for MCC use in support of operations (to be added to identified 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):	III
Budget Impact:	Increase required
Duration:	Year 1 of 2, mission and functional requirement specification allow needs assessment; actual improvements (if needed and approved) will likely occur in second year, followed by testing, incorporation into drills, exercises, and response protocols.
Budget Description:	Mission and functional requirements 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):	Emergency Management, Fleet, Information Technology, Integrated Operations, Media Services
Status or Outcome:	Due to more pressing projects, this assessment is on hold, pending further direction from the Fire Chief's Office.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Successfully deployed a new radio template to 600 radios in less than six weeks to achieve better interoperability. Under the direction of one project leader, two teams and a very complex project schedule resulted in zero unplanned out-of-service issues for the crews. Major highlights were the addition of Newberg to the WCCCA system, the scan list, and a modification in the delay for the emergency button to lessen the occurrence of false activations.
- Substantial progress has been made on the development of an established Communications Leader (COM-L) position relative to incident management. Partnering with Emergency Management, regularly scheduled training and hands-on exercises have been developed to aid in continuing education in this area of the Incident Command System.
- Significant planning is underway to upgrade the MDCs in fiscal year 2012. Research and development will include the testing of two or three new hardware platforms that will be closely monitored and evaluated in a real-time environment. Purchasing is planned for the first quarter in fiscal year 2012, in order to embark on a total replacement of MDC hardware in all front line apparatus over the next one or two fiscal years.
- An extensive audit of existing technically complex telecommunications invoices is underway to provide a more easily recognizable itemized list of services installed throughout the District. The expected outcome will be to prevent confusion when requesting additions or removal of existing services, which has caused significant issues in the past.

2011-12 SERVICE MEASURES

Technical Services Provided	FY08	FY09	FY10	FY11 Estimated
Mobile, portable, base station, patch kits	415	416	425	636
Mobile data computers, VRM, OMGs, and cellular aircards	83	123	124	186
Cell phones	140	150	150	125
Wireless handheld devices	45	50	60	70
Pagers	400	320	300	225
Satellite phones	6	6	9	10
Work orders completed	N/A	N/A	428	425
Preventative maintenance inspections	78	391	425	400
Cellular towers managed	N/A	9	9	9
Stand alone GPS units			15	25
Installations – apparatus and vehicles	32	40		5

- **Ensure 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.

- **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.

- **Perform annual preventative maintenance on all communications equipment.**

Goal(s): VII
Service Type(s): Discretionary
Measured By: Documented in MUNIS Service Requests.

- **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.

Communications, continued

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.

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

- **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

- 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

Communications

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10175 General Fund						
5002 Salaries & Wages Nonunion	228,999	169,742	257,264	274,284	274,284	271,644
5004 Vacation Taken Nonunion	12,416	4,762	25,444	26,919	26,919	26,658
5006 Sick Taken Nonunion	3,095	5,266				
5008 Personal Leave Taken Nonunion	1,351	1,108				
5010 Comp Taken Nonunion	953	4,275				
5015 Vacation Sold	4,932		5,437	7,190	7,190	7,120
5016 Vacation Sold at Retirement	700	1,320				
5021 Deferred Comp Match Nonunion	2,826	796	7,774	1,208	1,208	10,367
5120 Overtime Union	861					
5121 Overtime Nonunion	3,248	474	3,500	1,500	1,500	1,500
5123 Comp Time Sold Nonunion	6	3,043				
5201 PERS Taxes	42,705	35,445	59,764	62,096	62,096	61,262
5203 FICA/MEDI	18,782	14,386	22,906	23,799	23,799	24,273
5206 Worker's Comp	4,783	3,759	4,207	5,600	5,600	7,932
5207 TriMet/Wilsonville Tax	1,656	1,275	2,041	2,152	2,152	2,195
5208 OR Worker's Benefit Fund Tax	97	88	141	141	141	141
5211 Medical Ins Nonunion	20,459	20,947	56,532	39,429	39,429	39,429
5221 Post Retire Ins Nonunion	2,710	3,150	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	2,536	2,691	7,477	5,272	5,272	5,272
5240 Life/Disability Insurance	2,895	2,205	4,000	3,364	3,364	3,364
5270 Uniform Allowance	617	321	600	600	600	600
5290 Employee Tuition Reimburse	1,874		555			
Total Personnel Services	358,501	275,054	461,242	457,154	457,154	465,357
5300 Office Supplies	303	156	350	300	300	300
5301 Special Department Supplies	18,846	29,346	22,900	14,400	14,400	14,400
5320 EMS Supplies		7				
5321 Fire Fighting Supplies	26					
5330 Noncapital Furniture & Equip	1,761	7,222	3,436			
5340 Software Expense/Upgrades		51				
5350 Apparatus Fuel/Lubricants	3,941	2,442	3,000	5,500	5,500	5,500
5361 M&R Bldg/Bldg Equip & Improv		26				
5364 M&R Fire Comm Equip	41,701	11,391	28,060	46,264	46,264	46,264
5414 Other Professional Services	8,349	4,385	21,651			
5415 Printing	167	71		550	550	550
5417 Temporary Services	170	24,477		54,912	54,912	54,912
5420 Dispatch	1,207,347	1,342,918	1,392,222	1,527,754	1,527,754	1,527,754
5430 Telephone	259,820	287,998	272,178	264,764	264,764	264,764
5450 Rental of Equip	10,495	8,397	2,300	2,245	2,245	2,245
5461 External Training	1,281	1,125	600	1,200	1,200	1,200
5462 Travel and Per Diem	8,073	42	1,000	2,000	2,000	2,000
5484 Postage UPS & Shipping	789					
5500 Dues & Subscriptions	274	101	240	240	240	240
5570 Misc Business Exp	934	95		250	250	250
5571 Planning Retreat Expense			500			
Total Materials & Services	1,564,277	1,720,251	1,748,437	1,920,379	1,920,379	1,920,379

Communications

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10175 General Fund						
Total General Fund	1,922,778	1,995,305	2,209,679	2,377,533	2,377,533	2,385,736

Supply

Fund 10 • Directorate 02 • Division 70 • Department 220

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$352,740	\$449,289	\$492,222	\$415,859
Materials and Services	109,194	214,191	194,133	213,998
Total Expenditures	\$461,934	\$663,480	\$686,355	\$629,857

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	1.00
Supply Assistant	0.50	1.00	1.00	0.50
Supply Driver	1.00	1.00	1.00	1.00
Total Full-Time Equivalent (FTE)	4.50	5.00	5.00	4.50

2011-12 SIGNIFICANT CHANGES

Personnel Services reflects the decrease of 0.50 FTE temporarily added to the Supply Assistant position to assist with the ERP project, which is now completed. In addition, wages and benefits such as insurance are budgeted at actual single party or two party, rather than maximum family coverage for all employees.

Within Materials and Services, the purchase of hose sections for the District is accounted for in account 5321, Firefighting Supplies, rather than as previously done in the Capital Improvement fund. Maintenance and Repair account 5361 and Custodial account 5416 reflect costs transferred from the Facilities budget. Account 5417 reflects continued use of a temporary employee as the new inventory module of the ERP is being refined. Account 5575 accounts for NFPA standard cleaning of District turnouts of their carcinogens and other particulates, as well as repairs.

Supply, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Continue participation on the project team to implement new software for Supply and Finance** - The new software will improve inventory and ordering functions.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Automation of manual processes and improved efficiencies for overall staff time and business operations.
Status or Outcome: Staff played a key role in the preparation and implementation of the inventory and requisition portions of MUNIS. A majority of the testing and verification of scenarios, as well as post-implementation upgrades have been done within Supply. MUNIS has brought many new options; however, several “work arounds” were put in place to allow the processing of daily Supply transactions. Planned upgrades have potential fixes for current issues.

- **Review order filling policies and procedures to align with new software capabilities.**

Goal(s): VII
Service Type(s): Mandatory
Measured By: Increased efficiency of inventory management, deliveries to customers and overall business operations.
Status or Outcome: In the current version of MUNIS, Supply is unable to process/forward customer inventory requests directly to the vendor as originally anticipated. This option would provide a single ordering option for customers as well as quick delivery directly to their location.

This capability would allow Supply to simplify multiple steps involved in supporting inventory products. Supply will request a developmental quote from Tyler Technologies to explore options for obtaining this ordering method. Meanwhile, Supply is working with customers to test and implement ordering methods utilizing vendor online shopping to achieve the same goal. “Vendor Direct Ordering and Delivery” offers customized shopping lists as well as deliveries directly to the customer’s location. Positive feedback has been received from customers involved in the initial testing. Current plans include online ordering for office supplies, station supplies, and other items that are typically available through retail providers. Supply will continue to work with customers to pursue vendor ordering options while considering changes and advancements offered through MUNIS upgrades.

- **Maintain adequate levels of compliant reserve personal protective equipment (PPE) and turnouts** for interim use during planned, unplanned, and required maintenance processes.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Ability to fill requests the same day or within 48 hours.
Status or Outcome: Supply continues to maintain adequate inventory of all PPE items including turnouts, boots, helmets, gloves, and hoods. Reliance on this stock is expected to decrease, considering the deployment of second sets to all line personnel. Supply will continue to maintain stock, adjusting quantities and type, based on condition and age of equipment, specifications, and customer needs, as well as quantities considered part of disaster preparedness. Supply has established relationships with neighboring departments who serve as a backup system for any urgent need.

STATUS OF 2010-11 SERVICE MEASURES, CONTINUED

- **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.
Status or Outcome: The contracted vendor continues to provide real time repair and tracking information available via their website. This information is extremely valuable and is reviewed regularly as decisions are made in relation to repairing gear or retiring items from service.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Implement MUNIS work order system.**

Goal(s): VII
Budget Impact: Increase anticipated
Duration: Year 1 of 1
Budget Description: Anticipate initial increase on staff time during first year as business procedures are modified with the implementation of this new tool.
Partner(s): District-wide
Status or Outcome: Staff continues to work through the implementation of the MUNIS work order module, utilizing this new tool to track labor hours associated with daily responsibilities, customer requests, and special projects. Specific categories allow assignment of resource hours to four service areas provided within Supply: Procurement, Warehousing, Distribution, and Materials Management. Supply's temporary employee is currently responsible for the daily processing of work orders, as well as adjustments to activity codes. Time and experience in the system has revealed the need for regular management of incoming requests. Supply is working with other Logistics departments to explore options where efforts can be combined in maintaining this responsibility.

- **Air Management Program** – Partner with Integrated Operations to conduct a comprehensive review of all facets of the air management program, and to provide future direction on how to best accomplish this function.

Goal(s): IV, VII
Budget Impact: Resource neutral for planning. Increase required to implement recommendations.
Duration: Year 3 of 3
Budget Description: Work with partners to develop and support servicing model for maintenance of SCBA and oxygen bottles.
Partner(s): Integrated Operations, Training, Logistics
Status or Outcome: Supply continues to work with District partners to meet the needs of this program, as well as identify any outstanding issues.

Supply, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Vendor direct deliveries to stations.** Station orders will be routed to the vendor for individual packaging and delivery.

Goal(s): VII
Budget Impact: Decrease anticipated
Duration: Year 2 of 2
Budget Description: Using MUNIS, implement direct deliveries to customer locations to maintain service while decreasing resources required for inventory management (e.g., cost of product on the shelf, staff time for handling, and delivering products).
Partner(s): District-wide
Status or Outcome: In the current version of MUNIS, Supply is unable to process/forward customer inventory requests directly to the vendor as originally anticipated. This option provides a single ordering option for customers, as well as quick delivery directly to their location.

This capability would allow Supply to simplify multiple steps involved in supporting inventory products for its customers. Supply will request a developmental quote from Tyler Technologies to explore options for obtaining this ordering method. Meanwhile, Supply is working with customers to test and implement ordering methods utilizing vendor online shopping to achieve the same goal. “Vendor Direct Ordering and Delivery” offers customized shopping lists as well as deliveries directly to the customer’s location. Positive feedback has been received from customers involved in the initial testing. Current plans include online ordering for office supplies, station supplies, and other items that are typically available through retail providers. Supply will continue to work with customers to pursue vendor ordering options while considering changes and advancements offered through MUNIS upgrades.

- **Cooperative efforts with Clackamas County Fire District #1.**

Goal(s): VII
Budget Impact: Increase anticipated for initial planning
Duration: Ongoing
Budget Description: Identify and implement opportunities for cost savings through standardized products, joint procurement, warehousing options, and resource sharing.
Partner(s): Finance, Integrated Operations, Clackamas County Fire District #1
Status or Outcome: Supply continues to meet with members of Clackamas Fire Logistics to discuss product and vendor options, as well as opportunities for sharing equipment. Both agencies are testing different ordering options through a common vendor and plan to share findings. When able, efforts are made to provide like items. Discussions within the Regional Logistics Group led to a joint research and development of leather structure boots with Integrated Operations, Clackamas County Fire District #1, and Portland Fire and Rescue.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Deployed new turnouts and processed existing turnouts for the annual cleaning and repair schedule (total of 1,264 garments).
- Implementation of MUNIS work order module and reorganization of service measures for improved data collection.
- Provided 15 member academy with necessary equipment and PPE.
- Implemented online ordering through two external vendors.
- Participated with Integrated Operations and Business Manager in the creation of Integrated Operations Business Model.

2011-12 SERVICE MEASURES

Service Measure	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
*Procurement Services	NA	NA	NA	1,800 hrs	1,800 hrs
Inventory and Special Request Purchase Orders			3350	630 ¹	610
*Warehousing Services	NA	NA	NA	4,000 hrs	3,800 hrs
Number of Inventory Products Available	1,018	1,054	1,705 ²	1,720	1,725
Inventory Requisitions Filled	2,593	2,743	3,319	2,480 ³	2,390
Ending Inventory Value	133,414	157,308	145,173	153,504	150,000
Inventory Purchases	376,330	458,619	458,958	476,312	470,000
Inventory Billings	363,876	434,726	471,093	535,638	530,000
Inventory Turns	2.86	3.0	3.0	3.0	3.0
*Distribution Services	NA	NA	NA	1,400 hrs	1,350 hrs
Miles Driven	17,761	15,693	13,240	11,772 ⁴	11,652
*Materials Management Services	NA	NA	NA	1,300 hrs	1,550 hrs
Facilitation of Turnouts (clean/repair/inspection)	214	199	1,264 ⁵	200	200
1 Supply Email Requests/Inquiries		1,100	2,526	1,792 ⁶	1,650
Work Orders Processed	NA	NA	NA	530	670

1. Reflects Supply purchase orders only vs. District-wide due to procedure changes with MUNIS.
2. Increase reflects addition of non-stock/special order items to simplify customer requisition process.
3. Anticipate reduction due to implementation of Vendor Direct Order and Delivery.
4. Reflects mail route change from three to two day per week.
5. Increase due to deployment of second sets of turnouts and annual cleaning/repair of first set.
6. Anticipate reduction as more requests are initiated through work orders.

*Implemented with the MUNIS work order module in October 2010.

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.

Supply, continued

2011-12 SERVICE MEASURES, CONTINUED

- **Continue participation with testing MUNIS upgrades** and provide feedback to improve functionality of the inventory module.

Goal(s): II
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.

- **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: Resource utilization data captured in the work order module.

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

- **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

- **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

Supply

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10220 General Fund						
5002 Salaries & Wages Nonunion	204,977	232,663	260,639	239,236	239,236	236,931
5004 Vacation Taken Nonunion	13,878	14,840	25,777	23,506	23,506	23,278
5006 Sick Taken Nonunion	3,636	5,464				
5008 Personal Leave Taken Nonunion	933	1,386				
5010 Comp Taken Nonunion	214	1,069				
5015 Vacation Sold	10,567	4,915	5,508	5,023	5,023	4,974
5017 PEHP Vac Sold at Retirement	684					
5021 Deferred Comp Match Nonunion	2,950	3,782	7,876	4,249	4,249	9,053
5121 Overtime Nonunion	6,976	10,597	8,000	7,000	7,000	7,000
5201 PERS Taxes	41,625	51,369	61,437	55,691	55,691	54,328
5203 FICA/MEDI	17,759	20,057	23,547	21,345	21,345	21,515
5206 Worker's Comp	4,075	3,544	4,325	5,022	5,022	7,031
5207 TriMet/Wilsonville Tax	1,549	1,775	2,099	1,930	1,930	1,946
5208 OR Worker's Benefit Fund Tax	121	131	177	159	159	159
5211 Medical Ins Nonunion	32,343	33,417	70,666	35,618	35,618	35,618
5221 Post Retire Ins Nonunion	3,450	4,425	4,500	4,050	4,050	4,050
5230 Dental Ins Nonunion	3,954	4,328	9,347	4,514	4,514	4,514
5240 Life/Disability Insurance	2,453	3,210	5,000	3,347	3,347	3,347
5270 Uniform Allowance	337	51,357	804	900	900	900
5290 Employee Tuition Reimburse	261	958	2,520	1,215	1,215	1,215
Total Personnel Services	352,741	449,289	492,222	412,805	412,805	415,859
5300 Office Supplies	1,515	789	1,400	1,000	1,000	1,000
5301 Special Department Supplies	1,663	2,174	1,800	4,200	4,200	4,200
5305 Fire Extinguisher		52	60	60	60	60
5320 EMS Supplies	52	84				
5321 Fire Fighting Supplies		32,178		18,330	18,330	18,330
5325 Protective Clothing		21,531				
5330 Noncapital Furniture & Equip	910	1,514	2,490	730	730	730
5350 Apparatus Fuel/Lubricants	5,030	4,457	7,300	8,500	8,500	8,500
5361 M&R Bldg/Bldg Equip & Improv	1,991	3,804	500	11,694	11,694	11,694
5365 M&R Firefight Equip	3,972	21,673	500	400	400	400
5367 M&R Office Equip	422	1,103	1,344	1,344	1,344	1,344
5415 Printing	370	112	200	75	75	75
5416 Custodial & Bldg Services				2,696	2,696	2,696
5417 Temporary Services		26,519	47,924	24,000	24,000	24,000
5432 Natural Gas	6,743	5,022	5,000	4,000	4,000	4,000
5433 Electricity	5,373	6,339	6,500	6,500	6,500	6,500
5434 Water/Sewer	3,012	3,496	4,000	4,000	4,000	4,000
5436 Garbage	1,427	1,424	1,500	2,800	2,800	2,800
5461 External Training	1,347	39	1,000	1,195	1,195	1,195
5462 Travel and Per Diem	1,141	132	1,490	90	90	90
5484 Postage UPS & Shipping	1,619	2,731	3,500	4,779	4,779	4,779
5500 Dues & Subscriptions	1,435	1,560	1,485	555	555	555
5570 Misc Business Exp	220	138	140	300	300	300
5573 Inventory Over/Short/Obsolete	241	(3,809)	5,000	5,000	5,000	5,000

Supply

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10220 General Fund						
5575 Laundry/Repair Expense	70,711	81,131	101,000	111,750	111,750	111,750
Total Materials & Services	109,194	214,191	194,133	213,998	213,998	213,998
Total General Fund	461,934	663,480	686,355	626,803	626,803	629,857

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:

- Safety Matters
- Operations and Safety Update
- Hittin' the Streets (EMS and Fire)
- ALS and BLS classes
- Prevention Update
- Hazardous Materials
- Emergency Preparedness
- Human Resources
- Financial Planning
- Training Update
- Wildland Firefighting Update
- 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$136,263	\$206,404	\$254,632	\$249,874
Materials and Services	36,409	36,688	13,031	15,900
Total Expenditures	\$172,672	\$243,092	\$267,663	\$265,774

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Media Services Manager	0.50	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.50	2.00	2.00	2.00

2011-12 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 includes funding for Web editor consulting and other outside graphic work for various media projects, including www.tvfr.com.

Media Services, continued

STATUS OF 2010-11 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: Ongoing. More than 90 shoots of varying degrees, including comprehensive projects, documentation, and still photography occurred. Of these shoots, approximately 20 were subsequently developed into larger productions for training and communications.

- **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: Ongoing. Completed more than 190 content edits of website. Highlights include creation of a "Bids & Proposal" webpage that allows vendors to view TVF&R proposals and the status of projects, as well as a Heart Attack page, which is part of the Cardiac Campaign. There were 435,887 page views of www.tvfr.com in the 2010 calendar year. While the website is continually evolving, it is now four years old and in need of content restructuring. Initial recommendations have been researched and provided for site changes. Coordination with other TVF&R online efforts will be needed.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Improve media content delivery system** - Designed to help keep crews in their first-due response by providing training and communications via video. Improvements may include using existing web-based tools and research of additional tools (software/hardware) to support a comprehensive delivery system for media content that allows employees on-demand access on a PC or television. This strategy will augment access to media that supports training as well as all other District objectives at the employee's convenience and pace. This flexibility will help employees multi-task and provide personnel the ability to start and stop content between emergency calls. An improved delivery system would also better support future blended learning initiatives proposed by the Training Division.

Goal(s): I, VI
Budget Impact: This will be part of the Media Services move to CBOC.
Duration: Year 4 of 5
Budget Description: Research is nearing completion. This piece will be part of a system design that is currently underway, with initial implementation to occur with Media Services' transition to CBOC.
Partner(s): Information Technology, Training
Status or Outcome: Completed. The new system has been implemented at CBOC and as with all new technology, fine-tuning will be ongoing. It meets the District's primary goals of on-demand access on a PC or television and allows users to start and stop programs as needed.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Successful transition to CBOC facility** - Ensure a smooth transition to the new facility while maintaining services.

Goal(s): III, VI
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Plan for the necessary expenses to successfully make the move.
Partner(s): Bond project team, Information Technology
Status or Outcome: Completed in October 2010. Media Service's facility has been successfully transitioned and all core functional pieces implemented. Like the new media delivery system listed above, fine-tuning of the studio and all its components will continue over the next year.

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Continued management and updates of TVF&R's YouTube Channel. Total views of videos on this site were 29,606 during the 2010 calendar year. A video was produced on the new TVF&R CARs program, which was viewed 1,984 times during this same period.

2011-12 SERVICE MEASURES

Media Content Hours	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2010-11 Projected
General Fire Suppression Training	350	225	190	150	180
Emergency Medical Services Training	300	210	200	180	180
Internal Communication	350	350	320	280	280
Safety Programming	150	150	100	100	100
Total Hours	1,150*	935*	810	710	740

*Media content includes, but is not limited to, Media content created and/or disseminated for consumption via District Television, the District Net, the Internet, digital media files, videotapes, and DVDs.

- **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.

- **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.

Media Services

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10451 General Fund						
5002 Salaries & Wages Nonunion	73,428	126,172	147,311	141,847	141,847	141,836
5004 Vacation Taken Nonunion	9,046	8,351	14,569	14,029	14,029	14,029
5006 Sick Taken Nonunion	546	1,389				
5008 Personal Leave Taken Nonunion	575	100				
5015 Vacation Sold			2,335	2,248	2,248	2,248
5021 Deferred Comp Match Nonunion	1,877	1,215	4,452	1,886	1,886	5,455
5201 PERS Taxes	16,168	20,687	33,666	31,938	31,938	31,559
5203 FICA/MEDI	6,435	10,014	12,903	12,241	12,241	12,513
5206 Worker's Comp	1,852	1,931	2,370	2,880	2,880	4,089
5207 TriMet/Wilsonville Tax	560	886	1,150	1,107	1,107	1,132
5208 OR Worker's Benefit Fund Tax	26	50	71	71	71	71
5211 Medical Ins Nonunion	18,176	29,068	28,266	29,784	29,784	29,784
5221 Post Retire Ins Nonunion	1,275	900	1,800	900	900	900
5230 Dental Ins Nonunion	2,595	3,927	3,739	4,064	4,064	4,064
5240 Life/Disability Insurance	1,304	1,678	2,000	1,794	1,794	1,794
5270 Uniform Allowance		36		400	400	400
5295 Vehicle Allowance	2,400					
Total Personnel Services	136,262	206,404	254,632	245,189	245,189	249,874
5300 Office Supplies	122	146	200	200	200	200
5301 Special Department Supplies	714	1,134	2,031	2,000	2,000	2,000
5306 Photography Supplies & Process		51	200	200	200	200
5330 Noncapital Furniture & Equip	3,890					
5340 Software Expense/Upgrades		1,243	900	1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants	37	206	225	650	650	650
5367 M&R Office Equip		104	1,000	2,400	2,400	2,400
5368 M&R Computer Equip & Software	643	236				
5414 Other Professional Services	2,491	4,414	6,500	7,500	7,500	7,500
5415 Printing		14				
5437 Cable Access	27,098	27,751				
5461 External Training	550		1,200	800	800	800
5462 Travel and Per Diem	294	812				
5484 Postage UPS & Shipping	8	5		200	200	200
5500 Dues & Subscriptions	562	570	675	850	850	850
5570 Misc Business Exp			100	100	100	100
Total Materials & Services	36,409	36,687	13,031	15,900	15,900	15,900
Total General Fund	172,671	243,092	267,663	261,089	261,089	265,774

PROGRAM DESCRIPTION

Provide financial accounting, budgeting, and reporting services; treasury and investment management; risk management; and strategic forecasting services. Manage debt issuance and legal services. Provide full financial accounting services and tax return preparation for the Tualatin Valley Fire and Rescue Volunteer Association and Pension Trust Plan. Administer 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$855,993	\$1,243,496	\$1,257,464	\$1,217,409
Materials and Services	403,060	426,297	534,945	443,828
Total Expenditures	1,259,053	\$1,669,793	\$1,792,409	\$1,661,237

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Chief Financial Officer	1.00	1.00	0.00	0.00
Controller	0.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	0.00	1.00	1.00	1.00
Accounting Manager	1.00	1.00	0.00	0.00
Sr. Financial Systems Analyst	1.50	1.50	1.00	1.00
Management Analyst	0.00	0.00	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	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.50	0.50
Total Full-Time Equivalents (FTE)	7.50	10.50	9.50	9.50

2011-12 SIGNIFICANT CHANGES

The Personnel Services budget reflects the expected retirement of a senior employee, and actual wages and benefits of all employees.

Within Materials and Services, office and business expenses for the Chief Financial Officer were moved to the Fire Chief's Office budget. Temporary Services were reduced due to completion of the ERP implementation. Trustee Administration fees were increased to reflect higher banking fees resulting from higher FDIC fees and lower interest revenue available to offset banking fees.

Finance, continued

STATUS OF 2010-11 SERVICE MEASURES

- Continue to prepare award winning budget document and comprehensive annual financial reports.

Goal(s): VI
Service Type(s): Essential
Measured By: Continued receipt of GFOA CAFR and Budget Awards.
Status or Outcome: Complete and ongoing. The District received the award for the CAFR for the period ended June 30, 2010, and the award for the Budget Document for the 2010-11 period.

- Manage the District's finances and provide externally required disclosures to continue the highest bond and credit ratings.

Goal(s): VIII
Service Type(s): Essential
Measured By: Continued affirmation of Moody's bond rating.
Status or Outcome: Complete and ongoing. The District's bond rating was affirmed at Aaa by Moody's during 2010-11.

- Ensure overall expenditure growth does not exceed growth rates of primary revenue sources.

Goal(s): VIII
Service Type(s): Essential
Measured By: Continued five-month reserve ending fund balance in the operating fund.
Status or Outcome: Ongoing. The District continues to maintain its General Fund reserves at a level that exceeds five months of operating expenditures.

STATUS OF 2010-11 CHANGE STRATEGIES

- Determine timing, amount, and needs for the sale of the final \$28,500,000 of bond issuance authority to facilitate capital construction projects.

Goal(s): VIII
Budget Impact: Resources provided
Duration: Duration of capital project schedule
Budget Description: Bond proceeds - revenue
Partner(s): Capital Project Bond Team
Status or Outcome: Complete and ongoing. The District sold \$23,500,000 of bonds in May 2011, according to an updated Capital Project plan, reserving the final sale of bonds for 2016.

- Evaluate provision of Washington County Rural Fire Protection District 2 services.

Goal(s): VII, VIII
Budget Impact: Resource neutral
Duration: Unknown
Budget Description: Not determined
Partner(s): Fire Chief's Office
Status or Outcome: Mostly complete. The fiscal analysis of Washington County Rural Fire Protection District 2 has surfaced issues that will cause further review.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Continue replacement of ERP systems.

Goal(s): VIII
Budget Impact: Continued increase required
Duration: Year 4 of 5
Budget Description: Software, staffing, and consulting costs with Tyler Technologies.
Partner(s): Logistics Division, Human Resources
Status or Outcome: Complete and ongoing. Most of the MUNIS modules that were initially purchased have been implemented. The remaining modules consist of Employee Self-Serve, Vendor Self-Serve, Employee Time Reporting, and Employee Expense Reimbursement, which are expected to be completed by December 31, 2011.

- Implement new labor contract accurately for affected employees.

Goal(s): VIII
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Personnel budget changes included in proposed budget.
Partner(s): Human Resources
Status or Outcome: All contract requirements for the payroll function, which consisted of a 401(a) increase and two lump-sum payments, have been implemented for fiscal year 2010-11.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Initiated a thorough review of all District contracts. Contract matrix is being updated and contracts out of date are in the process of being archived.
- Implemented an email notification system for payroll check advices.
- Developed numerous SSRS reports for budget managers to easily analyze and locate data.

2011-12 SERVICE MEASURES

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Accounts receivable invoiced	737	837	641	578	600
Payroll pays issued	12,829	9,701	10,227	10,662	11,184
Accounts payable checks	6,409	6,240	6,410	6,611	6,800
Accounts payable transactions	21,561	21,549	20,259	15,203	16,000
Requisitions processed			*2,624	8,654	9,000
Approvals through workflow			*2,113	5,907	6,100
Purchase orders processed			*1,986	5,660	5,800
Cash receipts processed	2,326	2,195	2,182	2,200	2,200
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

* As of 04/01/2010, the implementation date of MUNIS.

Finance, continued

2011-12 SERVICE MEASURES, CONTINUED

- Continue to prepare award winning budget document and comprehensive annual financial reports.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards.

- 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.

- 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.

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/B
Budget Impact: Resource neutral
Duration: Ongoing
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/C
Budget Impact: Resource neutral
Duration: Initially 2011-2013, then ongoing maintenance
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/E
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Not applicable
Partner(s): Fire Chief's Office

Finance

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10210 General Fund						
5002 Salaries & Wages Nonunion	555,299	830,710	718,463	683,168	683,168	679,018
5004 Vacation Taken Nonunion	30,736	29,321	71,057	67,318	67,318	66,908
5006 Sick Taken Nonunion	12,251	8,363				
5008 Personal Leave Taken Nonunion	2,231	1,626				
5010 Comp Taken Nonunion	388	1,187				
5015 Vacation Sold	8,672	20,711	15,183	14,108	14,108	14,297
5016 Vacation Sold at Retirement				41,355	41,355	41,355
5017 PEHP Vac Sold at Retirement	2,307					
5021 Deferred Comp Match Nonunion	10,413	11,952	21,712	13,017	13,017	26,020
5121 Overtime Nonunion			1,500	800	800	800
5201 PERS Taxes	91,426	135,829	166,402	156,521	156,521	161,306
5203 FICA/MEDI	36,765	51,234	63,776	59,989	59,989	60,650
5206 Worker's Comp	10,956	11,803	11,713	14,115	14,115	19,820
5207 TriMet/Wilsonville Tax	3,402	4,749	5,684	5,425	5,425	5,485
5208 OR Worker's Benefit Fund Tax	173	228	336	342	342	342
5211 Medical Ins Nonunion	62,288	93,717	138,293	101,651	101,651	101,651
5221 Post Retire Ins Nonunion	5,550	8,625	8,550	7,350	7,350	7,350
5230 Dental Ins Nonunion	10,803	13,929	19,535	15,149	15,149	15,149
5240 Life/Disability Insurance	6,023	8,231	9,500	8,260	8,260	8,260
5290 Employee Tuition Reimburse				3,238	3,238	3,238
5295 Vehicle Allowance	6,310	11,280	5,760	5,760	5,760	5,760
Total Personnel Services	855,993	1,243,496	1,257,464	1,197,566	1,197,566	1,217,409
5300 Office Supplies	4,749	5,287	6,425	6,350	6,350	6,350
5301 Special Department Supplies	455	881	1,295	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	545	410	600			
5350 Apparatus Fuel/Lubricants		59				
5361 M&R Bldg/Bldg Equip & Improv		343				
5367 M&R Office Equip	1,797	1,705	2,420	4,364	4,364	4,364
5400 Insurance Premium	255,112	261,986	305,400	305,400	305,400	305,400
5412 Audit & Related Filing Fees	20,798	41,525	44,185	46,000	46,000	46,000
5414 Other Professional Services	74,835	69,896	93,000	16,500	16,500	16,500
5415 Printing	5,899	2,331	6,450	6,579	6,579	6,579
5417 Temporary Services	13,434	4,288	29,000			
5418 Trustee/Administrative Fees	13,209	22,488	22,840	33,800	33,800	33,800
5430 Telephone	276					
5461 External Training	1,791	1,620	6,965	4,575	4,575	4,575
5462 Travel and Per Diem	534	805	3,115	6,600	6,600	6,600
5484 Postage UPS & Shipping	48	40	150	200	200	200
5500 Dues & Subscriptions	1,906	3,745	4,110	3,850	3,850	3,850
5502 Certifications & Licensing			320			
5570 Misc Business Exp	2,192	2,311	1,700	1,700	1,700	1,700
5572 Advertis/Public Notice	5,480	6,579	6,970	6,710	6,710	6,710
Total Materials & Services	403,060	426,297	534,945	443,828	443,828	443,828
Total General Fund	1,259,053	1,669,793	1,792,409	1,641,394	1,641,394	1,661,237

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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 Operating Divisions.

Budget Summary

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$2,762,717	\$2,876,252	\$150,479	\$483,896
Materials and Services	376,590	321,040	306,132	297,057
Total Expenditures	\$3,139,307	\$3,197,292	\$456,611	\$780,953

Personnel Summary

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Assistant Chief	0.00	1.00		
Division Chief	1.00	1.00		
Chief of Staff	0.00	1.00		
Battalion Chief	7.00	7.00		
Operations Business Manager	1.00	1.00		
Records Specialist	1.00	1.00		
Administrative Assistant	2.00	2.00		
Captain Assigned to Administration	1.00	0.00		
Light Duty Positions	2.00	2.00		
Total Full-Time Equivalents (FTE)	15.00	16.00		

2011-12 Significant Changes

Within Personnel Services, account 5210 includes a negotiated payment to the Union Health Trust in the amount of \$300,000. In addition, accounts such as tuition reimbursement and certain District-wide relief and overtime costs are managed for all operating centers through this budget.

Within Materials and Services, account 5325 provides funding for replacement of damaged turnouts. Account 5330 provides funding for community room and investigator equipment replacement as needed. Account 5365 provides for thermal imager repairs as well as various monitor calibrations. Annual hose and ladder testing and certification is provided for in account 5414, as well as customer satisfaction surveys.

Integrated Operations Administration, continued

PERSONNEL SUMMARY

Integrated Operations	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
North Integrated Operations	0.00	0.00	13.00	13.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00
Station 61 (Butner Road)	16.00	14.00	14.00	14.00
Station 62 (Aloha)	16.00	14.00	13.00	13.00
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)	21.00	24.00	25.00	25.00
Station 68 (Oak Hills) ⁽¹⁾	9.00	12.00	9.00	9.00
Central Integrated Operations	0.00	0.00	13.50	13.50
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 35 (King City)	16.00	14.00	14.00	14.00
Station 50 (Walnut)	12.00	12.00	13.00	13.00
Station 51 (Tigard)	21.00	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 ⁽²⁾	0.00	0.00	12.38	12.38
Station 34 (Tualatin)	18.00	14.00	12.00	12.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00
Station 56 (Elligsen Road)	9.00	12.00	13.00	13.00
Station 57 (Mountain Road)	9.00	9.00	12.00	12.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00
Station 59 (Willamette)	9.00	12.00	12.00	12.00
EMS/Health/Wellness	6.00	6.00	9.00	8.50
Training/Safety	8.50	8.00	8.00	8.00
Recruits	7.70	6.20	9.00	7.50
Integrated Operations Administration	15.00	16.00	0.00	0.00
Relief Pool Personnel	36.00	36.50	42.00	42.00
Total Integrated Operations Directorate	333.20	337.70	371.88	369.88

⁽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	2010-11 Budget			2011-12 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 60 (Cornell Rd.)	9.00		Engine	12.00*		Engine
Station 61 (Butner Rd.)	14.00	 	Aerial Pumper, Medic	14.00	 	Aerial Pumper, Medic
Station 62 (Aloha)	13.00	 	Aerial Pumper, Car	13.00	 	Aerial Pumper, Car
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)	9.00		Engine	12.00*		Engine
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, Other	14.00	 	Engine, Medic
Station 69 (Cooper Mountain)	9.00		Engine	12.00*		Engine
Station 34 (Tualatin)	12.00		Aerial Pumper	12.00		Aerial Pumper
Station 52 (Wilsonville)	12.00		Engine	12.00		Engine
Station 56 (Elligsen Rd.)	13.00	 	Truck/Engine [§] , Car	13.00	 	Truck/Engine [§] , Car
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 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.

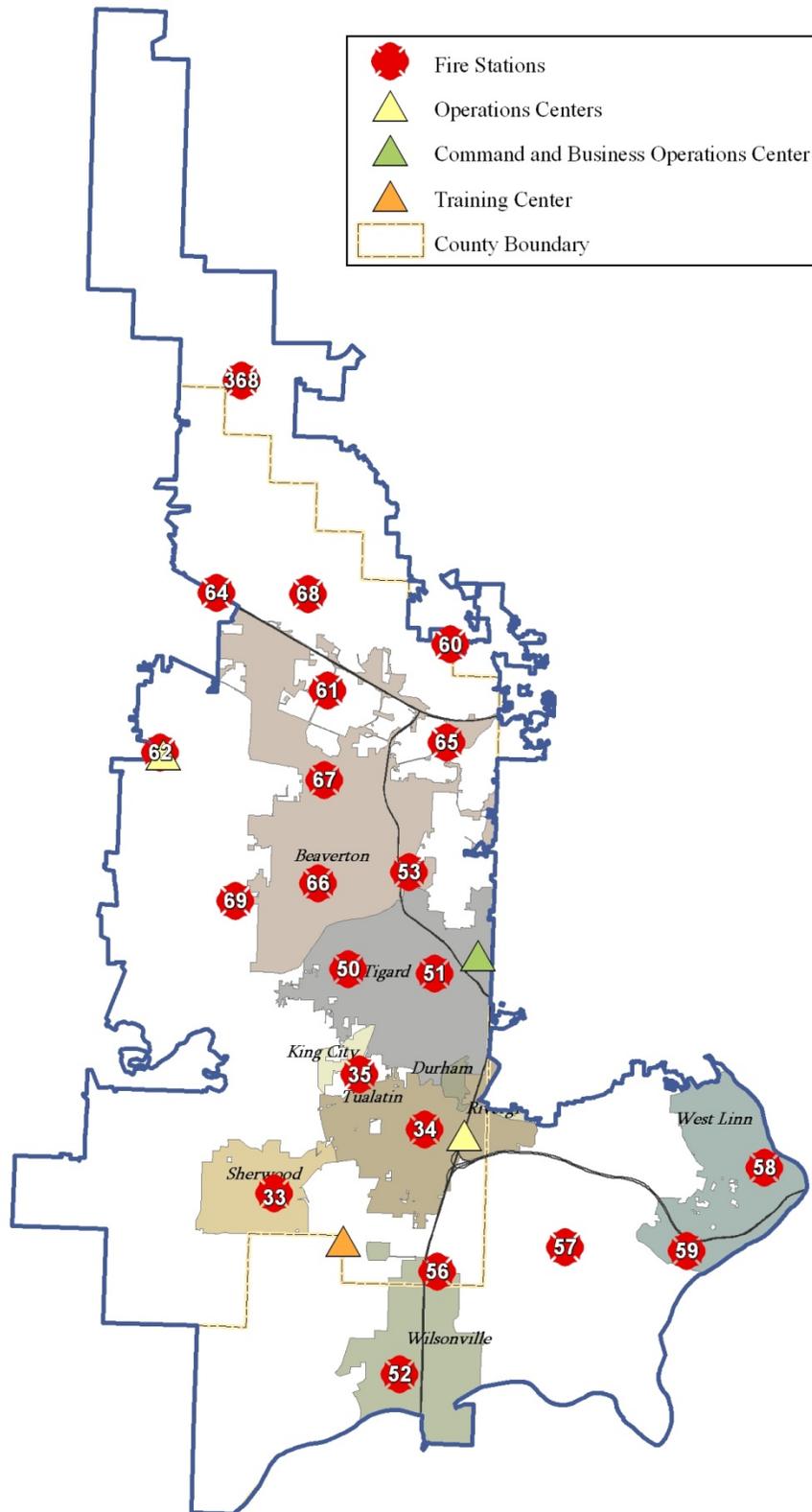
○ Full Time Employees (FTE) per Unit

 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

Integrated Operations Administration, continued

DISTRICT SERVICE AREA



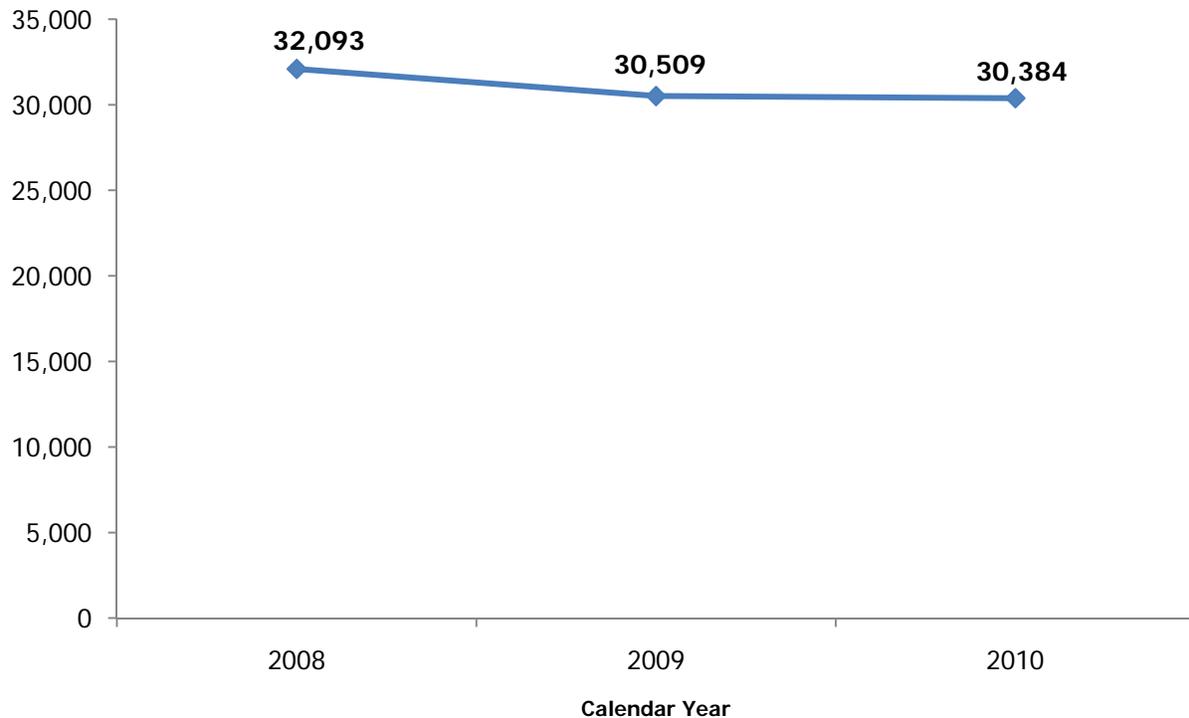
Integrated Operations Administration, continued

INTEGRATED OPERATIONS BUDGET BY COST CENTER

Cost Center	Integrated Operations	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
10200	Integrated Operations Admin	\$3,139,307	\$3,197,291	\$456,611	\$780,953
10300	Volunteers	168,399	126,441	273,159	273,159
10280	Relief Pool Personnel	3,424,453	3,925,159	5,262,520	5,262,520
10155	North Integrated Operations	306,598	327,605	2,557,335	2,557,335
10060	Station 60 Cornell Road	1,395,141	1,330,101	1,351,340	1,351,340
10061	Station 61 Butner Road	1,961,551	1,682,044	2,067,438	2,067,438
10062	Station 62 Aloha	1,893,378	1,634,687	1,964,299	1,964,299
10064	Station 64 Somerset	1,542,653	1,601,342	1,786,608	1,786,608
10065	Station 65 West Slope	1,577,491	1,643,758	1,782,203	1,782,203
10066	Station 66 Brockman Road	1,591,804	1,635,125	1,796,654	1,796,654
10067	Station 67 Farmington Road	2,864,748	3,053,242	3,656,692	3,656,692
10068	Station 68 Oak Hills	1,229,090	1,291,724	1,342,153	1,342,153
10160	Central Integrated Operations		18,577	2,749,808	2,749,808
10033	Station 33 Sherwood	1,626,255	1,683,191	1,785,794	1,785,794
10035	Station 35 King City	2,534,750	2,454,278	2,141,090	2,141,090
10050	Station 50 Walnut	1,397,798	2,321,401	1,922,971	1,922,971
10051	Station 51 Tigard	2,966,224	3,101,974	3,791,005	3,791,005
10622	Technical Rescue Team	38,797	19,836	39,244	39,244
10053	Station 53 Progress	2,616,772	2,004,558	2,238,471	2,238,471
10069	Station 69 Cooper Mountain	1,322,949	1,380,072	1,366,344	1,366,344
10600	South Integrated Operations			2,485,350	2,485,350
10034	Station 34 Tualatin	2,181,043	2,592,729	1,918,051	1,918,051
10625	Hazardous Materials Team	28,693	22,954	45,520	45,520
10052	Station 52 Wilsonville	1,525,999	1,630,338	1,789,233	1,789,233
10056	Station 56 Elligsen Road	1,309,873	1,430,407	1,908,729	1,908,729
10621	Wildland Program	12,048	32,427	9,016	9,016
10057	Station 57 Mountain Road	1,365,167	1,341,378	1,732,330	1,732,330
10058	Station 58 Bolton	1,773,581	1,708,143	1,789,128	1,789,128
10059	Station 59 Willamette	1,246,631	1,428,124	1,840,873	1,840,873
10626	Water Rescue Team	22,802	11,348	25,273	25,273
10421	EMS/Health/Wellness	1,319,702	1,341,274	1,981,590	1,981,590
10402	Training/Safety	1,550,216	1,531,917	1,565,463	1,565,463
10420	External Training	40,860	17,733	34,877	34,877
10230	Recruits	81,965	517,671	1,694,940	1,694,940
	Total Integrated Operations	\$46,056,736	\$48,038,850	\$59,152,112	\$59,593,688

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).

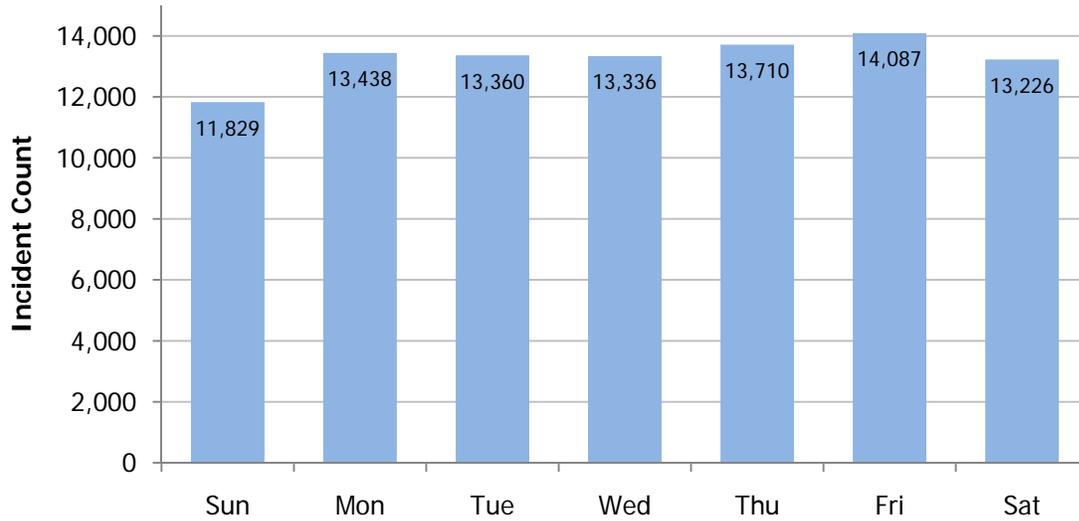
DISTRICT INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	4,527	1,042	4,079	898	3,564	784
Overpressure	0	80	0	59	0	47
EMS/Rescue Call	25,381	18,910	24,092	18,425	24,671	19,288
Hazardous Condition	502	779	532	745	543	747
Service Call	1,517	1,853	1,241	2,046	918	1,851
Good Intent Call	166	6,623	224	5,768	266	5,457
False Call	0	2,777	0	2,519	0	2,178
Natural Condition	0	7	0	13	0	2
Other Situation	0	22	341	36	422	30
Total	32,093		30,509		30,384	

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).

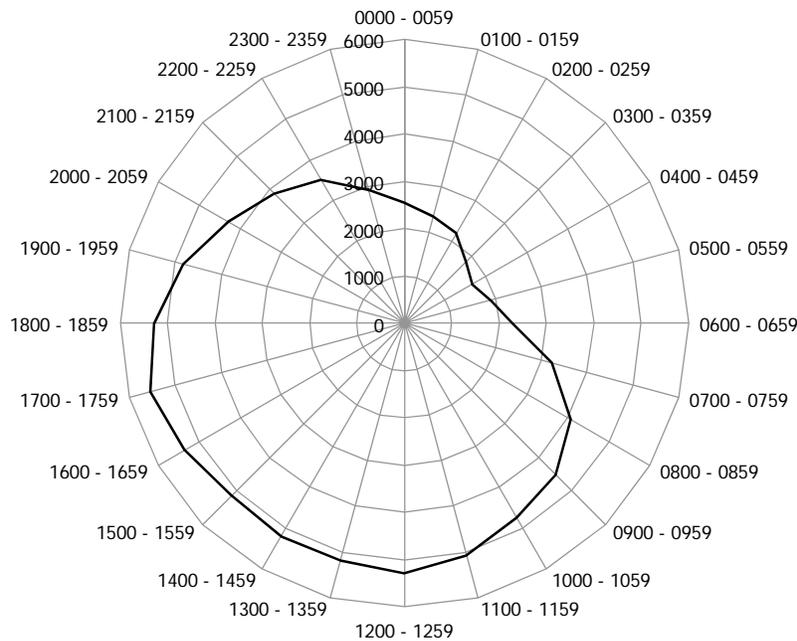
Integrated Operations Administration, continued

DISTRICT INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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 2010-11 SERVICE MEASURES

- **Response Performance** - Improve overall response performance consistent with the Standards of Coverage for Emergency Response (SOC). Specifically, this includes Reflex (Turnout) Time, Response Time, and Response Reliability baselines.

Goal(s):	I, IV, VI
Service Type(s):	Essential
Measured By:	Measuring and trending the Turnout and Response Times for initial units and the Effective Response Forces (ERF) as presented in the SOC document (both on a monthly and annual trending basis). Monitoring and measuring the first-due unit response reliability percentage as presented in the SOC document. Continually monitor, evaluate, and improve on data capturing applications and processes (e.g., Mobile Data Terminals [MDTs] and Computer Aided Dispatch [CAD]) to ensure data accuracy.
Status or Outcome:	<p>As a result of the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI) assessment and evaluation in June 2010, the District adopted new standards in an effort to more accurately align with both CFAI and industry standards. These changes include adopting standards at the 90th percentile for all response performance intervals (as opposed to the 75th), analysis of 24-hour turnout performance (as opposed to daytime only), utilization of total response time (as opposed to response time), identified specific incident types for response reporting, and the adoption of concentration standards.</p> <p>These changes make it difficult to assess an improvement of the District's response performance from the previous year; however, they place the District in a position to more accurately measure and report response performance moving forward.</p>

STATUS OF 2010-11 CHANGE STRATEGIES

- **Deployment Changes** - Establish the right resource with the right staffing delivered to the right call at the right time.

Goal(s):	I, III, VI, VII
Budget Impact:	Resource neutral
Duration:	Year 2 of 5
Budget Description:	Staff time to analyze the recent deployment of the seven 40-hour units and the impact of these units on the District's response performance, as well as the system as a whole.
Partner(s):	Logistics
Status or Outcome:	Seven 40-hour units (four CARs and three Medics) were deployed from stations 35, 50, 53, 56, 61, 62, and 67 in May 2010. The first year has proven successful as these units (primarily the CARs) service a more non-emergent call set that allows the larger core assets to be available for critical calls. The 40-hour model is still being reviewed to ensure continued appropriate resource assignment.

Integrated Operations Administration, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **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 three 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): I, VI, VII
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Staff time in the first year of analysis.
Partner(s): Logistics
Status or Outcome: Analysis of the deployment of Truck 56 in May 2010, Effective Response Force (ERF) performance, and response area configuration are still in process. As a result, this measurement will extend to a three-year Change Strategy.

- **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): I, VI, VII, VIII
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Analysis has resulted in the relocation of Station 68 to the intersection of NW Thompson Road and NW Evergreen Road in the Bethany area. Research is currently underway in regard to the possible relocation of Station 65.
Partner(s): Community Services, Facilities, Fleet, Finance, Logistics, Supply
Status or Outcome: Research led to the relocation of Station 65 from SW Canyon Road to SW 103rd Avenue to better support the needs of the community as well as more efficiently deploy this station's resources from a regional perspective (e.g., proximity to both TVF&R and Portland Fire & Rescue stations).

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standard and based upon incident stratification of probability and severity. This also includes revision of the District's Planning Zones (what is referenced as the Category A, B, and C Demand Zones), 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): I, III, VI, VII
Budget Impact: Resource neutral
Duration: Year 1 of 5
Budget Description: Staff time in the first year of analysis.
Partner(s): Community Services, EMS, Fire Prevention, Logistics, Public Education
Status or Outcome: The District's Standards of Coverage (SOC) for 2010 will include the revised Planning Zones as well as initial components of the risk assessment analysis. Risk will continue to be assessed each year until a fully comprehensive analysis is achieved and reported in the SOC. Staff are still in the process of aligning response performance baselines and benchmarks with industry standard, including stratification of probability and severity. These components must first be refined before more purposeful movement can be made with the integration of non-traditional fire resources.

Integrated Operations Administration, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **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): I, VI
Budget Impact: Resource neutral
Duration: Year 1 of 5
Budget Description: Staff time in the first year of analysis.
Partner(s): Community Services, EMS, Logistics, Public Education
Status or Outcome: In May 2011, a full year of data will be available to staff for further analysis of this performance measure to begin the steps of identifying a Customer Service Interval. Additionally, a survey has been conducted of Integrated Operations personnel who have worked the 40-hour units, with a goal of understanding the impacts of this new model from their personal experiences interacting with the community.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Reorganization of Suppression and Fire Prevention divisions into Integrated Operations.
- Successful 40-hour response program implementation.
- Reaccreditation achieved with the Planning Division as the lead.
- Standards of Coverage update complete.

2011-12 SERVICE MEASURES

- **Response performance** - Improve overall response performance consistent with the Standards of Coverage (SOC).

Goal(s)/Call(s) to 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.

- **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) to 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, and review and revision of applicable policies and procedures.

Integrated Operations Administration, continued

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) to 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

- **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) to 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

- **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) to 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

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standard 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) to 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

Integrated Operations Administration, continued

2011-12 CHANGE STRATEGIES, CONTINUED

- **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) to 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

- **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

- **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) to 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

- **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) to 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

Integrated Operations Administration, continued

2011-12 CHANGE STRATEGIES, CONTINUED

- **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



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Integrated Operations Admin

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10200 General Fund						
5001 Salaries & Wages Union	157,752	192,168				
5002 Salaries & Wages Nonunion	931,634	1,213,576				
5003 Vacation Taken Union	32,850	19,267				
5004 Vacation Taken Nonunion	102,952	110,041				
5005 Sick Leave Taken Union	5,934	32,172				
5006 Sick Taken Nonunion	15,300	10,862				
5007 Personal Leave Taken Union	3,434	2,202				
5008 Personal Leave Taken Nonunion	14,097	7,537				
5010 Comp Taken Nonunion	1,020	1,371				
5015 Vacation Sold	15,554	32,521				
5016 Vacation Sold at Retirement	19,504					
5020 Deferred Comp Match Union	2,644	4,694				
5021 Deferred Comp Match Nonunion	20,592	26,364				
5041 Severance Pay	15,000					
5101 Vacation Relief	16,586					
5102 Duty Chief Relief	186,162	182,612	38,121	38,588	38,588	38,588
5110 Personal Leave Relief	2,378					
5115 Vacant Slot Relief	123,832	30,849				
5118 Standby Overtime	1,401					
5120 Overtime Union	222,449	154,432	52,292	54,532	54,532	54,532
5121 Overtime Nonunion	505	797				
5123 Comp Time Sold Nonunion		9				
5201 PERS Taxes	357,446	370,594		18,587	18,587	18,587
5203 FICA/MEDI	127,941	133,268		7,124	7,124	7,124
5206 Worker's Comp	27,430	23,319		1,676	1,676	2,328
5207 TriMet/Wilsonville Tax	12,897	13,137		644	644	644
5208 OR Worker's Benefit Fund Tax	528	594				
5210 Medical Ins Union	38,685	58,496		300,000	300,000	300,000
5211 Medical Ins Nonunion	134,163	147,672				
5220 Post Retire Ins Union	2,050	2,050				
5221 Post Retire Ins Nonunion	21,334	12,750				
5230 Dental Ins Nonunion	17,534	19,182				
5240 Life/Disability Insurance	13,024	15,523				
5270 Uniform Allowance	90,607	2,145	600	1,920	1,920	1,920
5290 Employee Tuition Reimburse	26,298	50,288	59,466	60,173	60,173	60,173
5295 Vehicle Allowance	1,200	5,760				
Total Personnel Services	2,762,716	2,876,252	150,479	483,244	483,244	483,896
5300 Office Supplies	1,566	721				
5301 Special Department Supplies	1,890	2,046	8,500	6,500	6,500	6,500
5302 Training Supplies	156	249				
5307 Smoke Detector Program		53				
5320 EMS Supplies	541					
5321 Fire Fighting Supplies	59,273	17,858	15,000	19,760	19,760	19,760
5323 Food Service	2,587	1,560				
5325 Protective Clothing	22,668	141		32,395	32,395	32,395

Integrated Operations Admin

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10200 General Fund						
5330 Noncapital Furniture & Equip	35,098	8,641	15,125	8,793	8,793	8,793
5350 Apparatus Fuel/Lubricants	14,396	17,573	1,000	1,100	1,100	1,100
5361 M&R Bldg/Bldg Equip & Improv	31,087	39,361				60,000
5363 Vehicle Maintenance	140					
5365 M&R Firefight Equip	22,346	23,657	19,200	28,000	28,000	28,000
5367 M&R Office Equip	316	243				
5400 Insurance Premium	374	260				
5414 Other Professional Services	99,720	147,499	170,492	67,484	67,484	67,484
5415 Printing	2,760	4,617				
5416 Custodial & Bldg Services		60				
5419 Chaplains Reimbursement	16,882	15,223				
5450 Rental of Equip	3,370	133				
5461 External Training	10,870	8,002	30,560	23,525	23,525	23,525
5462 Travel and Per Diem	28,506	21,888	37,530	43,600	43,600	43,600
5471 Citizen Awards		702				
5473 Employ Safety Pro & Incent	9,565					
5484 Postage UPS & Shipping	739	119				
5500 Dues & Subscriptions	3,984	4,666	1,785	2,600	2,600	2,600
5570 Misc Business Exp	7,581	3,982	5,940	1,300	1,300	1,300
5571 Planning Retreat Expense	143	1,719	1,000	2,000	2,000	2,000
5572 Advertis/Public Notice		69				
5575 Laundry/Repair Expense	33					
Total Materials & Services	376,590	321,040	306,132	237,057	237,057	297,057
Total General Fund	3,139,307	3,197,291	456,611	720,301	720,301	780,953

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 Districts' 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 51 (Tigard), 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$84,828	\$53,620	\$64,550	\$48,800
Materials and Services	83,571	72,822	208,609	178,802
Total Expenditures	\$168,399	\$126,442	\$273,159	\$227,602

2011-12 SIGNIFICANT CHANGES

All Volunteer costs centers were consolidated in 2009-10 into one cost center for management purposes. The District's volunteers have been, for years, reimbursed on a point system, which provided a nominal amount of compensation based upon activities. After extensive analysis in 2008-09, and study of other methods of compensation, 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 Combat Volunteers, as part of the LOSAP pension plan, is accounted for in account 5240. In addition to the classes mentioned, all combat and support 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 three part-time volunteer Battalion Chiefs hired through a temporary agency.

Volunteers, continued

STATUS OF 2010-11 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 volunteers 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: Program moving forward as expected. Rehabilitation vehicles purchased. 24 core and four auxiliary volunteers recruited.

- **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 volunteers. 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: Program moving forward as expected.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Implement a pre-career program** - This Change Strategy was previously listed as a Service Measure; however, there are many aspects of change involved with this process and it has been transitioned to a Change Strategy, with year one conducted during FY 2009-10. Year one focused on beginning the development of the base Pre-Career Program guidelines. Year 2 of 3 begins July 2010, with the assignment of three personnel to one station. This will be used as a trial and evaluation period. This evaluation period will assist in refining the program guidelines, and planning the number of students and number of stations affected in the final phase, year 3.

Goal(s): VI, VII
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Increase at the station budget level (one station) to account for the addition of three unpaid interns. Increase in tuition reimbursement budget as intern members have proposed guidelines to be enrolled in a fire or EMS education program. Staff time for planning.
Partner(s): Human Resources, Finance, Training, Logistics
Status or Outcome: The program was delayed due to legal questions, which have been resolved. This Change Strategy moves to 10200 in FY12 under the new terminology of "unpaid intern program."

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Station 358 (Sunset) was closed and the property returned to West Linn.
- Station 351 volunteers moved to Station 350 (Station 50).
- Anticipate rehabilitation vehicles in place at Stations 350 and 333 in May 2011.

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.

- **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.



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Volunteers

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10300 General Fund						
5030 Volunteer Incentive/Reimburse	57,850	32,988				
5121 Overtime Nonunion	140	66				
5201 PERS Taxes	27	12				
5203 FICA/MEDI	11	5				
5206 Worker's Comp	113	111				
5207 TriMet/Wilsonville Tax	1					
5208 OR Worker's Benefit Fund Tax						
5240 Life/Disability Insurance	13,385	13,765	14,800	14,800	14,800	14,800
5270 Uniform Allowance	8,305	5,451	14,000	14,000	14,000	14,000
5290 Employee Tuition Reimburse	4,997	1,222	35,750	20,000	20,000	20,000
Total Personnel Services	84,828	53,620	64,550	48,800	48,800	48,800
5300 Office Supplies	342	617	1,000	1,000	1,000	1,000
5301 Special Department Supplies	1,852	1,338	5,000	1,000	1,000	1,000
5302 Training Supplies	4,847	797	4,500	4,500	4,500	4,500
5305 Fire Extinguisher		69	400	400	400	400
5306 Photography Supplies & Process	300	226				
5320 EMS Supplies	113	3	500	500	500	500
5321 Fire Fighting Supplies	11,269	4,825	15,000	8,000	8,000	8,000
5323 Food Service	2,160	32				
5325 Protective Clothing	3,985	5,185	15,000	10,000	10,000	10,000
5330 Noncapital Furniture & Equip			24,975			
5350 Apparatus Fuel/Lubricants	5,862	5,428	9,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	1,820	1,524	5,000	7,800	7,800	7,800
5363 Vehicle Maintenance	314	1,011	3,000	3,000	3,000	3,000
5365 M&R Firefight Equip	238					
5415 Printing	486	54	400	400	400	400
5416 Custodial & Bldg Services				956	956	956
5417 Temporary Services		5,871	41,184	61,776	61,776	61,776
5432 Natural Gas	5,065	3,770	4,500	4,500	4,500	4,500
5433 Electricity	7,945	7,562	7,500	7,500	7,500	7,500
5434 Water/Sewer	379	404	500	500	500	500
5436 Garbage	1,294	793	2,000	2,000	2,000	2,000
5450 Rental of Equip	60	870	870	870	870	870
5461 External Training	3,647	3,213	8,000	5,000	5,000	5,000
5462 Travel and Per Diem	10,793	6,434	24,050	19,000	19,000	19,000
5472 Employee Recog & Awards	527	1,134	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	7,852	7,376	9,500	9,500	9,500	9,500
5484 Postage UPS & Shipping	151	107	200	100	100	100
5500 Dues & Subscriptions	708	618	1,530	1,000	1,000	1,000
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing		30				
5570 Misc Business Exp	3,333	1,563	15,500	10,000	10,000	10,000
5571 Planning Retreat Expense	230					
5575 Laundry/Repair Expense		3,970	500	500	500	500
Total Materials & Services	83,571	72,822	208,609	178,802	178,802	178,802

Volunteers

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10300 General Fund						
Total General Fund	168,399	126,441	273,159	227,602	227,602	227,602

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 42 FTEs, 40 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$3,424,453	\$3,925,149	\$5,252,052	\$5,421,742
Materials and Services		10	10,468	5,375
Total Expenditures	\$3,424,453	\$3,925,159	\$5,262,520	\$5,427,117

2011-12 SIGNIFICANT CHANGES

Increases in Personnel Services relate to the wage and benefit changes negotiated for 2011-12 and the rank and make up of positions in the Relief Pool.

Relief Pool Personnel

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10280 General Fund						
5001 Salaries & Wages Union	1,864,130	2,175,429	2,766,344	2,823,238	2,823,238	2,823,238
5003 Vacation Taken Union	248,748	268,248	366,134	373,664	373,664	373,664
5005 Sick Leave Taken Union	102,951	67,084	122,045	124,555	124,555	124,555
5007 Personal Leave Taken Union	27,525	31,072				
5016 Vacation Sold at Retirement	23,633		16,273	16,607	16,607	16,607
5017 PEHP Vac Sold at Retirement	5,999		29,291	29,893	29,893	29,893
5020 Deferred Comp Match Union	29,386	36,138	122,045	124,555	124,555	124,555
5101 Vacation Relief	3,655	11,982				
5105 Sick Relief	2,845	2,096				
5110 Personal Leave Relief	171	1,435				
5115 Vacant Slot Relief	1,852	4,009				
5118 Standby Overtime	2,945	2,838	2,604	2,657	2,657	2,657
5120 Overtime Union	8,224	10,945	22,782	23,250	23,250	23,250
5201 PERS Taxes	419,627	507,647	688,124	702,276	702,276	702,276
5203 FICA/MEDI	161,279	188,529	263,735	269,159	269,159	269,159
5206 Worker's Comp	90,990	68,350	93,083	109,484	109,484	109,484
5207 TriMet/Wilsonville Tax	13,699	16,233	23,160	24,340	24,340	24,340
5208 OR Worker's Benefit Fund Tax	854	1,041	4,124	4,124	4,124	4,124
5210 Medical Ins Union	398,640	512,151	694,273	764,540	764,540	764,540
5220 Post Retire Ins Union	17,300	19,800	25,200	25,200	25,200	25,200
5270 Uniform Allowance		122	12,835	4,200	4,200	4,200
Total Personnel Services	3,424,453	3,925,149	5,252,052	5,421,742	5,421,742	5,421,742
5321 Fire Fighting Supplies		8	2,400	2,775	2,775	2,775
5325 Protective Clothing			5,368	2,400	2,400	2,400
5365 M&R Firefight Equip			1,500			
5415 Printing			200	200	200	200
5462 Travel and Per Diem		2	1,000			
Total Materials & Services		10	10,468	5,375	5,375	5,375
Total General Fund	3,424,453	3,925,159	5,262,520	5,427,117	5,427,117	5,427,117

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$519,298	\$605,071		
Materials and Services	130,436	82,084		
Total Expenditures	\$649,734	\$687,155		

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Director of Community Services	1.00	1.00		
Public Information Officer	1.00	1.00		
Government Affairs Officer	0.00	1.00		
Communications Officer	0.00	1.00		
Community Liaison	2.00	0.00		
Community Affairs Coordinator	1.00	1.00		
Total Full-Time Equivalents (FTE)	5.00	5.00		

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Community Services

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10900 General Fund						
5002 Salaries & Wages Nonunion	302,428	382,702				
5004 Vacation Taken Nonunion	24,781	27,713				
5006 Sick Taken Nonunion	10,797	4,307				
5008 Personal Leave Taken Nonunion	2,360	2,974				
5010 Comp Taken Nonunion	134	231				
5015 Vacation Sold	6,399	5,046				
5016 Vacation Sold at Retirement	4,481					
5017 PEHP Vac Sold at Retirement	3,347					
5021 Deferred Comp Match Nonunion	7,814	8,236				
5120 Overtime Union	3,099					
5121 Overtime Nonunion	3,570	3,531				
5201 PERS Taxes	67,290	74,956				
5203 FICA/MEDI	25,878	31,811				
5206 Worker's Comp	6,204	5,260				
5207 TriMet/Wilsonville Tax	2,305	2,837				
5208 OR Worker's Benefit Fund Tax	103	128				
5211 Medical Ins Nonunion	29,535	32,410				
5221 Post Retire Ins Nonunion	3,600	3,600				
5230 Dental Ins Nonunion	4,182	6,428				
5240 Life/Disability Insurance	3,669	4,916				
5270 Uniform Allowance	362	1,024				
5295 Vehicle Allowance	6,960	6,960				
Total Personnel Services	519,299	605,071				
5300 Office Supplies	162	449				
5301 Special Department Supplies	541	251				
5306 Photography Supplies & Process	767	168				
5321 Fire Fighting Supplies		55				
5325 Protective Clothing		327				
5330 Noncapital Furniture & Equip	1,600	656				
5350 Apparatus Fuel/Lubricants	1,573	2,052				
5400 Insurance Premium	250	250				
5414 Other Professional Services	20,765	15,409				
5415 Printing	12,094	14,664				
5417 Temporary Services	2,302					
5430 Telephone	20					
5461 External Training	1,478	915				
5462 Travel and Per Diem	267	497				
5471 Citizen Awards	1,060	257				
5472 Employee Recog & Awards		65				
5480 Community Events/Open House	15,805	13,889				
5481 Community Education Materials	448					
5484 Postage UPS & Shipping	53,146	2,767				
5500 Dues & Subscriptions	3,809	3,170				
5570 Misc Business Exp	1,373	464				
5571 Planning Retreat Expense		280				

Community Services

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10900 General Fund						
5572 Advertis/Public Notice	12,976	25,502				
Total Materials & Services	130,434	82,084				
Total General Fund	649,733	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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,819,860	\$2,739,791		
Materials and Services	260,782	228,488		
Total Expenditures	\$3,080,642	\$2,968,279		

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Executive Officer/Fire Marshal	1.00	1.00		
Assistant Fire Marshal	3.00	2.00		
Public Education Chief	0.00	1.00		
Deputy Fire Marshal	12.00	12.00		
Hazardous Materials Specialist	1.00	0.00		
Inspector	3.00	2.00		
Administrative Assistant	3.75	4.38		
Total Full-Time Equivalents (FTE)	23.75	22.38		

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Fire Prevention

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10800 General Fund						
5001 Salaries & Wages Union	982,561	1,011,166				
5002 Salaries & Wages Nonunion	581,108	536,318				
5003 Vacation Taken Union	121,094	105,868				
5004 Vacation Taken Nonunion	27,820	27,750				
5005 Sick Leave Taken Union	30,276	39,272				
5006 Sick Taken Nonunion	7,774	12,063				
5007 Personal Leave Taken Union	12,033	14,312				
5008 Personal Leave Taken Nonunion	2,262	2,660				
5010 Comp Taken Nonunion		431				
5015 Vacation Sold	22,041	3,745				
5017 PEHP Vac Sold at Retirement	72,773	6,904				
5020 Deferred Comp Match Union	16,846	17,827				
5021 Deferred Comp Match Nonunion	9,400	6,738				
5120 Overtime Union	83,424	87,320				
5121 Overtime Nonunion	874	363				
5201 PERS Taxes	339,494	341,957				
5203 FICA/MEDI	138,141	137,350				
5206 Worker's Comp	30,725	24,119				
5207 TriMet/Wilsonville Tax	12,334	12,211				
5208 OR Worker's Benefit Fund Tax	578	583				
5210 Medical Ins Union	202,579	222,320				
5211 Medical Ins Nonunion	72,107	77,510				
5220 Post Retire Ins Union	7,450	8,800				
5221 Post Retire Ins Nonunion	5,475	7,425				
5230 Dental Ins Nonunion	11,242	12,105				
5240 Life/Disability Insurance	6,264	6,717				
5270 Uniform Allowance	7,847	6,335				
5290 Employee Tuition Reimburse	2,788	3,866				
5295 Vehicle Allowance	12,550	5,760				
Total Personnel Services	2,819,857	2,739,791				
5300 Office Supplies	6,702	4,646				
5301 Special Department Supplies	3,659	3,621				
5302 Training Supplies	2,815	5,210				
5304 Hydrant Maintenance	7,500	5,000				
5305 Fire Extinguisher		430				
5306 Photography Supplies & Process	8					
5307 Smoke Detector Program	5,401	3,300				
5320 EMS Supplies	1,032	432				
5321 Fire Fighting Supplies	4,625	2,208				
5323 Food Service	5,912	2,884				
5325 Protective Clothing	3,549	17				
5330 Noncapital Furniture & Equip	4,152	1,448				
5350 Apparatus Fuel/Lubricants	16,208	16,025				
5361 M&R Bldg/Bldg Equip & Improv	2,935	1,283				
5365 M&R Firefight Equip	100					

Fire Prevention

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10800 General Fund						
5367 M&R Office Equip	10,293	8,614				
5400 Insurance Premium	444					
5414 Other Professional Services	18,206	11,529				
5415 Printing	3,683	3,449				
5416 Custodial & Bldg Services	8,125	8,100				
5417 Temporary Services	14,859	1,495				
5421 BOD Allowance	15					
5430 Telephone	624					
5432 Natural Gas	5,750	4,227				
5433 Electricity	6,703	7,618				
5434 Water/Sewer	2,981	2,931				
5436 Garbage	956	1,001				
5445 Rent/Lease of Building	97,545	96,410				
5450 Rental of Equip	444	103				
5461 External Training	10,113	6,513				
5462 Travel and Per Diem	9,159	6,440				
5471 Citizen Awards	192					
5481 Community Education Materials		15,979				
5484 Postage UPS & Shipping	1,204	1,151				
5500 Dues & Subscriptions	3,054	4,625				
5570 Misc Business Exp	1,741	639				
5571 Planning Retreat Expense		1,160				
5575 Laundry/Repair Expense	95					
Total Materials & Services	260,783	228,488				
Total General Fund	3,080,640	2,968,279				

Public Education

PROGRAM DESCRIPTION

The District reassigned this department within the Fire Prevention department on July 1, 2009.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$77,306			
Materials and Services	39,799			
Total Expenditures	\$117,105			

Public Education

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10460 General Fund						
5002 Salaries & Wages Nonunion	36,510					
5004 Vacation Taken Nonunion	4,476					
5006 Sick Taken Nonunion	343					
5008 Personal Leave Taken Nonunion	471					
5120 Overtime Union	12,098					
5121 Overtime Nonunion	2,644					
5201 PERS Taxes	10,921					
5203 FICA/MEDI	4,379					
5206 Worker's Comp	1,032					
5207 TriMet/Wilsonville Tax	380					
5208 OR Worker's Benefit Fund Tax	17					
5211 Medical Ins Nonunion	1,927					
5221 Post Retire Ins Nonunion	150					
5230 Dental Ins Nonunion	304					
5240 Life/Disability Insurance	162					
5270 Uniform Allowance	532					
5295 Vehicle Allowance	960					
Total Personnel Services	77,307					
5300 Office Supplies	156					
5301 Special Department Supplies	255					
5325 Protective Clothing	32					
5350 Apparatus Fuel/Lubricants	217					
5415 Printing	2,069					
5461 External Training	75					
5462 Travel and Per Diem	833					
5481 Community Education Materials	35,845					
5484 Postage UPS & Shipping	67					
5570 Misc Business Exp	250					
Total Materials & Services	39,797					
Total General Fund	117,103					

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	2008-09 Actual ⁽¹⁾	2009-10 Actual ⁽¹⁾	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$13,696,835	\$13,531,878	\$17,631,835	\$17,912,567
Materials and Services	709,163	667,749	672,887	1,070,011
Total Expenditures	\$14,405,998	\$14,199,627	\$18,304,722	\$18,982,578

⁽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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	0.00	5.00	5.00
Public Affairs Officer	0.00	0.00	1.00	1.00
Administrative Assistant II	0.00	0.00	2.00	2.00
Station 60 ⁽²⁾	9.00	9.00	9.00	9.00
Station 61	16.00	14.00	14.00	14.00
Station 62	16.00	14.00	13.00	13.00
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	21.00	24.00	25.00	25.00
Station 68 ⁽²⁾	9.00	12.00	9.00	9.00
Total Full-Time Equivalents (FTE)	107.00	109.00	119.00	119.00

⁽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).

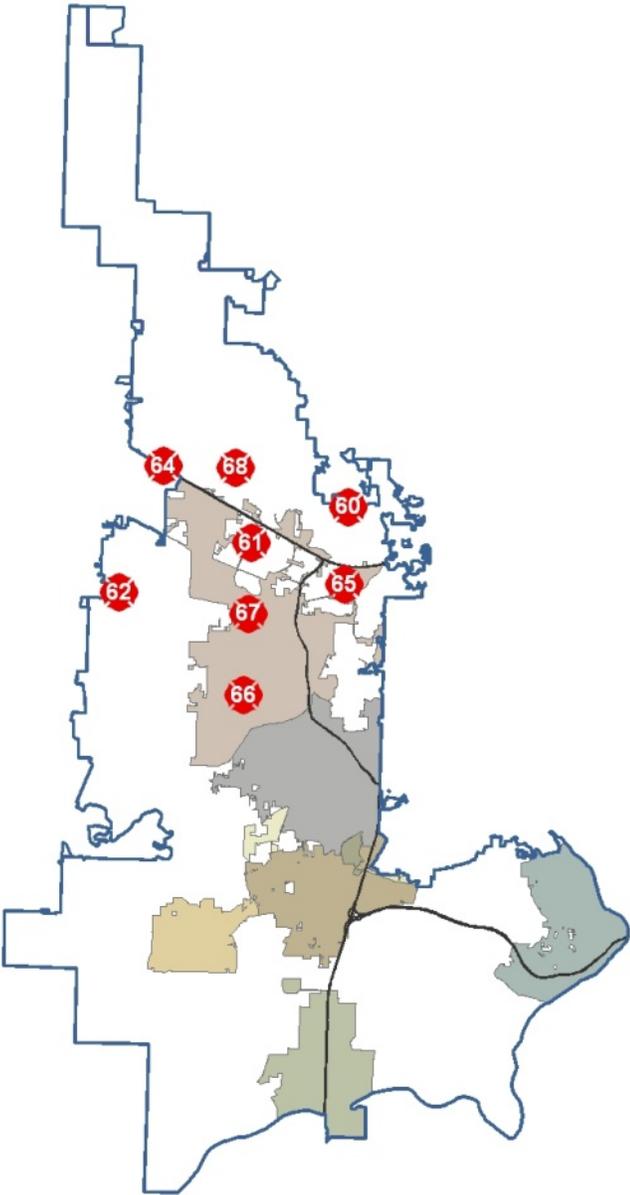
North Integrated Operations Division, continued

2011-12 SIGNIFICANT CHANGES

For the second year of the combined Division, personnel costs increased an overall 1.6% due to negotiated Union wage and benefit changes, offset in part by a change in budgeting for non-Union personnel wage and benefits to expected actual versus maximum wage and benefit levels. In addition, vacation sold at retirement increase reflects the expected retirement of unidentified personnel. 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 the transfer of the facility and station specific items from other budgets to the station and facility requiring the change.

LOCATION OF STATIONS IN AREA OF OPERATIONS



North Integrated Operations Division, continued

STATION FTE AND UNITS

Stations	2010-11 Budget			2011-12 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 60 (Cornell Rd.)	9.00	⊞	Engine	12.00*	⊞	Engine
Station 61 (Butner Rd.)	14.00	⊞ ⊞	Aerial Pumper	14.00	⊞ ⊞	Aerial Pumper, Medic
Station 62 (Aloha)	13.00	⊞ ⊞	Aerial Pumper	13.00	⊞ ⊞	Aerial Pumper, Car
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.)	24.00	⊞ ⊞ ⊞	Truck, Engine	25.00	⊞ ⊞ ⊞	Truck, Engine, Car
Station 68 (Oak Hills)	9.00	⊞	Engine	12.00*	⊞	Engine

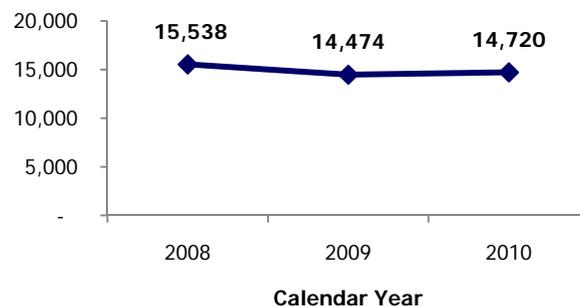
* These stations are staffed with nine FTE from the General Fund (three FTE per shift). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant, which provides the funding for three additional FTE at each of these stations (four FTE per shift).

○ 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.

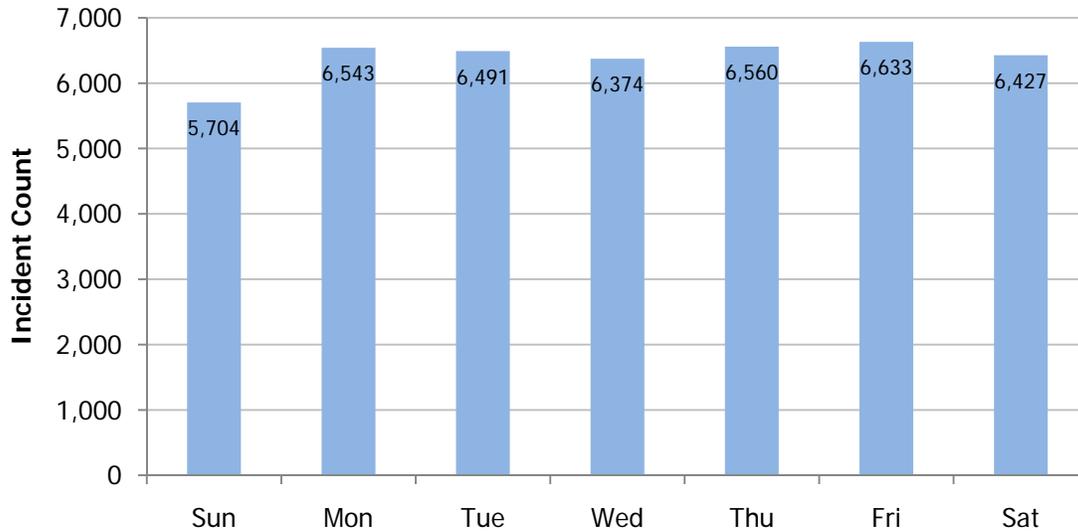
NORTH INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	1,957	492	1,692	419	1,539	369
Overpressure	0	33	0	22	0	21
EMS/Rescue Call	12,614	9,553	11,755	9,027	12,215	9,603
Hazardous Condition	218	347	240	348	261	398
Service Call	686	837	538	884	442	840
Good Intent Call	63	3,042	249	2,730	263	2,565
False Call	0	1,222	0	1,027	0	910
Natural Condition	0	3	0	4	0	1
Other Situation	0	9	0	13	0	13
Total	15,538		14,474		14,720	

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.

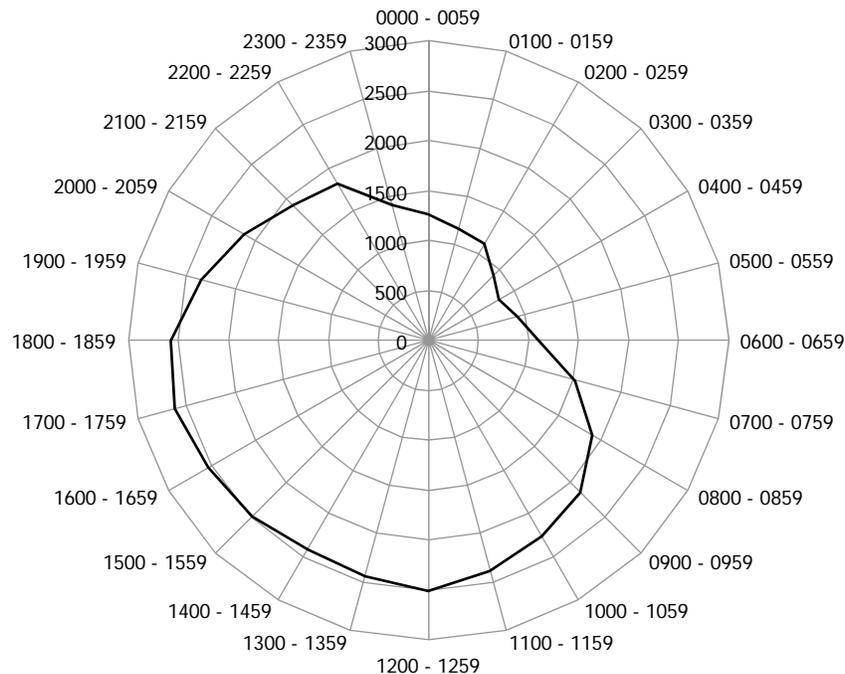
North Integrated Operations Division, continued

NORTH INTEGRATED OPERATIONS INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 HOUR OF DAY, CALENDAR YEARS 2008–2010



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

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 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.

- **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.

- **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 events, city council meetings, NAC/CPO, and partnership sponsoring community events.

- **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.

- **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.

North Integrated Operations Division, continued

2011-12 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 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.

- **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.

- **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.

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 and citizens

- **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: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities

North Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5001 Salaries & Wages Union	6,213,377	6,546,324	7,704,980	7,662,683	7,662,683	7,658,783
5002 Salaries & Wages Nonunion			669,178	696,672	696,672	689,966
5003 Vacation Taken Union	814,432	812,568	979,566	1,000,728	1,000,728	1,000,343
5004 Vacation Taken Nonunion			66,182	68,384	68,384	67,721
5005 Sick Leave Taken Union	194,459	185,862	313,732	320,320	320,320	320,320
5007 Personal Leave Taken Union	99,065	82,401				
5015 Vacation Sold			30,800	34,360	34,360	34,026
5016 Vacation Sold at Retirement	31,614	1,190	41,830	103,441	103,441	103,366
5017 PEHP Vac Sold at Retirement	77,161	12,261	75,296	76,876	76,876	76,876
5020 Deferred Comp Match Union	113,493	115,632	328,655	336,667	336,667	335,636
5021 Deferred Comp Match Nonunion			10,249	12,912	12,912	25,970
5030 Volunteer Incentive/Reimburse	8,250					
5101 Vacation Relief	1,143,815	955,894	1,083,419	1,106,169	1,106,169	1,106,169
5102 Duty Chief Relief			76,600	76,856	76,856	76,856
5105 Sick Relief	245,653	208,478	189,912	193,900	193,900	193,900
5110 Personal Leave Relief	166,901	121,828	121,309	123,858	123,858	123,858
5115 Vacant Slot Relief	227,720	81,587				
5118 Standby Overtime	7,228	7,897	6,693	6,833	6,833	6,833
5120 Overtime Union	154,554	141,599	98,424	108,446	108,446	108,446
5121 Overtime Nonunion			4,169	2,900	2,900	2,900
5201 PERS Taxes	1,758,413	1,699,292	2,413,090	2,382,406	2,382,406	2,373,380
5203 FICA/MEDI	682,372	672,556	938,804	913,096	913,096	913,120
5206 Worker's Comp	220,182	225,985	314,484	358,538	358,538	365,186
5207 TriMet/Wilsonville Tax	58,540	58,655	82,571	82,574	82,574	82,576
5208 OR Worker's Benefit Fund Tax	3,853	3,717	8,034	8,035	8,035	8,035
5210 Medical Ins Union	1,409,071	1,539,972	1,818,755	2,020,570	2,020,570	2,020,570
5211 Medical Ins Nonunion			116,457	76,146	76,146	76,146
5220 Post Retire Ins Union	65,400	55,400	66,600	67,200	67,200	67,200
5221 Post Retire Ins Nonunion			7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion			16,450	11,583	11,583	11,583
5240 Life/Disability Insurance			8,000	8,612	8,612	8,612
5270 Uniform Allowance	1,283	2,781	40,396	47,890	47,890	47,890
Total Personnel Services	13,696,835	13,531,879	17,631,835	17,914,955	17,914,955	17,912,567
5300 Office Supplies	18,025	11,962	17,521	16,380	16,380	16,380
5301 Special Department Supplies	34,045	31,109	40,534	54,275	54,275	54,275
5302 Training Supplies	195	318	3,892	5,900	5,900	5,900
5304 Hydrant Maintenance			1,667	416	416	416
5305 Fire Extinguisher	618	1,286	1,000	1,095	1,095	1,095
5306 Photography Supplies & Process	47	95	67			
5307 Smoke Detector Program		124	1,667	2,500	2,500	2,500
5320 EMS Supplies	583	25	66,593	113,750	113,750	113,750
5321 Fire Fighting Supplies	31,021	16,904	22,867	24,310	24,310	24,310
5325 Protective Clothing	756	4,665	12,638	14,983	14,983	14,983
5330 Noncapital Furniture & Equip	18,064	6,373	6,020	75,443	75,443	75,443
5350 Apparatus Fuel/Lubricants	85,007	67,481	118,698	122,175	122,175	122,175

North Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5361 M&R Bldg/Bldg Equip & Improv	59,282	69,340	41,175	255,824	255,824	255,824
5363 Vehicle Maintenance	569					
5364 M&R Fire Comm Equip			1,200			
5365 M&R Firefight Equip	1,769	423	3,270	3,360	3,360	3,360
5367 M&R Office Equip	17,921	28,050	41,180	21,716	21,716	21,716
5414 Other Professional Services	1,826	1,207	3,270	10,389	10,389	10,389
5415 Printing	1,625	300	5,474	2,975	2,975	2,975
5416 Custodial & Bldg Services	23,713	33,400	3,000	50,203	50,203	50,203
5417 Temporary Services			2,667			
5432 Natural Gas	62,075	44,350	50,973	55,840	55,840	55,840
5433 Electricity	120,260	112,418	120,363	130,885	130,885	130,885
5434 Water/Sewer	47,411	50,486	55,710	57,360	57,360	57,360
5436 Garbage	14,764	12,895	15,990	15,705	15,705	15,705
5437 Cable Access	160,402	163,589				
5450 Rental of Equip	395	921	400	60	60	60
5462 Travel and Per Diem	19	14	801	2,000	2,000	2,000
5471 Citizen Awards			416	300	300	300
5472 Employee Recog & Awards			167			
5480 Community Events/Open House	119		4,333	7,030	7,030	7,030
5481 Community Education Materials			9,333	9,336	9,336	9,336
5484 Postage UPS & Shipping	4,511	5,540	7,167	833	833	833
5500 Dues & Subscriptions	1,278	1,031	5,491	7,020	7,020	7,020
5570 Misc Business Exp	2,841	3,344	6,326	4,780	4,780	4,780
5571 Planning Retreat Expense			884	1,000	1,000	1,000
5575 Laundry/Repair Expense	25	98	133	2,168	2,168	2,168
Total Materials & Services	709,163	667,749	672,887	1,070,011	1,070,011	1,070,011
Total General Fund	14,405,998	14,199,628	18,304,722	18,984,966	18,984,966	18,982,578

North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 155

DIVISION DESCRIPTION

The newly created 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 has been staffed with personnel transferred from other departments and is located at the District's Blanton Street facility in Aloha.

BUDGET SUMMARY

Expenditures	2008-09 Actual ⁽¹⁾	2009-10 Actual ⁽¹⁾	2010-11 Revised Budget	2011-12 Budget
Personnel Services			\$2,386,932	\$2,110,409
Materials and Services	\$306,598	\$327,605	170,403	289,148
Total Expenditures	\$306,598	\$327,605	\$2,557,335	\$2,399,557

⁽²⁾ Reflects Admin Facility budget for years prior to the reorganization. Totals do not include the North Operating Center.

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	0.00	5.00	5.00
Community Liaison	0.00	0.00	1.00	1.00
Administrative Assistant II	0.00	0.00	2.00	2.00
Total Full-Time Equivalents (FTE)	0.00	0.00	13.00	13.00

2011-12 SIGNIFICANT CHANGES

The NOC manages Integrated Operations for the northern service area of the District. Personnel were transferred from the former Emergency Operations, Fire Prevention, and Community Services budgets in 2010-11.

Materials and Services includes increases to relocate the North Battalion Headquarters, currently being deployed from Station 67, to the NOC. In addition, this cost center now fully accounts for the building maintenance, utilities, and custodial services of the NOC.

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North Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10155 General Fund						
5001 Salaries & Wages Union			593,738	402,104	402,104	398,204
5002 Salaries & Wages Nonunion			669,178	696,672	696,672	689,966
5003 Vacation Taken Union			38,372	39,768	39,768	39,383
5004 Vacation Taken Nonunion			66,182	68,384	68,384	67,721
5015 Vacation Sold			30,800	34,360	34,360	34,026
5016 Vacation Sold at Retirement				60,733	60,733	60,658
5020 Deferred Comp Match Union			14,923	16,347	16,347	15,316
5021 Deferred Comp Match Nonunion			10,249	12,912	12,912	25,970
5102 Duty Chief Relief			76,600	76,856	76,856	76,856
5120 Overtime Union			39,860	48,653	48,653	48,653
5121 Overtime Nonunion			4,169	2,900	2,900	2,900
5201 PERS Taxes			394,974	292,132	292,132	283,106
5203 FICA/MEDI			154,150	111,964	111,964	111,988
5206 Worker's Comp			37,548	32,479	32,479	39,127
5207 TriMet/Wilsonville Tax			13,665	10,125	10,125	10,127
5208 OR Worker's Benefit Fund Tax			459	460	460	460
5210 Medical Ins Union			84,579	91,017	91,017	91,017
5211 Medical Ins Nonunion			116,457	76,146	76,146	76,146
5220 Post Retire Ins Union			3,000	3,600	3,600	3,600
5221 Post Retire Ins Nonunion			7,200	6,300	6,300	6,300
5230 Dental Ins Nonunion			16,450	11,583	11,583	11,583
5240 Life/Disability Insurance			8,000	8,612	8,612	8,612
5270 Uniform Allowance			6,379	8,690	8,690	8,690
Total Personnel Services			2,386,932	2,112,797	2,112,797	2,110,409
5300 Office Supplies	8,574	6,018	6,621	4,180	4,180	4,180
5301 Special Department Supplies	5,658	4,650	7,834	8,000	8,000	8,000
5302 Training Supplies			1,167	3,500	3,500	3,500
5304 Hydrant Maintenance			1,667	416	416	416
5305 Fire Extinguisher	75		200	200	200	200
5306 Photography Supplies & Process			67			
5307 Smoke Detector Program			67	100	100	100
5320 EMS Supplies	3	25	33	400	400	400
5321 Fire Fighting Supplies			1,067	1,400	1,400	1,400
5325 Protective Clothing			2,869	3,783	3,783	3,783
5330 Noncapital Furniture & Equip	1,902	806	400	11,000	11,000	11,000
5350 Apparatus Fuel/Lubricants			14,948	17,500	17,500	17,500
5361 M&R Bldg/Bldg Equip & Improv	20,608	22,195	2,000	91,424	91,424	91,424
5367 M&R Office Equip	12,452	22,581	30,000	8,916	8,916	8,916
5415 Printing	1,625	282	4,999	2,500	2,500	2,500
5416 Custodial & Bldg Services	23,713	33,400	3,000	35,220	35,220	35,220
5417 Temporary Services			2,667			
5432 Natural Gas	12,850	11,269	8,633	14,500	14,500	14,500
5433 Electricity	41,017	43,261	38,233	46,900	46,900	46,900
5434 Water/Sewer	9,883	11,057	12,120	13,770	13,770	13,770
5436 Garbage	3,032	2,022	3,720	3,700	3,700	3,700

North Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10155 General Fund						
5437 Cable Access	160,402	163,589				
5450 Rental of Equip	300	826	300			
5462 Travel and Per Diem	19	14	801	2,000	2,000	2,000
5471 Citizen Awards			416	300	300	300
5472 Employee Recog & Awards			167			
5480 Community Events/Open House			3,133	2,330	2,330	2,330
5481 Community Education Materials			9,333	9,336	9,336	9,336
5484 Postage UPS & Shipping	4,480	5,533	7,167	833	833	833
5500 Dues & Subscriptions			3,891	5,420	5,420	5,420
5570 Misc Business Exp	5	75	1,966	300	300	300
5571 Planning Retreat Expense			884	1,000	1,000	1,000
5575 Laundry/Repair Expense			33	220	220	220
Total Materials & Services	306,598	327,605	170,403	289,148	289,148	289,148
Total General Fund	306,598	327,605	2,557,335	2,401,945	2,401,945	2,399,557

Station 60 – Cornell Road

Fund 10 • Directorate 04 • Division 60 • Department 060

STATION DESCRIPTION

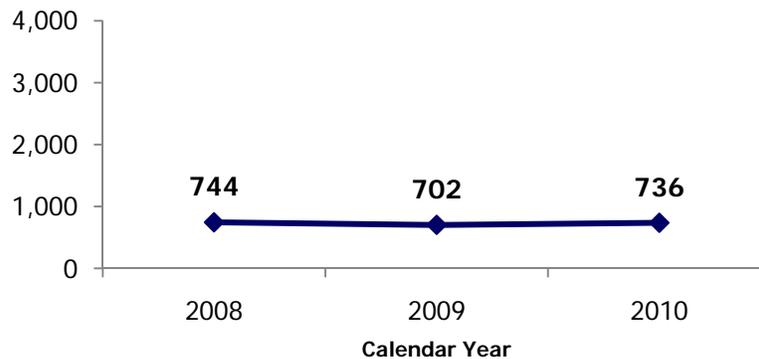
Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing Adequate Fire and Emergency Response (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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,358,797	\$1,295,652	\$1,305,581	\$1,393,663
Materials and Services	36,344	34,448	45,759	74,569
Total Expenditures	\$1,395,141	\$1,330,100	\$1,351,340	\$1,468,232

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.

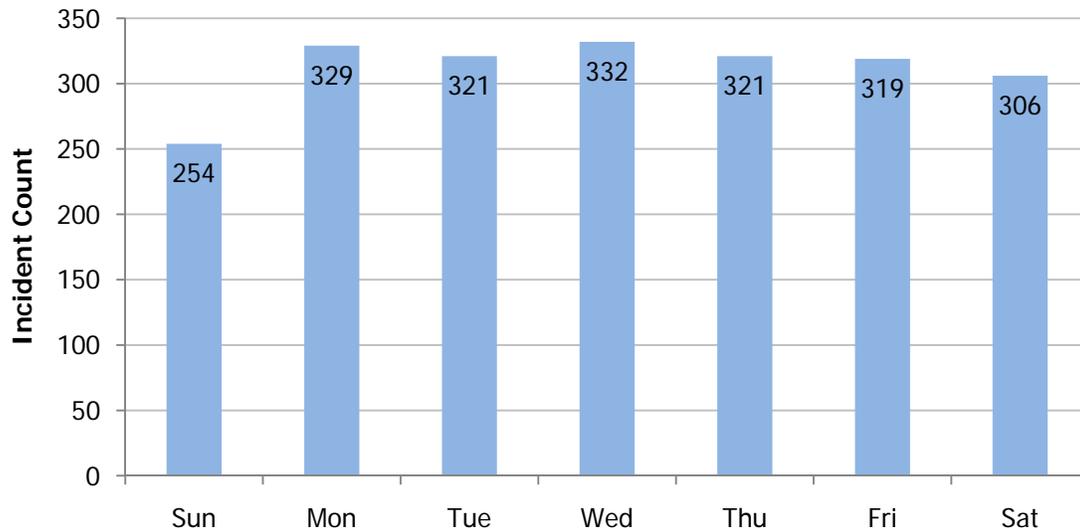
STATION 60 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	149	24	135	16	153	26
Overpressure	0	2	0	0	0	0
EMS/Rescue Call	524	372	509	341	521	370
Hazardous Condition	9	15	16	19	17	22
Service Call	58	35	26	49	16	42
Good Intent Call	4	190	16	195	29	184
False Call	0	105	0	80	0	92
Natural Condition	0	0	0	1	0	0
Other Situation	0	1	0	1	0	0
Total	744		702		736	

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.

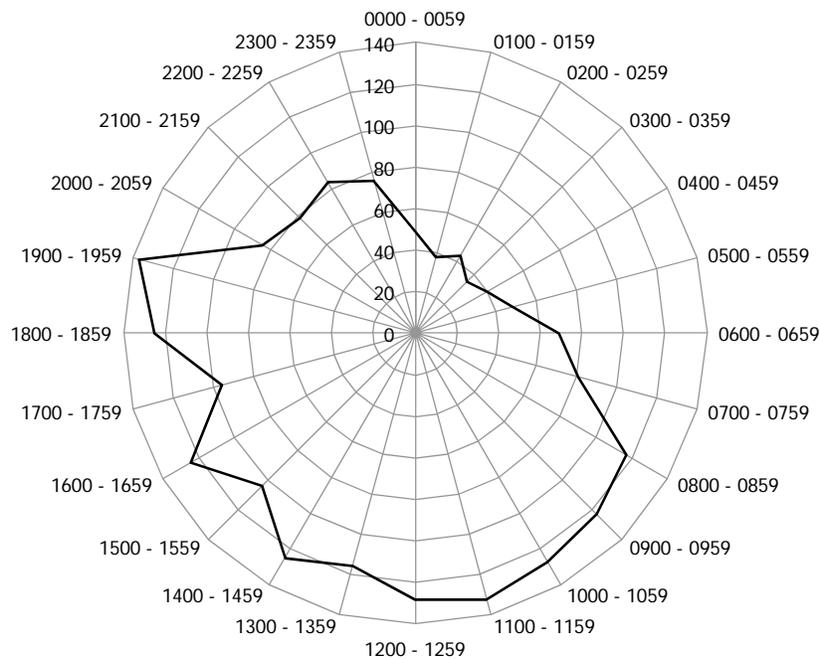
Station 60 – Cornell Road, continued

STATION 60 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10060 General Fund						
5001 Salaries & Wages Union	566,874	618,034	630,125	643,358	643,358	643,358
5003 Vacation Taken Union	94,775	84,810	83,399	85,150	85,150	85,150
5005 Sick Leave Taken Union	34,671	25,028	27,800	28,383	28,383	28,383
5007 Personal Leave Taken Union	13,993	7,809				
5016 Vacation Sold at Retirement	25,607		3,707	3,784	3,784	3,784
5017 PEHP Vac Sold at Retirement		2,121	6,672	6,812	6,812	6,812
5020 Deferred Comp Match Union	12,363	11,881	27,800	28,383	28,383	28,383
5101 Vacation Relief	128,931	95,421	96,001	98,017	98,017	98,017
5105 Sick Relief	34,981	27,389	16,828	17,181	17,181	17,181
5110 Personal Leave Relief	23,282	14,300	10,749	10,975	10,975	10,975
5115 Vacant Slot Relief	4,919	1,623				
5118 Standby Overtime	749	897	593	606	606	606
5120 Overtime Union	7,643	4,934	5,189	5,298	5,298	5,298
5201 PERS Taxes	177,273	166,934	152,244	185,219	185,219	185,219
5203 FICA/MEDI	69,019	64,278	69,528	70,988	70,988	70,988
5206 Worker's Comp	21,157	19,288	24,539	28,892	28,892	28,892
5207 TriMet/Wilsonville Tax	5,551	5,182	6,106	6,420	6,420	6,420
5208 OR Worker's Benefit Fund Tax	344	336	767	767	767	767
5210 Medical Ins Union	131,266	139,952	135,246	163,830	163,830	163,830
5220 Post Retire Ins Union	5,400	5,400	5,400	5,400	5,400	5,400
5270 Uniform Allowance		33	2,888	4,200	4,200	4,200
Total Personnel Services	1,358,797	1,295,652	1,305,581	1,393,663	1,393,663	1,393,663
5300 Office Supplies	1,220	946	900	1,200	1,200	1,200
5301 Special Department Supplies	2,021	2,773	2,700	3,600	3,600	3,600
5302 Training Supplies			225	300	300	300
5305 Fire Extinguisher		80	100	100	100	100
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			2,210	6,900	6,900	6,900
5321 Fire Fighting Supplies	1,289	672	1,800	2,400	2,400	2,400
5325 Protective Clothing		10	824	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	929	1,794	1,200	2,250	2,250	2,250
5350 Apparatus Fuel/Lubricants	8,501	7,031	9,500	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	4,138	3,385	4,000	21,064	21,064	21,064
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	110	169	270	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	21	19	270	169	169	169
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				1,232	1,232	1,232
5432 Natural Gas	4,503	3,160	4,500	4,500	4,500	4,500
5433 Electricity	7,660	7,825	8,250	8,663	8,663	8,663
5434 Water/Sewer	3,926	4,379	5,000	5,000	5,000	5,000
5436 Garbage	1,200	1,267	1,500	1,500	1,500	1,500
5480 Community Events/Open House			150	300	300	300
5500 Dues & Subscriptions	112	96	200	200	200	200

Station 60 Cornell Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10060 General Fund						
5570 Misc Business Exp	30	159	360	480	480	480
5575 Laundry/Repair Expense				201	201	201
Total Materials & Services	36,343	34,448	45,759	74,569	74,569	74,569
Total General Fund	1,395,141	1,330,101	1,351,340	1,468,232	1,468,232	1,468,232

Station 61 – Butner Road

Fund 10 • Directorate 04 • Division 60 • Department 061

STATION DESCRIPTION

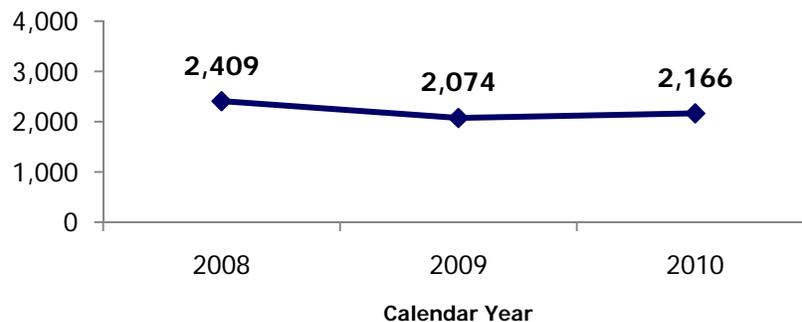
Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squrt 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a yrn-hour, four day a week schedule) respond to incidents utilizing **Medic 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,912,291	\$1,638,183	\$2,000,355	\$2,088,526
Materials and Services	49,259	43,861	67,083	85,956
Total Expenditures	\$1,961,550	\$1,682,044	\$2,067,438	\$2,174,482

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.

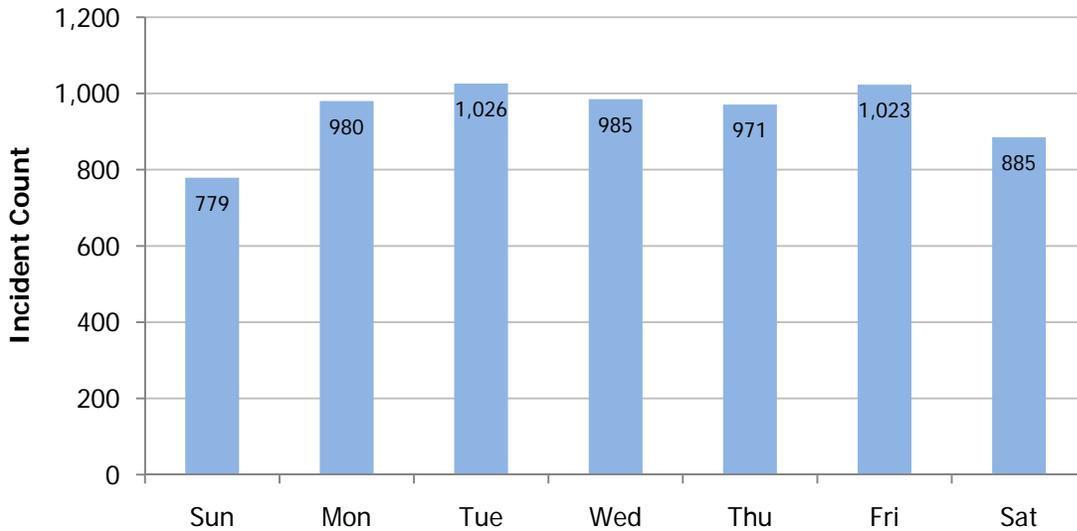
STATION 61 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	453	104	295	70	272	49
Overpressure	0	5	0	1	0	3
EMS/Rescue Call	1,823	1,311	1,637	1,261	1,756	1,337
Hazardous Condition	29	65	32	65	41	83
Service Call	93	79	69	75	56	80
Good Intent Call	11	546	41	400	41	429
False Call	0	298	0	199	0	182
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	0	3	0	3
Total	2,409		2,074		2,166	

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.

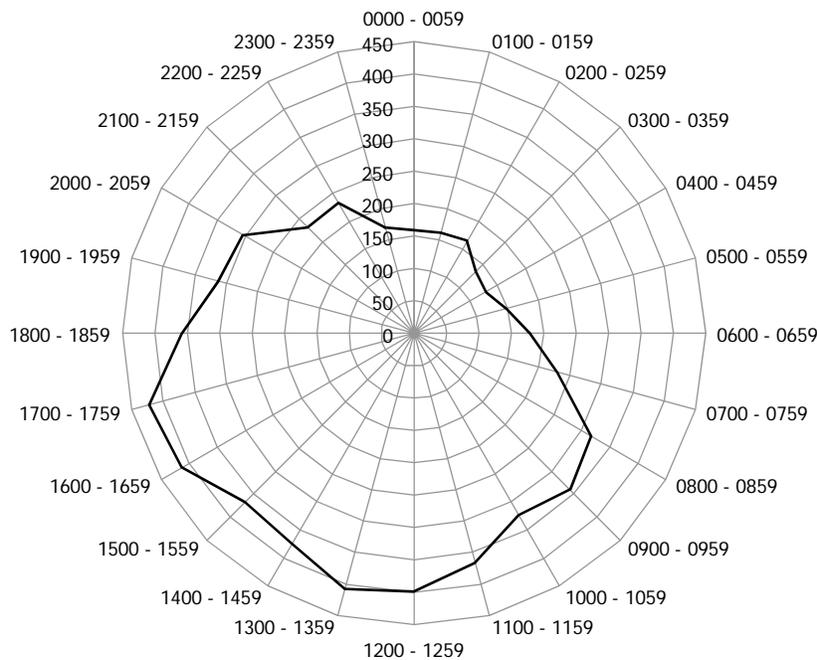
Station 61 – Butner Road, continued

STATION 61 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10061 General Fund						
5001 Salaries & Wages Union	914,682	803,971	940,110	959,852	959,852	959,852
5003 Vacation Taken Union	112,794	92,504	124,426	127,039	127,039	127,039
5005 Sick Leave Taken Union	16,311	21,896	41,475	42,346	42,346	42,346
5007 Personal Leave Taken Union	18,705	12,769				
5016 Vacation Sold at Retirement			5,530	5,646	5,646	5,646
5017 PEHP Vac Sold at Retirement	2,037	2,121	9,954	10,163	10,163	10,163
5020 Deferred Comp Match Union	16,158	13,705	41,475	42,346	42,346	42,346
5101 Vacation Relief	151,934	99,096	143,228	146,236	146,236	146,236
5105 Sick Relief	26,710	28,699	25,106	25,634	25,634	25,634
5110 Personal Leave Relief	29,897	17,984	16,037	16,374	16,374	16,374
5115 Vacant Slot Relief	18,451	8,088				
5118 Standby Overtime	944	821	885	903	903	903
5120 Overtime Union	14,897	23,758	7,742	7,905	7,905	7,905
5201 PERS Taxes	246,926	196,018	270,652	276,335	276,335	276,335
5203 FICA/MEDI	94,922	81,783	103,732	105,910	105,910	105,910
5206 Worker's Comp	34,042	28,776	36,611	43,105	43,105	43,105
5207 TriMet/Wilsonville Tax	8,516	6,874	9,109	9,578	9,578	9,578
5208 OR Worker's Benefit Fund Tax	536	458	1,007	1,007	1,007	1,007
5210 Medical Ins Union	195,229	192,176	210,383	254,847	254,847	254,847
5220 Post Retire Ins Union	8,600	6,300	8,400	8,400	8,400	8,400
5270 Uniform Allowance		388	4,493	4,900	4,900	4,900
Total Personnel Services	1,912,291	1,638,183	2,000,355	2,088,526	2,088,526	2,088,526
5300 Office Supplies	1,534	265	1,400	1,400	1,400	1,400
5301 Special Department Supplies	3,763	3,264	4,200	4,200	4,200	4,200
5302 Training Supplies			350	300	300	300
5305 Fire Extinguisher	44	114	100	100	100	100
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			7,930	16,100	16,100	16,100
5321 Fire Fighting Supplies	4,031	2,402	2,800	2,800	2,800	2,800
5325 Protective Clothing		486	1,283	1,400	1,400	1,400
5330 Noncapital Furniture & Equip	3,496	214	920	3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	7,919	7,631	12,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	5,375	5,244	5,825	14,484	14,484	14,484
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	276		420	420	420	420
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	29	115	420	498	498	498
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services				1,676	1,676	1,676
5432 Natural Gas	5,068	4,122	5,500	5,000	5,000	5,000
5433 Electricity	9,088	8,587	10,000	10,000	10,000	10,000
5434 Water/Sewer	5,745	7,650	9,000	8,000	8,000	8,000
5436 Garbage	2,025	2,146	2,200	2,200	2,200	2,200
5480 Community Events/Open House			150	300	300	300
5484 Postage UPS & Shipping	15					

Station 61 Butner Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10061 General Fund						
5500 Dues & Subscriptions	168	94	200	200	200	200
5570 Misc Business Exp		845	560	560	560	560
5575 Laundry/Repair Expense				343	343	343
Total Materials & Services	49,259	43,861	67,083	85,956	85,956	85,956
Total General Fund	1,961,551	1,682,044	2,067,438	2,174,482	2,174,482	2,174,482

Station 62 - Aloha

Fund 10 • Directorate 04 • Division 60 • Department 062

STATION DESCRIPTION

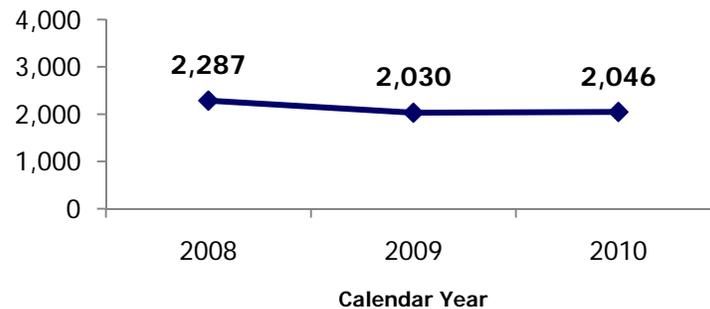
Station 62, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squrt 62**. At least 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 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**. The District's **Mobile Command Center** is housed at Station 62 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,823,690	\$1,565,863	\$1,866,623	\$1,911,775
Materials and Services	69,688	68,824	97,676	114,016
Total Expenditures	\$1,893,378	\$1,634,687	\$1,964,299	\$2,025,791

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.

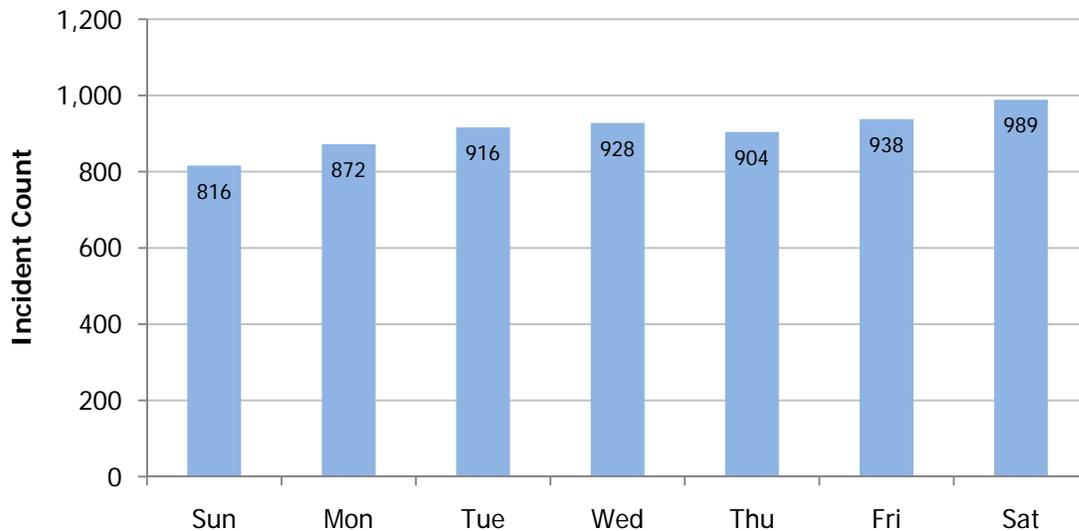
STATION 62 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	223	68	192	59	158	50
Overpressure	0	4	0	5	0	5
EMS/Rescue Call	1,912	1,522	1,688	1,348	1,736	1,389
Hazardous Condition	39	58	44	45	44	51
Service Call	102	136	79	114	75	116
Good Intent Call	11	366	27	356	33	338
False Call	0	131	0	98	0	96
Natural Condition	0	1	0	2	0	1
Other Situation	0	1	0	3	0	0
Total	2,287		2,030		2,046	

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.

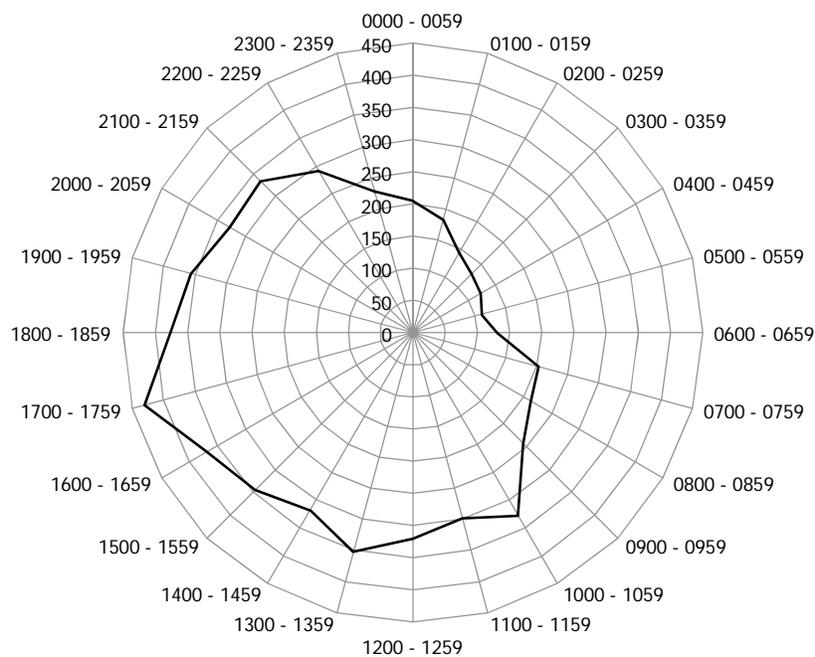
Station 62 – Aloha, continued

STATION 62 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10062 General Fund						
5001 Salaries & Wages Union	795,026	783,532	858,748	876,782	876,782	876,782
5003 Vacation Taken Union	103,217	83,022	113,658	116,045	116,045	116,045
5005 Sick Leave Taken Union	30,724	19,901	37,886	38,682	38,682	38,682
5007 Personal Leave Taken Union	15,541	13,003				
5016 Vacation Sold at Retirement		1,190	5,051	5,158	5,158	5,158
5017 PEHP Vac Sold at Retirement	41,276		9,093	9,284	9,284	9,284
5020 Deferred Comp Match Union	12,866	11,592	37,886	38,682	38,682	38,682
5101 Vacation Relief	156,084	101,530	130,833	133,580	133,580	133,580
5105 Sick Relief	27,158	20,983	22,934	23,415	23,415	23,415
5110 Personal Leave Relief	21,695	16,381	14,649	14,957	14,957	14,957
5115 Vacant Slot Relief	41,981	16,109				
5118 Standby Overtime	1,143	1,289	808	825	825	825
5120 Overtime Union	24,815	4,573	7,072	7,221	7,221	7,221
5201 PERS Taxes	230,020	187,458	247,228	252,420	252,420	252,420
5203 FICA/MEDI	90,491	79,453	94,754	96,744	96,744	96,744
5206 Worker's Comp	32,422	28,421	33,443	39,375	39,375	39,375
5207 TriMet/Wilsonville Tax	7,445	7,060	8,321	8,749	8,749	8,749
5208 OR Worker's Benefit Fund Tax	515	451	863	863	863	863
5210 Medical Ins Union	181,670	183,468	231,424	236,643	236,643	236,643
5220 Post Retire Ins Union	9,600	6,100	7,800	7,800	7,800	7,800
5270 Uniform Allowance		348	4,172	4,550	4,550	4,550
Total Personnel Services	1,823,690	1,565,864	1,866,623	1,911,775	1,911,775	1,911,775
5300 Office Supplies	852	846	1,400	1,300	1,300	1,300
5301 Special Department Supplies	3,915	3,832	4,200	4,575	4,575	4,575
5302 Training Supplies	18	106	350	300	300	300
5305 Fire Extinguisher	79	257	200	275	275	275
5306 Photography Supplies & Process		92				
5307 Smoke Detector Program		124	200	300	300	300
5320 EMS Supplies	96		10,010	16,100	16,100	16,100
5321 Fire Fighting Supplies	4,487	2,518	2,800	2,770	2,770	2,770
5325 Protective Clothing		658	1,211	1,300	1,300	1,300
5330 Noncapital Furniture & Equip	2,553	1,059	2,450	598	598	598
5350 Apparatus Fuel/Lubricants	11,604	9,816	17,500	19,000	19,000	19,000
5361 M&R Bldg/Bldg Equip & Improv	5,423	11,940	6,000	13,020	13,020	13,020
5363 Vehicle Maintenance	255					
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip			420	390	390	390
5367 M&R Office Equip	684	684	1,380	1,600	1,600	1,600
5414 Other Professional Services	461	86	420	626	626	626
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services				2,083	2,083	2,083
5432 Natural Gas	12,067	10,714	12,000	12,000	12,000	12,000
5433 Electricity	16,665	15,334	24,000	24,000	24,000	24,000
5434 Water/Sewer	8,873	8,477	10,000	10,000	10,000	10,000
5436 Garbage	1,392	1,412	1,800	1,800	1,800	1,800

Station 62 Aloha

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10062 General Fund						
5450 Rental of Equip		35	100			
5480 Community Events/Open House			150	300	300	300
5500 Dues & Subscriptions	176	224	200	200	200	200
5570 Misc Business Exp	76	552	560	520	520	520
5575 Laundry/Repair Expense	13	60	100	884	884	884
Total Materials & Services	69,688	68,824	97,676	114,016	114,016	114,016
Total General Fund	1,893,378	1,634,687	1,964,299	2,025,791	2,025,791	2,025,791

Station 64 – Somerset

Fund 10 • Directorate 04 • Division 60 • Department 064

STATION DESCRIPTION

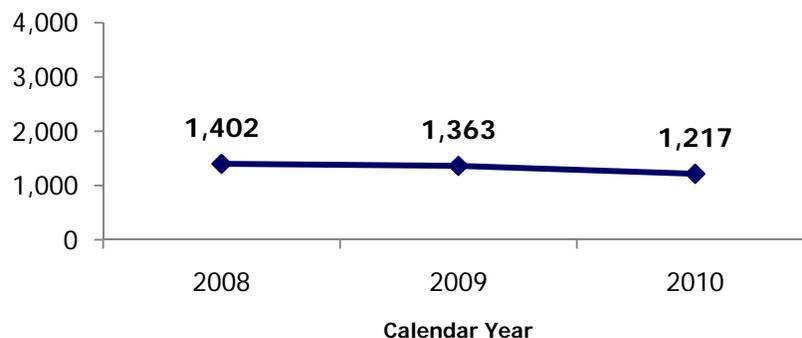
Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970. This 7,500 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 64** and can also respond 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,494,465	\$1,555,994	\$1,718,934	\$1,776,138
Materials and Services	48,188	45,348	67,674	110,976
Total Expenditures	\$1,542,653	\$1,601,342	\$1,786,608	\$1,887,114

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.

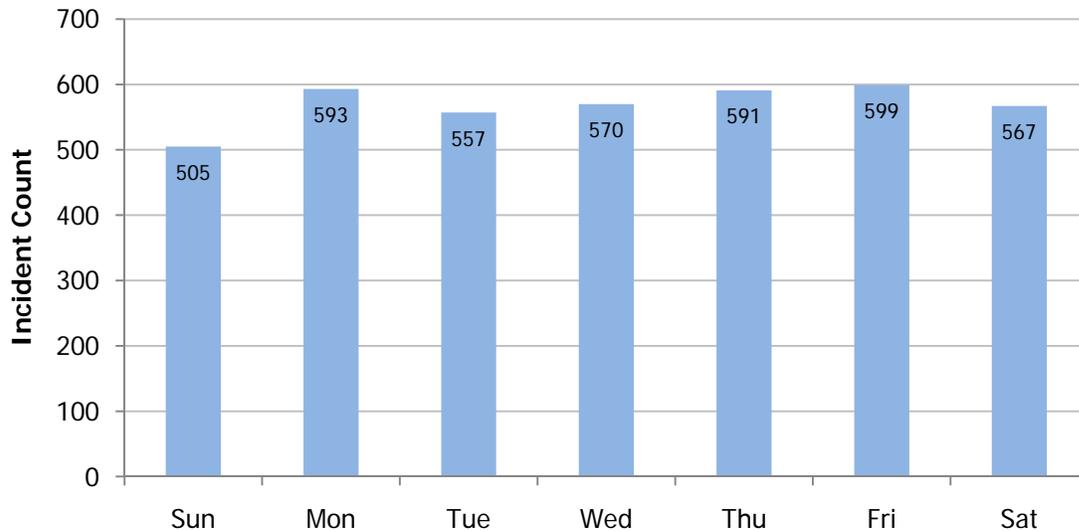
STATION 64 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	176	47	150	36	153	37
Overpressure	0	4	0	1	0	1
EMS/Rescue Call	1,146	907	1,117	900	983	799
Hazardous Condition	23	24	17	32	20	39
Service Call	54	57	52	92	35	76
Good Intent Call	3	266	27	217	26	174
False Call	0	97	0	85	0	90
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	0	1
Total	1,402		1,363		1,217	

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.

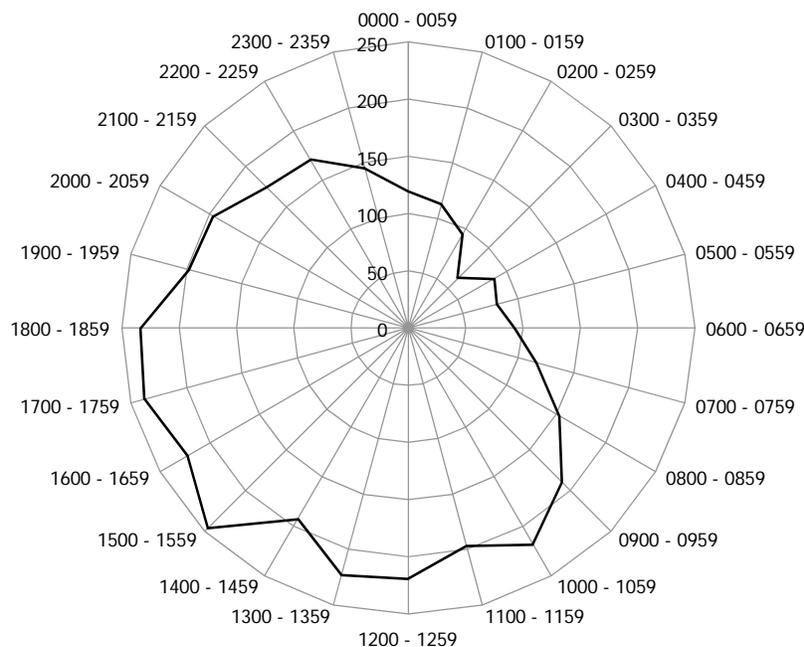
Station 64 – Somerset, continued

STATION 64 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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.

Fund 10 • Directorate 04 • Division 60 • Department 065

Station 64 Somerset

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10064 General Fund						
5001 Salaries & Wages Union	681,707	745,606	798,584	815,354	815,354	815,354
5003 Vacation Taken Union	88,386	85,949	105,695	107,915	107,915	107,915
5005 Sick Leave Taken Union	19,264	17,004	35,232	35,972	35,972	35,972
5007 Personal Leave Taken Union	8,963	5,773				
5016 Vacation Sold at Retirement			4,698	4,796	4,796	4,796
5017 PEHP Vac Sold at Retirement		1,966	8,456	8,633	8,633	8,633
5020 Deferred Comp Match Union	11,779	12,662	35,232	35,972	35,972	35,972
5101 Vacation Relief	136,937	117,140	121,667	124,222	124,222	124,222
5105 Sick Relief	23,788	26,372	21,327	21,775	21,775	21,775
5110 Personal Leave Relief	15,049	8,395	13,623	13,909	13,909	13,909
5115 Vacant Slot Relief	14,978	11,864				
5118 Standby Overtime	828	702	752	767	767	767
5120 Overtime Union	22,100	22,552	6,577	6,715	6,715	6,715
5201 PERS Taxes	190,100	199,792	229,907	234,735	234,735	234,735
5203 FICA/MEDI	75,703	76,930	88,116	89,966	89,966	89,966
5206 Worker's Comp	25,942	24,444	31,100	36,616	36,616	36,616
5207 TriMet/Wilsonville Tax	6,136	6,909	7,738	8,136	8,136	8,136
5208 OR Worker's Benefit Fund Tax	448	452	815	815	815	815
5210 Medical Ins Union	164,007	185,100	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	8,350	6,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance		283	3,851	4,200	4,200	4,200
Total Personnel Services	1,494,465	1,555,994	1,718,934	1,776,138	1,776,138	1,776,138
5300 Office Supplies	816	874	1,500	1,200	1,200	1,200
5301 Special Department Supplies	3,232	2,297	4,500	3,600	3,600	3,600
5302 Training Supplies	67	37	375	300	300	300
5305 Fire Extinguisher	56	177	150	120	120	120
5306 Photography Supplies & Process	25					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	108		8,190	13,800	13,800	13,800
5321 Fire Fighting Supplies	3,148	2,083	3,000	2,400	2,400	2,400
5325 Protective Clothing		732	1,159	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	187	1,001		3,000	3,000	3,000
5350 Apparatus Fuel/Lubricants	20,495	13,809	25,000	22,000	22,000	22,000
5361 M&R Bldg/Bldg Equip & Improv	3,377	9,248	5,000	39,900	39,900	39,900
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	18		450	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	385	213	450	596	596	596
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				4,088	4,088	4,088
5432 Natural Gas	4,399	2,546	4,000	4,000	4,000	4,000
5433 Electricity	7,065	7,451	7,500	7,750	7,750	7,750
5434 Water/Sewer	2,782	2,877	2,700	2,700	2,700	2,700
5436 Garbage	956	990	950	1,000	1,000	1,000
5480 Community Events/Open House	98		150	300	300	300

Station 64 Somerset

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10064 General Fund						
5484 Postage UPS & Shipping	4					
5500 Dues & Subscriptions	183	92	200	200	200	200
5570 Misc Business Exp	101	239	600	480	480	480
5575 Laundry/Repair Expense				32	32	32
Total Materials & Services	48,188	45,348	67,674	110,976	110,976	110,976
Total General Fund	1,542,653	1,601,342	1,786,608	1,887,114	1,887,114	1,887,114

Station 65 – West Slope

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 will be completely rebuilt at a different location 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.

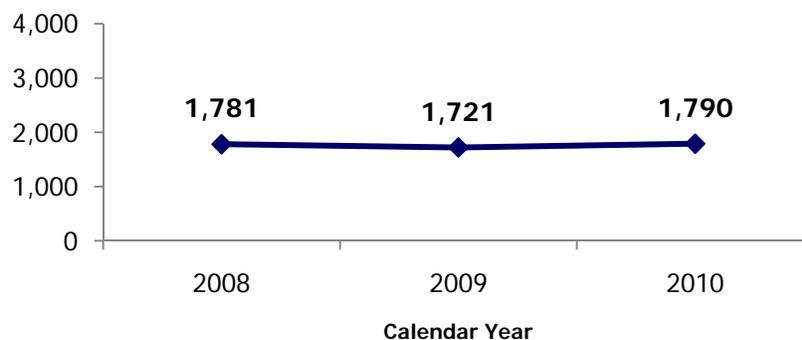
The new station will be located on SW 103rd Avenue north of SW Canyon Road (Highway 8) and just south of SW Walker Road. The decision to relocate a fire station is based not only on the demands faced by a specific community (population, incidents, traffic), but also the needs—and assets—of the surrounding community. The proximity of other fire stations (including two Portland fire stations now located on TVF&R's eastern border) and historical analysis of incident response confirmed that relocating Station 65 would help TVF&R continue to provide excellent emergency services to the West Slope and Raleigh Hills community for the next 30-plus years.

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,539,691	\$1,610,863	\$1,730,344	\$1,787,829
Materials and Services	37,800	32,895	51,859	111,804
Total Expenditures	\$1,577,491	\$1,643,758	\$1,782,203	\$1,899,633

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.

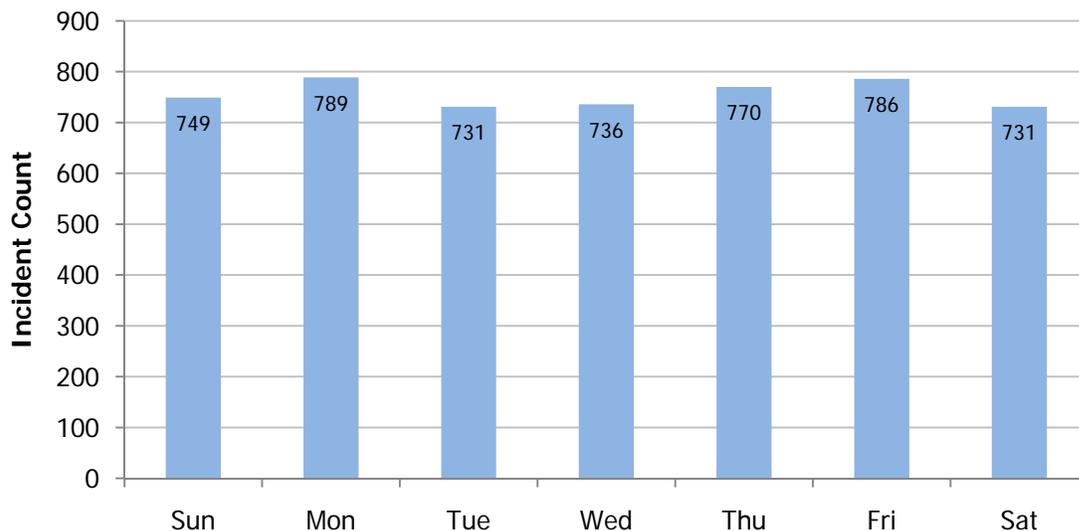
Station 65 – West Slope, continued

STATION 65 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFWA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	214	37	232	39	218	42
Overpressure	0	4	0	4	0	1
EMS/Rescue Call	1,484	1,007	1,375	1,038	1,486	1,125
Hazardous Condition	26	47	29	42	23	40
Service Call	48	120	66	126	37	134
Good Intent Call	9	429	19	323	26	332
False Call	0	136	0	148	0	113
Natural Condition	0	1	0	0	0	0
Other Situation	0	0	0	1	0	3
Total	1,781		1,721		1,790	

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.

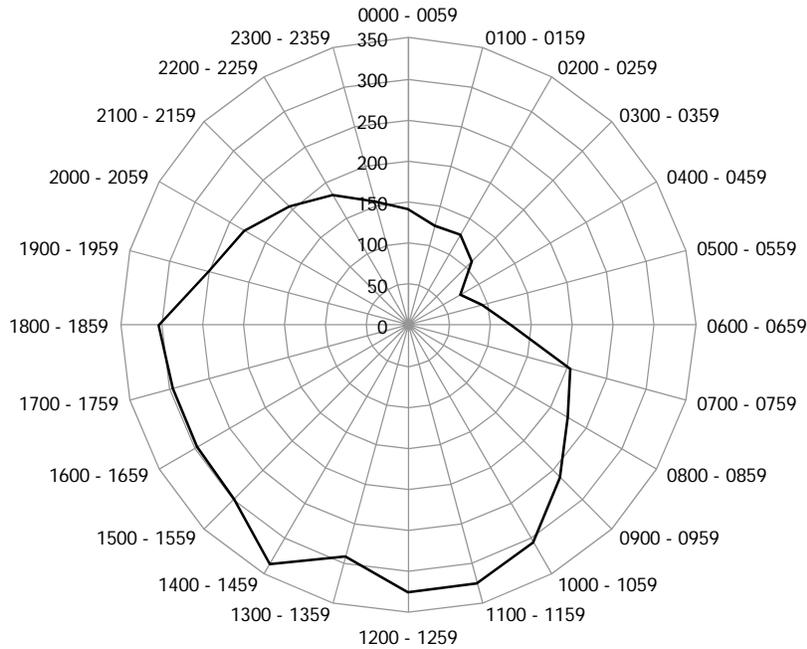
STATION 65 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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.

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Station 65 West Slope

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10065 General Fund						
5001 Salaries & Wages Union	679,521	807,457	804,600	821,497	821,497	821,497
5003 Vacation Taken Union	82,412	85,279	106,491	108,728	108,728	108,728
5005 Sick Leave Taken Union	12,951	20,985	35,497	36,243	36,243	36,243
5007 Personal Leave Taken Union	13,541	9,998				
5016 Vacation Sold at Retirement	6,006		4,733	4,832	4,832	4,832
5017 PEHP Vac Sold at Retirement	32,259	2,121	8,519	8,698	8,698	8,698
5020 Deferred Comp Match Union	11,633	13,319	35,497	36,243	36,243	36,243
5101 Vacation Relief	123,917	93,362	122,583	125,157	125,157	125,157
5105 Sick Relief	35,490	15,615	21,488	21,939	21,939	21,939
5110 Personal Leave Relief	22,555	14,391	13,726	14,014	14,014	14,014
5115 Vacant Slot Relief	44,296	12,199				
5118 Standby Overtime	820	1,374	757	773	773	773
5120 Overtime Union	11,689	33,466	6,626	6,765	6,765	6,765
5201 PERS Taxes	198,731	201,555	231,639	236,504	236,504	236,504
5203 FICA/MEDI	74,024	79,739	88,780	90,644	90,644	90,644
5206 Worker's Comp	20,382	24,628	31,334	36,892	36,892	36,892
5207 TriMet/Wilsonville Tax	6,698	7,161	7,796	8,197	8,197	8,197
5208 OR Worker's Benefit Fund Tax	432	442	863	863	863	863
5210 Medical Ins Union	154,385	180,516	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	7,950	7,000	7,200	7,200	7,200	7,200
5270 Uniform Allowance		254	3,851	4,200	4,200	4,200
Total Personnel Services	1,539,691	1,610,863	1,730,344	1,787,829	1,787,829	1,787,829
5300 Office Supplies	1,144	834	1,200	1,700	1,700	1,700
5301 Special Department Supplies	3,187	3,159	3,600	9,600	9,600	9,600
5302 Training Supplies		87	300	300	300	300
5305 Fire Extinguisher		311	250	300	300	300
5306 Photography Supplies & Process	13					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	89		7,540	11,500	11,500	11,500
5321 Fire Fighting Supplies	3,126	1,705	2,400	2,570	2,570	2,570
5325 Protective Clothing		990	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	3,938	242	300	25,000	25,000	25,000
5350 Apparatus Fuel/Lubricants	6,885	6,434	9,800	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	3,242	2,983	5,000	22,880	22,880	22,880
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip			360	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	27	182	360	3,503	3,503	3,503
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				1,572	1,572	1,572
5432 Natural Gas	1,970	1,412	3,500	3,500	3,500	3,500
5433 Electricity	8,635	8,483	9,000	9,200	9,200	9,200
5434 Water/Sewer	3,432	3,805	3,300	3,800	3,800	3,800
5436 Garbage	1,200	1,200	1,220	1,200	1,200	1,200
5480 Community Events/Open House			150	1,300	1,300	1,300

Station 65 West Slope

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10065 General Fund						
5500 Dues & Subscriptions	203	199	200	200	200	200
5570 Misc Business Exp	26	186	480	480	480	480
5575 Laundry/Repair Expense				189	189	189
Total Materials & Services	37,800	32,895	51,859	111,804	111,804	111,804
Total General Fund	1,577,491	1,643,758	1,782,203	1,899,633	1,899,633	1,899,633

Station 66 – Brockman Road

Fund 10 • Directorate 04 • Division 60 • Department 066

STATION DESCRIPTION

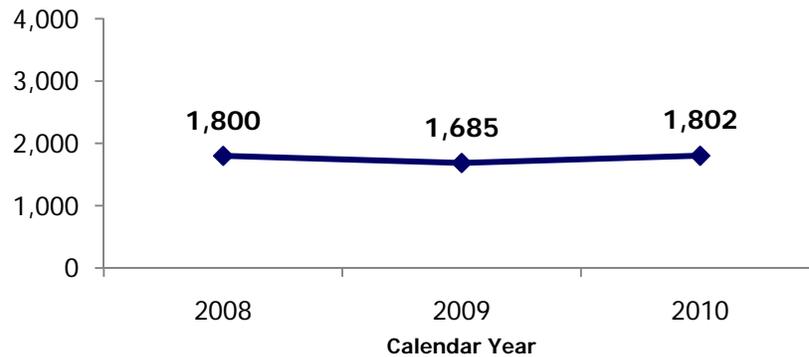
Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and recently remodeled in 2008, utilizing bond proceeds that were approved by voters in 2006. The 7,494 square foot station houses a total of **12 full-time personnel** (four 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,544,560	\$1,599,780	\$1,741,760	\$1,799,521
Materials and Services	47,244	35,345	54,894	72,924
Total Expenditures	\$1,591,804	\$1,635,125	\$1,796,654	\$1,872,445

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.

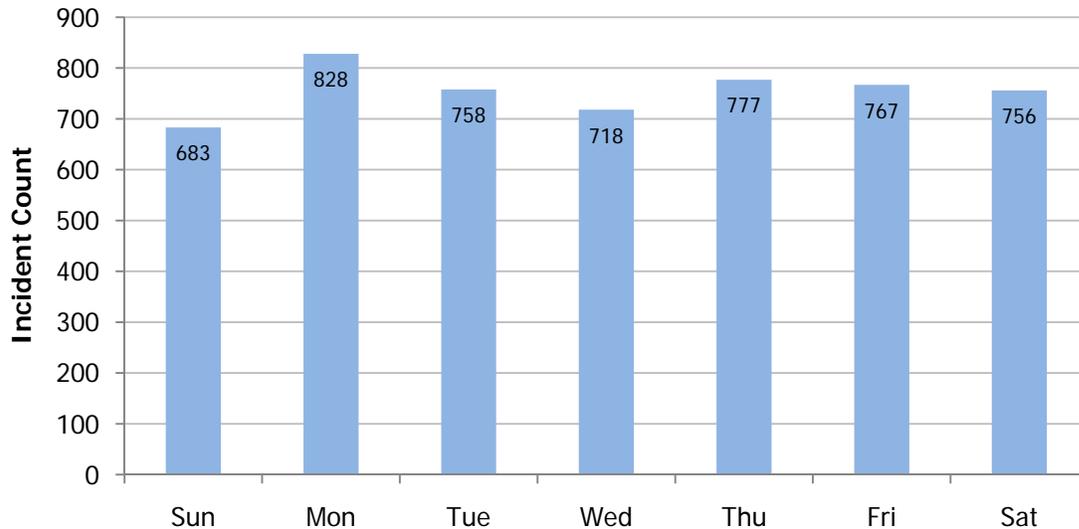
STATION 66 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	207	59	189	49	153	36
Overpressure	0	3	0	3	0	2
EMS/Rescue Call	1,490	1,193	1,371	1,122	1,536	1,304
Hazardous Condition	20	33	28	31	29	31
Service Call	75	110	62	108	52	94
Good Intent Call	8	271	35	251	32	234
False Call	0	131	0	121	0	100
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	0	1
Total	1,800		1,685		1,802	

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.

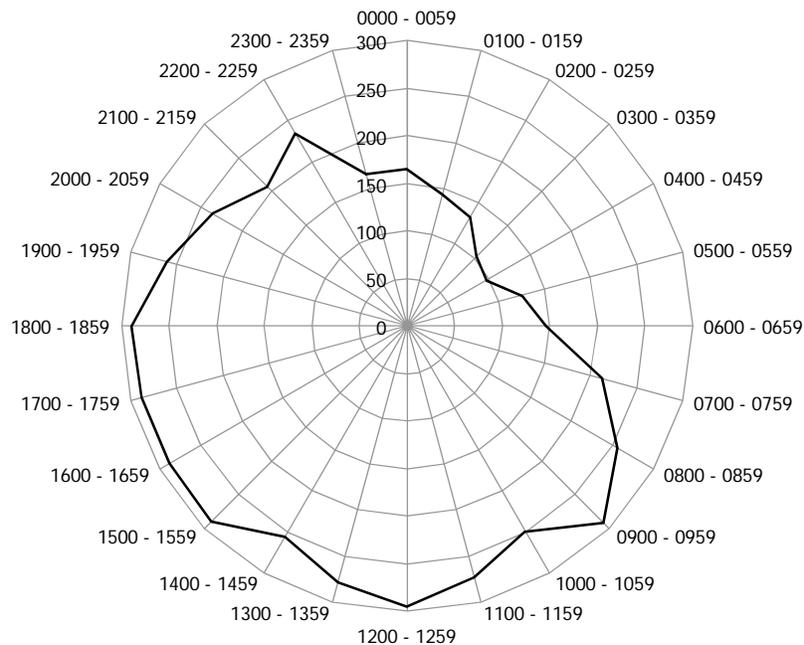
Station 66 – Brockman Road, continued

STATION 66 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10066 General Fund						
5001 Salaries & Wages Union	709,402	779,764	810,617	827,640	827,640	827,640
5003 Vacation Taken Union	92,163	90,279	107,288	109,541	109,541	109,541
5005 Sick Leave Taken Union	15,600	28,239	35,763	36,514	36,514	36,514
5007 Personal Leave Taken Union	8,304	10,845				
5016 Vacation Sold at Retirement			4,768	4,868	4,868	4,868
5017 PEHP Vac Sold at Retirement			8,583	8,763	8,763	8,763
5020 Deferred Comp Match Union	12,082	12,114	35,763	36,514	36,514	36,514
5101 Vacation Relief	127,447	105,045	123,500	126,093	126,093	126,093
5105 Sick Relief	24,625	22,288	21,648	22,103	22,103	22,103
5110 Personal Leave Relief	16,914	13,273	13,828	14,119	14,119	14,119
5115 Vacant Slot Relief	46,536	13,535				
5118 Standby Overtime	771	744	763	779	779	779
5120 Overtime Union	14,207	14,695	6,676	6,816	6,816	6,816
5201 PERS Taxes	198,655	201,400	233,371	238,272	238,272	238,272
5203 FICA/MEDI	76,429	78,167	89,443	91,322	91,322	91,322
5206 Worker's Comp	24,342	26,412	31,568	37,168	37,168	37,168
5207 TriMet/Wilsonville Tax	6,873	7,084	7,855	8,258	8,258	8,258
5208 OR Worker's Benefit Fund Tax	450	444	911	911	911	911
5210 Medical Ins Union	162,110	188,423	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	7,650	6,300	7,200	7,200	7,200	7,200
5270 Uniform Allowance		727	3,851	4,200	4,200	4,200
Total Personnel Services	1,544,560	1,599,780	1,741,760	1,799,521	1,799,521	1,799,521
5300 Office Supplies	969	568	1,200	1,200	1,200	1,200
5301 Special Department Supplies	4,443	2,886	3,600	3,600	3,600	3,600
5302 Training Supplies		90	300	300	300	300
5305 Fire Extinguisher		159				
5306 Photography Supplies & Process	3	3				
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	89		9,100	14,950	14,950	14,950
5321 Fire Fighting Supplies	2,230	1,462	2,400	2,400	2,400	2,400
5325 Protective Clothing		253	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	3,966			4,100	4,100	4,100
5350 Apparatus Fuel/Lubricants	10,548	8,086	12,000	12,200	12,200	12,200
5361 M&R Bldg/Bldg Equip & Improv	5,207	3,104	3,850	9,116	9,116	9,116
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	100		360	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	344	331	360	553	553	553
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				1,912	1,912	1,912
5432 Natural Gas	5,062	3,626	4,500	4,000	4,000	4,000
5433 Electricity	7,312	7,575	7,000	7,300	7,300	7,300
5434 Water/Sewer	4,526	4,401	4,500	5,000	5,000	5,000
5436 Garbage	1,513	1,594	1,995	1,700	1,700	1,700
5450 Rental of Equip	35	60		60	60	60

Station 66 Brockman Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10066 General Fund						
5480 Community Events/Open House	20		150	300	300	300
5500 Dues & Subscriptions	104	94	200	200	200	200
5570 Misc Business Exp	89	332	480	480	480	480
5575 Laundry/Repair Expense		38		43	43	43
Total Materials & Services	47,245	35,346	54,894	72,924	72,924	72,924
Total General Fund	1,591,804	1,635,125	1,796,654	1,872,445	1,872,445	1,872,445

Station 67 – Farmington Road

Fund 10 • Directorate 04 • Division 60 • Department 067

STATION DESCRIPTION

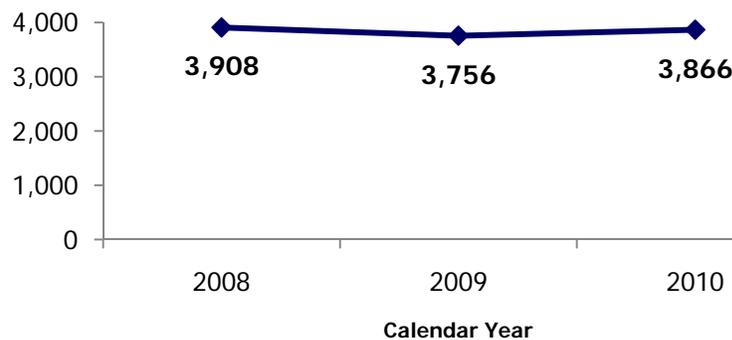
Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional 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 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,800,938	\$2,992,415	\$3,567,277	\$3,686,117
Materials and Services	63,810	60,827	89,415	128,837
Total Expenditures	\$2,864,748	\$3,053,242	\$3,656,692	\$3,814,954

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.

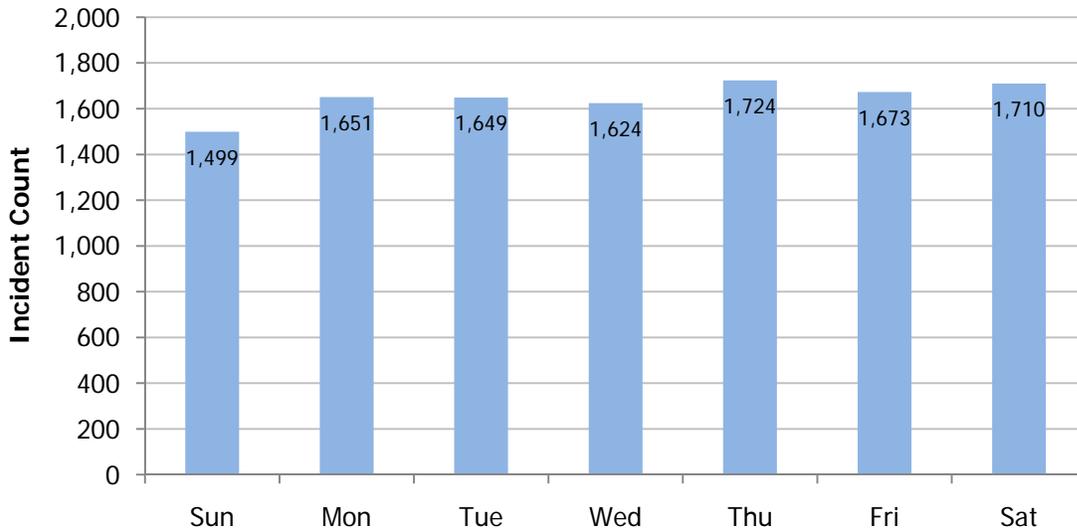
STATION 67 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	387	107	363	103	310	103
Overpressure	0	7	0	7	0	9
EMS/Rescue Call	3,289	2,469	3,141	2,278	3,312	2,543
Hazardous Condition	62	95	58	86	65	99
Service Call	159	223	128	229	122	199
Good Intent Call	11	781	66	825	57	749
False Call	0	220	0	223	0	161
Natural Condition	0	1	0	0	0	0
Other Situation	0	5	0	5	0	3
Total	3,908		3,756		3,866	

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.

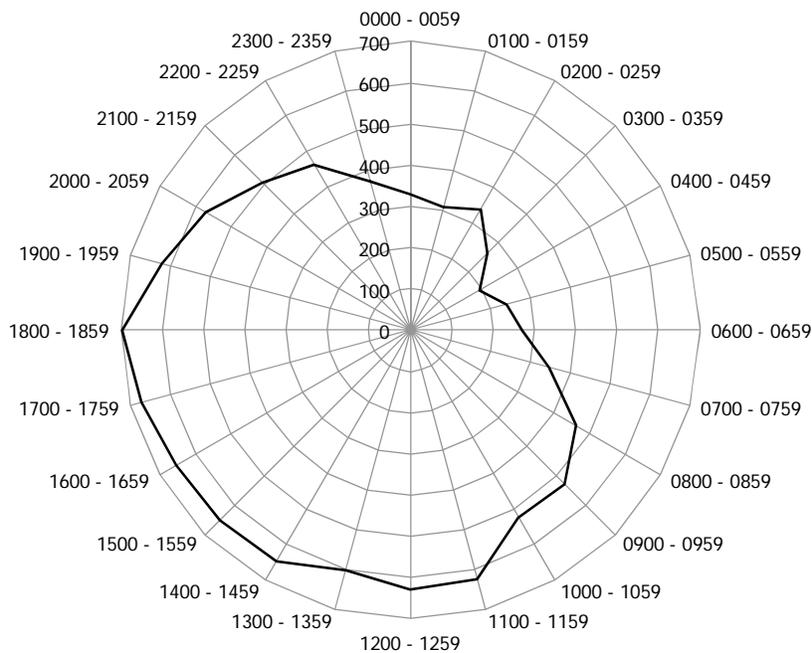
Station 67 – Farmington Road, continued

STATION 67 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10067 General Fund						
5001 Salaries & Wages Union	1,325,103	1,437,815	1,656,382	1,691,166	1,691,166	1,691,166
5003 Vacation Taken Union	178,384	199,077	219,227	223,831	223,831	223,831
5005 Sick Leave Taken Union	29,235	33,084	73,076	74,610	74,610	74,610
5007 Personal Leave Taken Union	12,167	14,506				
5016 Vacation Sold at Retirement			9,743	9,948	9,948	9,948
5017 PEHP Vac Sold at Retirement	1,589	3,932	17,538	17,906	17,906	17,906
5020 Deferred Comp Match Union	25,020	27,682	73,076	74,610	74,610	74,610
5101 Vacation Relief	228,818	236,051	252,355	257,654	257,654	257,654
5105 Sick Relief	35,798	42,150	44,235	45,164	45,164	45,164
5110 Personal Leave Relief	23,469	23,470	28,256	28,849	28,849	28,849
5115 Vacant Slot Relief	35,428	10,207				
5118 Standby Overtime	958	948	1,559	1,592	1,592	1,592
5120 Overtime Union	38,817	19,028	13,641	13,927	13,927	13,927
5201 PERS Taxes	359,501	382,329	476,862	486,876	486,876	486,876
5203 FICA/MEDI	141,575	149,111	182,765	186,603	186,603	186,603
5206 Worker's Comp	42,649	48,858	64,505	75,947	75,947	75,947
5207 TriMet/Wilsonville Tax	11,941	12,661	16,050	16,875	16,875	16,875
5208 OR Worker's Benefit Fund Tax	802	805	1,726	1,726	1,726	1,726
5210 Medical Ins Union	296,884	336,954	413,258	455,083	455,083	455,083
5220 Post Retire Ins Union	12,800	13,000	15,000	15,000	15,000	15,000
5270 Uniform Allowance		747	8,023	8,750	8,750	8,750
Total Personnel Services	2,800,938	2,992,415	3,567,277	3,686,117	3,686,117	3,686,117
5300 Office Supplies	2,126	1,194	2,400	2,500	2,500	2,500
5301 Special Department Supplies	4,629	5,857	7,200	7,500	7,500	7,500
5302 Training Supplies	110		600	300	300	300
5305 Fire Extinguisher	194	189				
5306 Photography Supplies & Process	6					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	197		16,120	24,800	24,800	24,800
5321 Fire Fighting Supplies	4,770	4,392	4,800	5,000	5,000	5,000
5325 Protective Clothing		887	2,270	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	1,092	309		1,495	1,495	1,495
5350 Apparatus Fuel/Lubricants	13,025	14,064	16,950	18,875	18,875	18,875
5361 M&R Bldg/Bldg Equip & Improv	7,141	7,337	7,000	30,396	30,396	30,396
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	827	254	720	750	750	750
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	479	232	720	1,106	1,106	1,106
5415 Printing		18	75	75	75	75
5416 Custodial & Bldg Services				1,884	1,884	1,884
5432 Natural Gas	9,502	6,268	6,500	6,500	6,500	6,500
5433 Electricity	10,930	10,128	11,800	12,300	12,300	12,300
5434 Water/Sewer	6,123	6,157	7,200	7,200	7,200	7,200
5436 Garbage	1,717	1,830	2,000	2,000	2,000	2,000
5480 Community Events/Open House			150	300	300	300

Station 67 Farmington Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10067 General Fund						
5484 Postage UPS & Shipping	12	7				
5500 Dues & Subscriptions	234	187	200	200	200	200
5570 Misc Business Exp		833	960	1,000	1,000	1,000
5575 Laundry/Repair Expense	12			256	256	256
Total Materials & Services	63,810	60,827	89,415	128,837	128,837	128,837
Total General Fund	2,864,748	3,053,242	3,656,692	3,814,954	3,814,954	3,814,954

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.

Utilizing bond proceeds that were approved by voters in 2006, Station 68 will be completely rebuilt at a different location in 2011–12. The residential structure does not meet current seismic standards, has dated mechanical and electrical systems, reduced capacity to house multiple modern apparatus, limited provisions for a four-person company, and no 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 68 is being built in tandem with Station 65 in the West Slope area. Using the same design for both stations offers a cost-savings to taxpayers and will expedite the construction process.

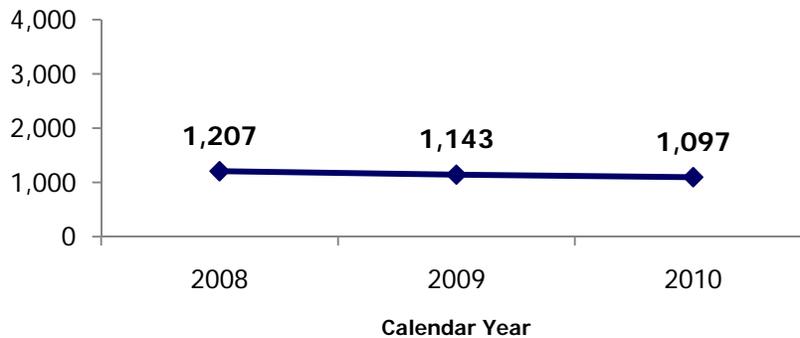
The new station will be located on the NW corner of Thompson Road and Evergreen Street. The decision to relocate a fire station is based not only on the demands faced by a specific community (population, incidents, traffic), but also the needs—and assets—of the surrounding community. The proximity of other fire stations (including two Hillsboro fire stations now located on TVF&R’s western border) and historical analysis of incident response confirmed that relocating Station 68 would help TVF&R continue to provide excellent emergency services to the Oak Hills and Bethany community for the next 30-plus years.

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,212,871	\$1,273,128	\$1,314,029	\$1,358,589
Materials and Services	16,219	18,596	28,124	81,781
Total Expenditures	\$1,229,090	\$1,291,724	\$1,342,153	\$1,440,370

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.

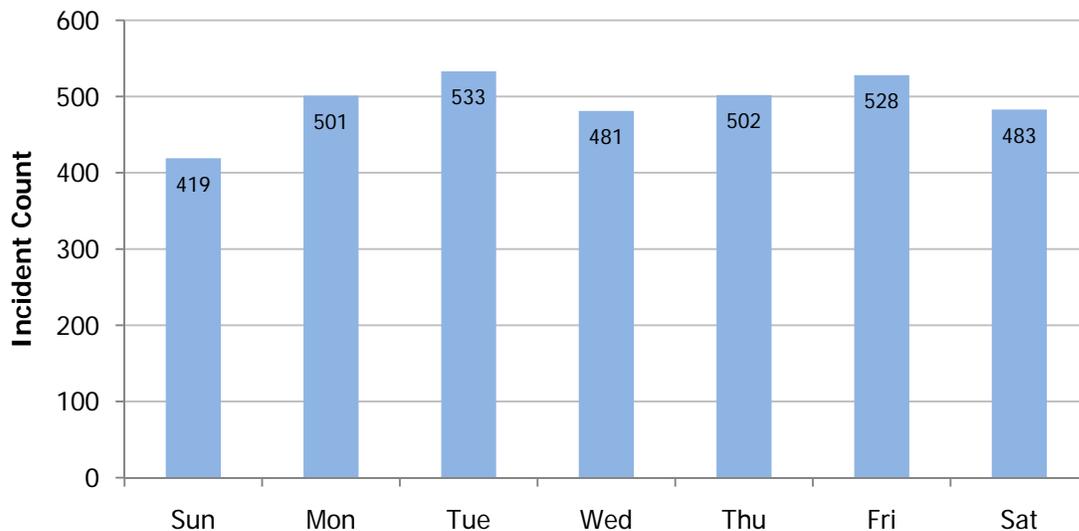
Station 68 – Oak Hills, continued

STATION 68 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	148	46	136	47	122	26
Overpressure	0	4	0	1	0	0
EMS/Rescue Call	946	772	917	739	885	736
Hazardous Condition	10	10	16	28	22	33
Service Call	97	77	56	91	49	99
Good Intent Call	6	193	18	163	19	125
False Call	0	104	0	73	0	76
Natural Condition	0	0	0	1	0	0
Other Situation	0	1	0	0	0	2
Total	1,207		1,143		1,097	

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.

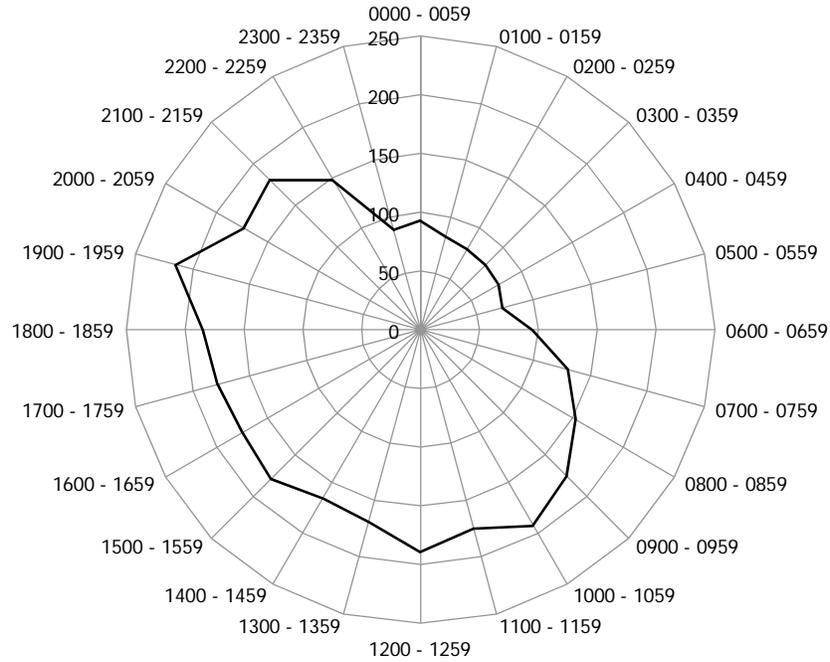
STATION 68 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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.

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Station 68 Oak Hills

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10068 General Fund						
5001 Salaries & Wages Union	541,061	570,145	612,076	624,930	624,930	624,930
5003 Vacation Taken Union	62,301	91,647	81,010	82,711	82,711	82,711
5005 Sick Leave Taken Union	35,702	19,725	27,003	27,570	27,570	27,570
5007 Personal Leave Taken Union	7,851	7,698				
5016 Vacation Sold at Retirement			3,600	3,676	3,676	3,676
5017 PEHP Vac Sold at Retirement			6,481	6,617	6,617	6,617
5020 Deferred Comp Match Union	11,592	12,678	27,003	27,570	27,570	27,570
5101 Vacation Relief	89,747	108,248	93,252	95,210	95,210	95,210
5105 Sick Relief	37,105	24,982	16,346	16,689	16,689	16,689
5110 Personal Leave Relief	14,040	13,634	10,441	10,661	10,661	10,661
5115 Vacant Slot Relief	21,131	7,962				
5118 Standby Overtime	1,016	1,121	576	588	588	588
5120 Overtime Union	20,387	18,594	5,041	5,146	5,146	5,146
5201 PERS Taxes	157,208	163,807	176,213	179,913	179,913	179,913
5203 FICA/MEDI	60,210	63,094	67,536	68,955	68,955	68,955
5206 Worker's Comp	19,246	25,158	23,836	28,064	28,064	28,064
5207 TriMet/Wilsonville Tax	5,379	5,724	5,931	6,236	6,236	6,236
5208 OR Worker's Benefit Fund Tax	325	327	623	623	623	623
5210 Medical Ins Union	123,520	133,383	148,773	163,830	163,830	163,830
5220 Post Retire Ins Union	5,050	5,200	5,400	5,400	5,400	5,400
5270 Uniform Allowance			2,888	4,200	4,200	4,200
Total Personnel Services	1,212,871	1,273,128	1,314,029	1,358,589	1,358,589	1,358,589
5300 Office Supplies	519	417	900	1,700	1,700	1,700
5301 Special Department Supplies	1,946	2,391	2,700	9,600	9,600	9,600
5302 Training Supplies			225	300	300	300
5305 Fire Extinguisher	170					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			5,460	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,431	1,670	1,800	2,570	2,570	2,570
5325 Protective Clothing		649	824	1,200	1,200	1,200
5330 Noncapital Furniture & Equip		947	750	25,000	25,000	25,000
5350 Apparatus Fuel/Lubricants	419	610	1,000	1,100	1,100	1,100
5361 M&R Bldg/Bldg Equip & Improv	2,952	3,904	2,500	13,540	13,540	13,540
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	200		270	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	80	31	270	3,338	3,338	3,338
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				536	536	536
5432 Natural Gas	1,591	1,234	1,840	1,840	1,840	1,840
5433 Electricity	3,941	3,774	4,580	4,772	4,772	4,772
5434 Water/Sewer	1,742	1,683	1,890	1,890	1,890	1,890
5436 Garbage	435	435	605	605	605	605
5480 Community Events/Open House			150	1,600	1,600	1,600
5500 Dues & Subscriptions	60	46	200	200	200	200

Station 68 Oak Hills

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10068 General Fund						
5570 Misc Business Exp	51	123	360	480	480	480
Total Materials & Services	16,219	18,596	28,124	81,781	81,781	81,781
Total General Fund	1,229,090	1,291,724	1,342,153	1,440,370	1,440,370	1,440,370

Central Integrated Operations Division

Fund 10 • Directorate 04 • Division 61

DIVISION DESCRIPTION

The newly created Central Integrated Operations division will manage and respond 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	2008-09 Actual ⁽¹⁾	2009-10 Actual ⁽¹⁾	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$12,185,788	\$12,667,357	\$15,356,687	\$15,340,759
Materials and Services	317,756	316,530	678,040	625,582
Total Expenditures	\$12,503,544	\$12,983,887	\$16,034,727	\$15,966,341

⁽¹⁾ Reflects combined fire station budgets for years prior to the reorganization. Totals do not include the Central Operating Center.

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Public Education Chief Officer	0.00	0.00	1.00	1.00
Community Liaison	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	0.00	5.00	5.00
Administrative Assistant II	0.00	0.00	2.00	2.00
Administrative Assistant I	0.00	0.00	0.50	0.50
Station 33	12.00	12.00	12.00	12.00
Station 35	16.00	14.00	14.00	14.00
Station 50	12.00	12.00	13.00	13.00
Station 51	21.00	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 Equivalent (FTE)	84.00	85.00	99.50	99.50

⁽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).

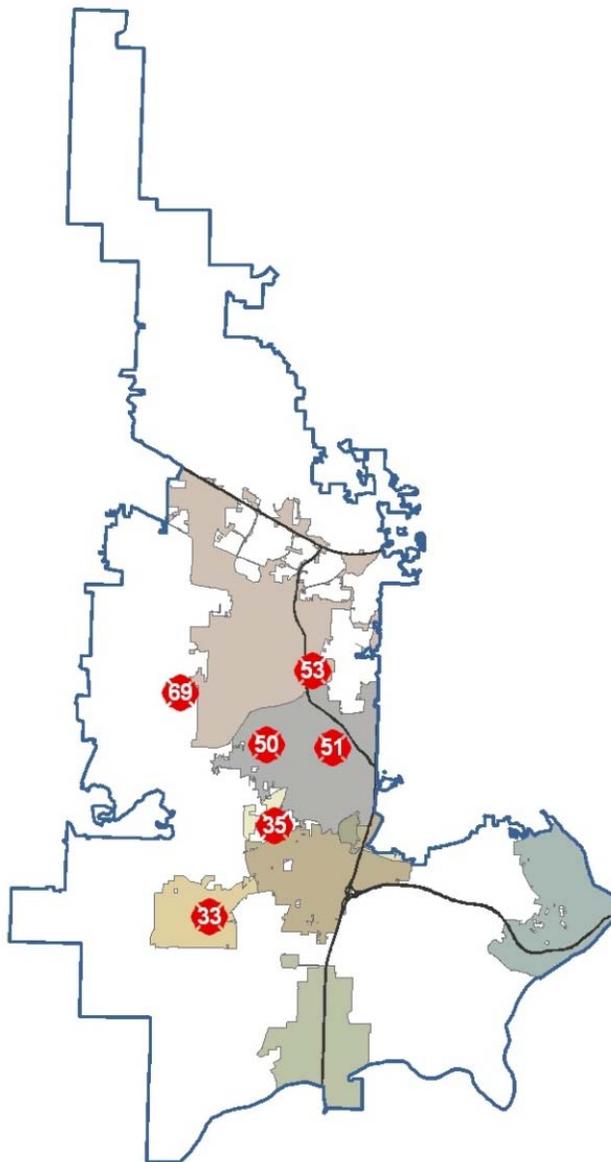
Central Integrated Operations Division, continued

2011-12 SIGNIFICANT CHANGES

Within Personnel Services, increases in benefits such as medical insurance were offset by reductions in other accounts. The reduction in PERS taxes (account 5201) and Non-union Medical Insurance (5211) is a reflection of budgeting day personnel at expected salary and commensurate benefits levels versus maximum benefit levels.

Within Materials and Services, many of the Command and Business Operations Center building utility and operational costs were transferred this year to the Fire Chief's Office budget, rather than accounting for them in this Division. This decrease is offset in part by charging EMS Supplies, Building Maintenance, and Custodial to the stations directly versus within the centralized budgets in EMS/Health/Wellness and Facilities Maintenance budgets.

LOCATION OF STATIONS IN AREA OF OPERATIONS



Central Integrated Operations Division, continued

STATION FTE AND UNITS

Stations	2010-11 Budget			2011-12 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, Other	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)	9.00		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).

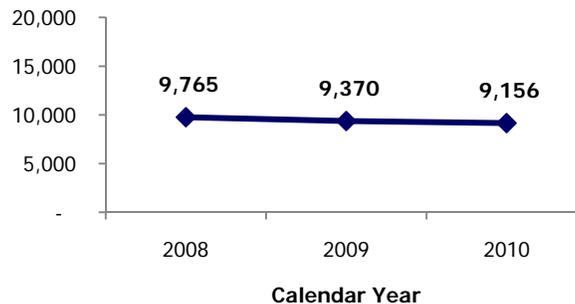
§ These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

○ 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.

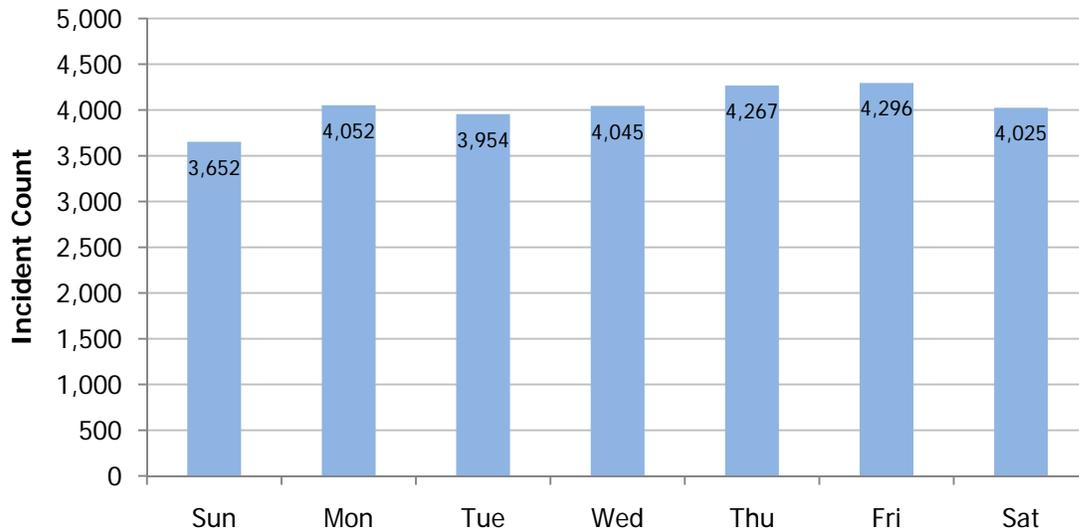
CENTRAL INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	1,209	287	1,107	240	970	201
Overpressure	0	23	0	19	0	10
EMS/Rescue Call	7,934	5,645	7,544	5,648	7,586	5,840
Hazardous Condition	157	238	173	239	156	205
Service Call	411	598	390	745	269	599
Good Intent Call	54	2,200	156	1,722	175	1,623
False Call	0	764	0	741	0	666
Natural Condition	0	3	0	6	0	0
Other Situation	0	7	0	10	0	12
Total	9,765		9,370		9,156	

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.

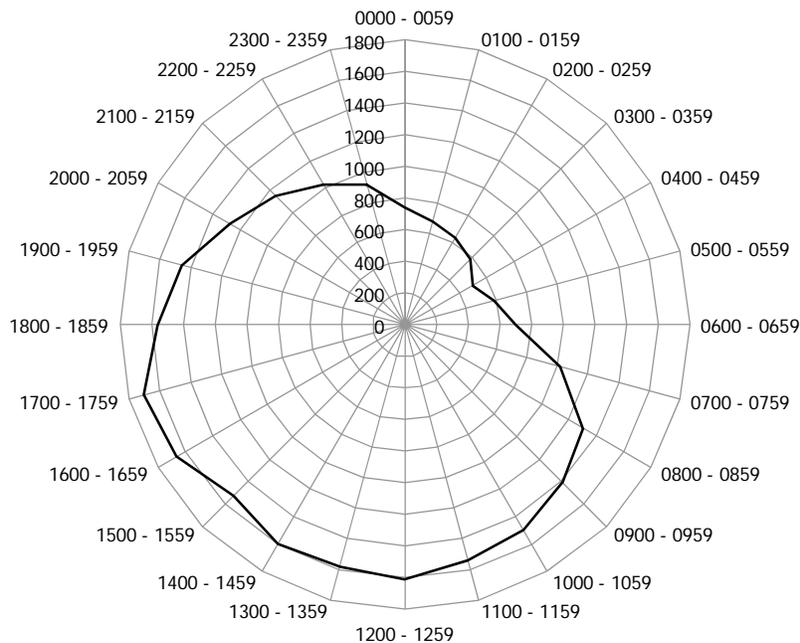
Central Integrated Operations Division, continued

CENTRAL INTEGRATED OPERATIONS INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

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, 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.

- **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 annual Operating Center retreat. 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, 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.

- **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.

- **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.

Central Integrated Operations Division, continued

2011-12 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, II
Service Type(s): Essential
Measured By: Overall increase of 20% attendance within the District's service area.

- **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.

- **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.

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: Ongoing
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 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 Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities

Central Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5001 Salaries & Wages Union	5,604,861	6,057,507	6,609,469	6,534,426	6,534,426	6,534,426
5002 Salaries & Wages Nonunion			710,651	687,376	687,376	680,795
5003 Vacation Taken Union	812,243	802,762	834,266	851,836	851,836	851,463
5004 Vacation Taken Nonunion			70,285	67,111	67,111	66,460
5005 Sick Leave Taken Union	140,292	180,574	265,544	271,120	271,120	271,120
5007 Personal Leave Taken Union	85,486	78,698				
5015 Vacation Sold			29,893	33,842	33,842	33,514
5016 Vacation Sold at Retirement		5,705	35,406	43,632	43,632	43,559
5017 PEHP Vac Sold at Retirement	7,259	9,769	63,730	65,069	65,069	65,069
5020 Deferred Comp Match Union	100,344	109,225	280,180	285,633	285,633	285,938
5021 Deferred Comp Match Nonunion			21,360	14,320	14,320	25,846
5101 Vacation Relief	999,460	859,148	917,010	936,268	936,268	936,268
5102 Duty Chief Relief			76,600	76,942	76,942	76,942
5105 Sick Relief	214,497	203,944	160,743	164,118	164,118	164,118
5110 Personal Leave Relief	111,906	101,655	102,677	104,833	104,833	104,833
5115 Vacant Slot Relief	268,000	210,149				
5118 Standby Overtime	6,900	7,216	5,665	5,783	5,783	5,783
5120 Overtime Union	118,439	90,438	102,775	97,873	97,873	97,873
5121 Overtime Nonunion			1,169	3,796	3,796	3,796
5201 PERS Taxes	1,574,629	1,639,611	2,138,754	2,045,849	2,045,849	2,037,270
5203 FICA/MEDI	614,863	627,560	822,484	784,106	784,106	783,929
5206 Worker's Comp	187,601	189,683	272,894	306,379	306,379	312,829
5207 TriMet/Wilsonville Tax	54,125	56,289	72,360	70,908	70,908	70,892
5208 OR Worker's Benefit Fund Tax	3,305	3,296	9,511	9,508	9,508	9,508
5210 Medical Ins Union	1,228,121	1,379,870	1,504,258	1,656,504	1,656,504	1,656,504
5211 Medical Ins Nonunion			123,736	91,621	91,621	91,621
5220 Post Retire Ins Union	53,400	51,750	54,600	54,600	54,600	54,600
5221 Post Retire Ins Nonunion			7,650	7,650	7,650	7,650
5230 Dental Ins Nonunion			17,479	14,406	14,406	14,406
5240 Life/Disability Insurance			8,500	8,960	8,960	8,960
5270 Uniform Allowance	56	2,509	31,278	39,027	39,027	39,027
5290 Employee Tuition Reimburse						
5295 Vehicle Allowance			5,760	5,760	5,760	5,760
Total Personnel Services	12,185,788	12,667,357	15,356,687	15,339,256	15,339,256	15,340,759
5300 Office Supplies	6,074	4,493	20,320	8,900	8,900	8,900
5301 Special Department Supplies	30,744	25,901	40,759	28,200	28,200	28,200
5302 Training Supplies	1,114	3,042	4,741	9,300	9,300	9,300
5304 Hydrant Maintenance			1,667	416	416	416
5305 Fire Extinguisher	32	408	1,125	665	665	665
5306 Photography Supplies & Process	146		67	200	200	200
5307 Smoke Detector Program			1,267	1,900	1,900	1,900
5320 EMS Supplies	817		38,773	78,100	78,100	78,100
5321 Fire Fighting Supplies	31,649	17,899	30,490	26,901	26,901	26,901
5325 Protective Clothing	5,152	9,406	15,768	17,683	17,683	17,683
5330 Noncapital Furniture & Equip	33,682	24,619	12,250	12,826	12,826	12,826

Central Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5350 Apparatus Fuel/Lubricants	53,702	57,209	92,848	107,900	107,900	107,900
5361 M&R Bldg/Bldg Equip & Improv	32,151	34,880	34,400	125,749	125,749	125,749
5364 M&R Fire Comm Equip	37		900			
5365 M&R Firefight Equip	2,662	2,553	4,960	6,720	6,720	6,720
5367 M&R Office Equip	3,913	3,033	46,400	15,600	15,600	15,600
5414 Other Professional Services	795	506	52,610	3,001	3,001	3,001
5415 Printing	26	46	5,400	1,400	1,400	1,400
5416 Custodial & Bldg Services		74	3,000	8,896	8,896	8,896
5417 Temporary Services			2,667			
5432 Natural Gas	23,401	19,177	40,503	24,933	24,933	24,933
5433 Electricity	50,304	76,744	127,269	69,947	69,947	69,947
5434 Water/Sewer	20,907	24,709	39,415	25,804	25,804	25,804
5436 Garbage	7,868	8,674	14,690	10,270	10,270	10,270
5450 Rental of Equip	3,375		2,500	2,500	2,500	2,500
5461 External Training	3,835			1,500	1,500	1,500
5462 Travel and Per Diem	3,544		801	6,800	6,800	6,800
5471 Citizen Awards			417	300	300	300
5472 Employee Recog & Awards			167			
5480 Community Events/Open House	291	89	4,033	5,430	5,430	5,430
5481 Community Education Materials			9,333	9,336	9,336	9,336
5484 Postage UPS & Shipping	96	67	11,167	833	833	833
5500 Dues & Subscriptions	890	583	5,651	6,330	6,330	6,330
5570 Misc Business Exp	550	2,419	10,766	4,180	4,180	4,180
5571 Planning Retreat Expense			883	1,000	1,000	1,000
5575 Laundry/Repair Expense			33	2,062	2,062	2,062
Total Materials & Services	317,756	316,530	678,040	625,582	625,582	625,582
Total General Fund	12,503,544	12,983,887	16,034,727	15,964,838	15,964,838	15,966,341

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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services			\$2,541,566	\$2,020,056
Materials and Services		\$18,577	291,637	59,873
Total Expenditures		\$18,577	\$2,833,203	\$2,079,929

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Public Education Chief Officer	0.00	0.00	1.00	1.00
Community Liaison	0.00	0.00	1.00	1.00
Deputy Fire Marshal / Inspectors	0.00	0.00	5.00	5.00
Administrative Assistant II	0.00	0.00	2.00	2.00
Administrative Assistant I	0.00	0.00	0.50	0.50
Total Full-Time Equivalents (FTE)	0.00	0.00	13.50	13.50

2011-12 SIGNIFICANT CHANGES

This Center is based out of the new 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 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).

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Central Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10160 General Fund						
5001 Salaries & Wages Union			590,480	389,039	389,039	389,039
5002 Salaries & Wages Nonunion			710,651	687,376	687,376	680,795
5003 Vacation Taken Union			37,635	38,476	38,476	38,103
5004 Vacation Taken Nonunion			70,285	67,111	67,111	66,460
5015 Vacation Sold			29,893	33,842	33,842	33,514
5016 Vacation Sold at Retirement				7,482	7,482	7,409
5020 Deferred Comp Match Union			14,636	14,513	14,513	14,818
5021 Deferred Comp Match Nonunion			21,360	14,320	14,320	25,846
5102 Duty Chief Relief			76,600	76,942	76,942	76,942
5120 Overtime Union			39,858	35,836	35,836	35,836
5121 Overtime Nonunion			1,169	3,796	3,796	3,796
5201 PERS Taxes			403,262	274,349	274,349	265,770
5203 FICA/MEDI			157,328	105,149	105,149	104,972
5206 Worker's Comp			38,132	30,045	30,045	36,495
5207 TriMet/Wilsonville Tax			13,949	9,509	9,509	9,493
5208 OR Worker's Benefit Fund Tax			478	477	477	477
5210 Medical Ins Union			82,651	91,017	91,017	91,017
5211 Medical Ins Nonunion			123,736	91,621	91,621	91,621
5220 Post Retire Ins Union			3,000	3,000	3,000	3,000
5221 Post Retire Ins Nonunion			7,650	7,650	7,650	7,650
5230 Dental Ins Nonunion			17,479	14,406	14,406	14,406
5240 Life/Disability Insurance			8,500	8,960	8,960	8,960
5270 Uniform Allowance			3,679	7,877	7,877	7,877
5290 Employee Tuition Reimburse						
5295 Vehicle Allowance			5,760	5,760	5,760	5,760
Total Personnel Services			2,458,171	2,018,553	2,018,553	2,020,056
5300 Office Supplies			11,470			
5301 Special Department Supplies			12,559	1,000	1,000	1,000
5302 Training Supplies			1,166	3,500	3,500	3,500
5304 Hydrant Maintenance			1,667	416	416	416
5305 Fire Extinguisher			700	200	200	200
5306 Photography Supplies & Process			67	200	200	200
5307 Smoke Detector Program			67	100	100	100
5320 EMS Supplies			33	400	400	400
5321 Fire Fighting Supplies			5,167	1,400	1,400	1,400
5325 Protective Clothing			2,869	3,783	3,783	3,783
5330 Noncapital Furniture & Equip			5,000			
5350 Apparatus Fuel/Lubricants			14,948	16,750	16,750	16,750
5361 M&R Bldg/Bldg Equip & Improv			7,500			
5367 M&R Office Equip			38,000	6,000	6,000	6,000
5414 Other Professional Services			50,000	375	375	375
5415 Printing			5,000	1,000	1,000	1,000
5416 Custodial & Bldg Services		74	3,000			
5417 Temporary Services			2,667			
5432 Natural Gas		1,290	13,633			

Central Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10160 General Fund						
5433 Electricity		15,960	58,233			
5434 Water/Sewer		1,252	16,120			
5436 Garbage			4,420			
5462 Travel and Per Diem			801	4,000	4,000	4,000
5471 Citizen Awards			417	300	300	300
5472 Employee Recog & Awards			167			
5480 Community Events/Open House			3,133	3,630	3,630	3,630
5481 Community Education Materials			9,333	9,336	9,336	9,336
5484 Postage UPS & Shipping			11,167	833	833	833
5500 Dues & Subscriptions			4,451	5,130	5,130	5,130
5570 Misc Business Exp			6,966	300	300	300
5571 Planning Retreat Expense			883	1,000	1,000	1,000
5575 Laundry/Repair Expense			33	220	220	220
Total Materials & Services		18,577	291,637	59,873	59,873	59,873
Total General Fund		18,577	2,749,808	2,078,426	2,078,426	2,079,929

Station 33 – Sherwood

Fund 10 • Directorate 04 • Division 60 • Department 033

STATION DESCRIPTION

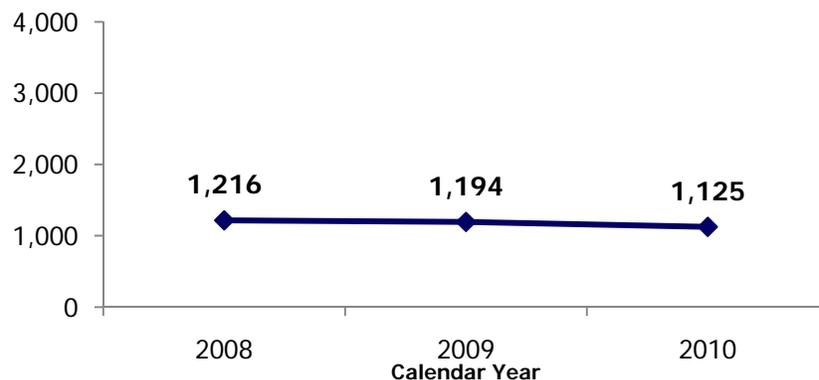
Station 33, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 33** and can also respond in **Heavy Brush 33** and **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** and **Van 333**.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,577,919	\$1,644,129	\$1,730,344	\$1,787,829
Materials and Services	48,336	39,062	55,250	63,626
Total Expenditures	\$1,626,255	\$1,683,191	\$1,785,594	\$1,851,455

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.

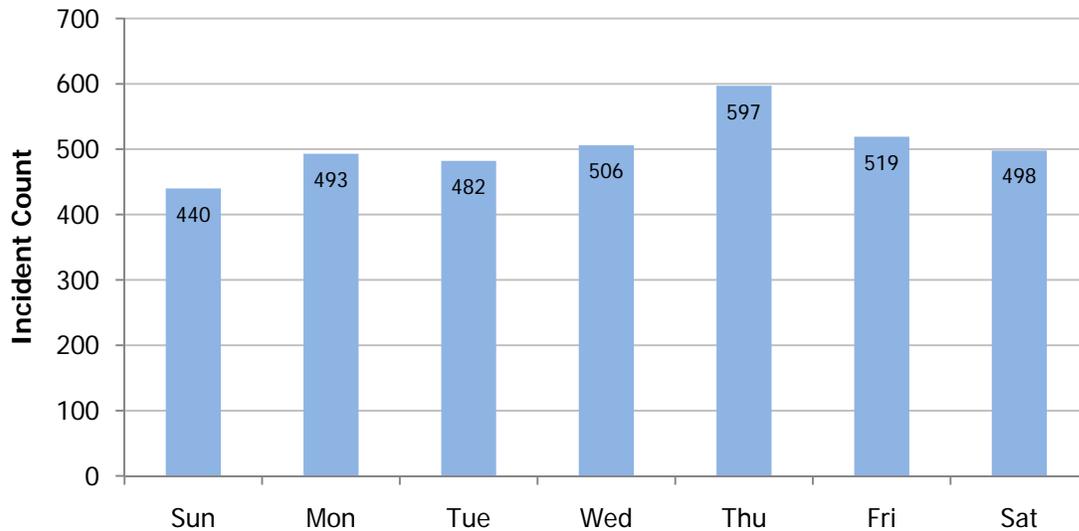
STATION 33 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	153	38	178	34	130	42
Overpressure	0	3	0	0	0	1
EMS/Rescue Call	952	781	892	733	889	734
Hazardous Condition	23	28	25	32	28	21
Service Call	75	73	68	102	45	80
Good Intent Call	13	205	31	174	33	176
False Call	0	88	0	113	0	66
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	6	0	5
Total	1,216		1,194		1,125	

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.

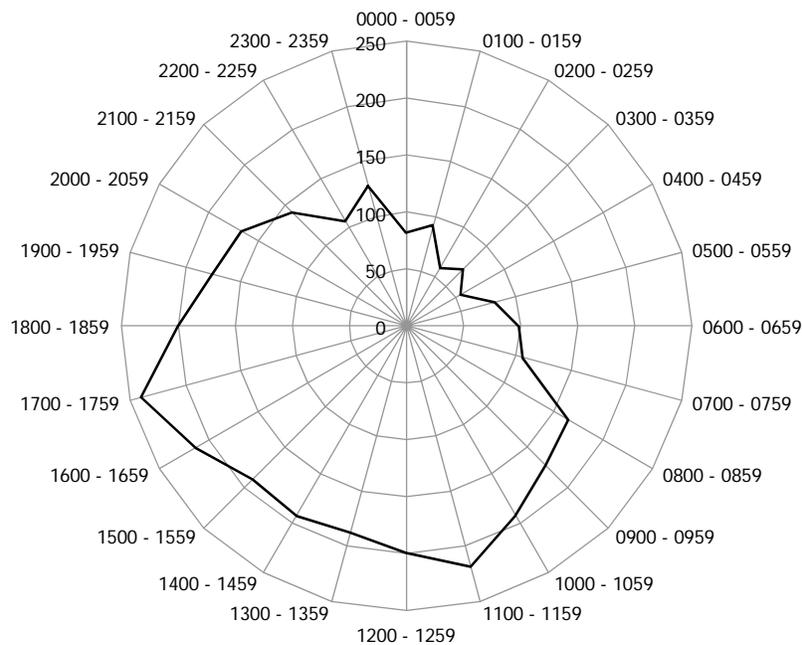
Station 33 – Sherwood, continued

STATION 33 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10033 General Fund						
5001 Salaries & Wages Union	721,949	740,373	804,600	821,497	821,497	821,497
5003 Vacation Taken Union	99,401	116,380	106,491	108,728	108,728	108,728
5005 Sick Leave Taken Union	15,698	29,546	35,497	36,243	36,243	36,243
5007 Personal Leave Taken Union	13,908	13,369				
5016 Vacation Sold at Retirement			4,733	4,832	4,832	4,832
5017 PEHP Vac Sold at Retirement		1,272	8,519	8,698	8,698	8,698
5020 Deferred Comp Match Union	14,063	14,271	35,497	36,243	36,243	36,243
5101 Vacation Relief	140,285	139,252	122,583	125,157	125,157	125,157
5105 Sick Relief	28,139	38,930	21,488	21,939	21,939	21,939
5110 Personal Leave Relief	18,912	10,821	13,726	14,014	14,014	14,014
5115 Vacant Slot Relief	26,419	10,460				
5118 Standby Overtime	1,401	1,268	757	773	773	773
5120 Overtime Union	12,802	12,771	6,626	6,765	6,765	6,765
5201 PERS Taxes	202,851	211,094	231,639	236,504	236,504	236,504
5203 FICA/MEDI	78,450	80,889	88,780	90,644	90,644	90,644
5206 Worker's Comp	24,160	24,628	31,334	36,892	36,892	36,892
5207 TriMet/Wilsonville Tax	7,015	7,268	7,796	8,197	8,197	8,197
5208 OR Worker's Benefit Fund Tax	454	437	863	863	863	863
5210 Medical Ins Union	164,063	183,688	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	7,950	7,050	7,200	7,200	7,200	7,200
5270 Uniform Allowance		362	3,851	4,200	4,200	4,200
Total Personnel Services	1,577,919	1,644,129	1,730,344	1,787,829	1,787,829	1,787,829
5300 Office Supplies	848	506	1,200	1,200	1,200	1,200
5301 Special Department Supplies	3,061	2,435	3,600	3,600	3,600	3,600
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher		141	150	150	150	150
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			5,850	9,200	9,200	9,200
5321 Fire Fighting Supplies	4,925	1,264	2,400	2,570	2,570	2,570
5325 Protective Clothing		220	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,776	1,116		243	243	243
5350 Apparatus Fuel/Lubricants	8,433	8,439	11,500	11,500	11,500	11,500
5361 M&R Bldg/Bldg Equip & Improv	7,101	3,863	5,500	6,844	6,844	6,844
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	211	100	360	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	70	175	360	332	332	332
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				500	500	500
5432 Natural Gas	5,031	3,710	4,500	4,500	4,500	4,500
5433 Electricity	8,605	8,457	9,786	9,786	9,786	9,786
5434 Water/Sewer	5,651	5,879	4,715	6,500	6,500	6,500
5436 Garbage	1,451	1,475	1,500	1,500	1,500	1,500
5480 Community Events/Open House	129	19	150	300	300	300
5484 Postage UPS & Shipping		12				

Station 33 Sherwood

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10033 General Fund						
5500 Dues & Subscriptions	100	46	200	200	200	200
5570 Misc Business Exp	261	522	480	480	480	480
5575 Laundry/Repair Expense				411	411	411
Total Materials & Services	48,336	39,062	55,450	63,626	63,626	63,626
Total General Fund	1,626,255	1,683,191	1,785,794	1,851,455	1,851,455	1,851,455

Station 35 - King City

Fund 10 • Directorate 04 • Division 60 • Department 035

STATION DESCRIPTION

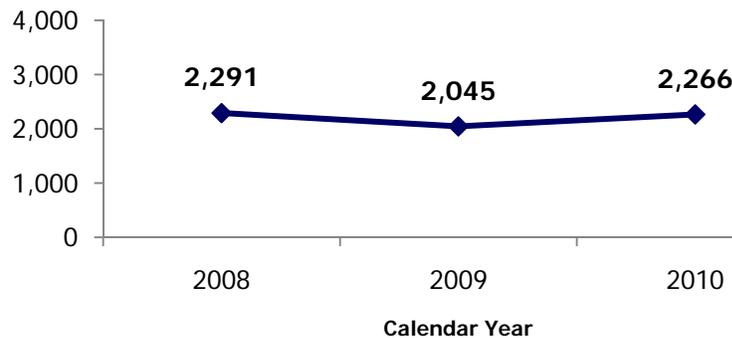
Station 35, located on Highway 99W just south of Durham Road, was constructed in 1972 and seismically upgraded in 2003. The 6,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,485,695	\$2,412,414	\$2,078,472	\$2,146,984
Materials and Services	49,054	41,864	62,618	79,840
Total Expenditures	\$2,534,749	\$2,454,278	\$2,141,090	\$2,226,824

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.

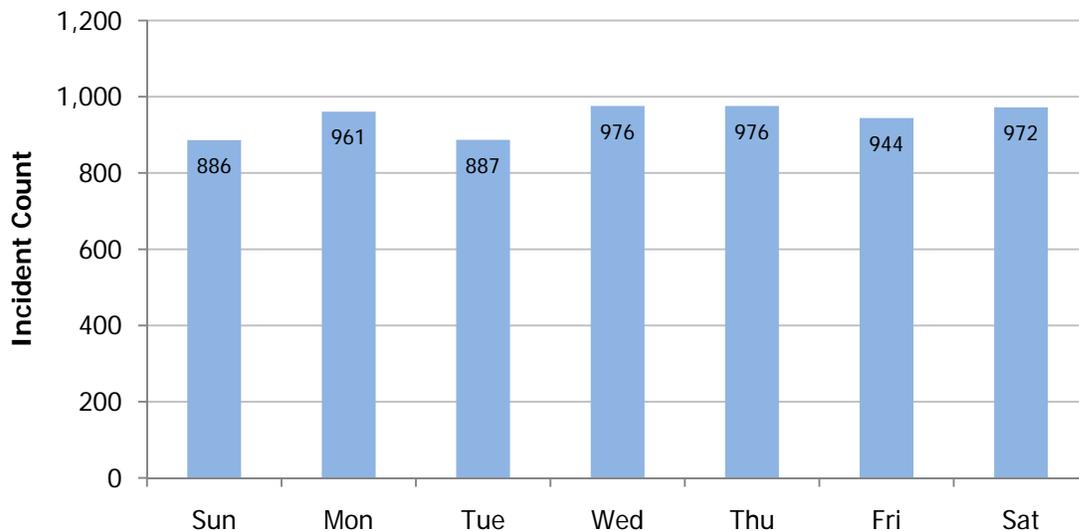
STATION 35 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	227	66	180	44	172	26
Overpressure	0	6	0	2	0	3
EMS/Rescue Call	1,942	1,415	1,717	1,368	1,992	1,548
Hazardous Condition	28	31	29	39	18	24
Service Call	79	183	88	187	60	178
Good Intent Call	15	434	31	262	24	348
False Call	0	149	0	140	0	139
Natural Condition	0	2	0	2	0	0
Other Situation	0	5	0	1	0	0
Total	2,291		2,045		2,266	

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.

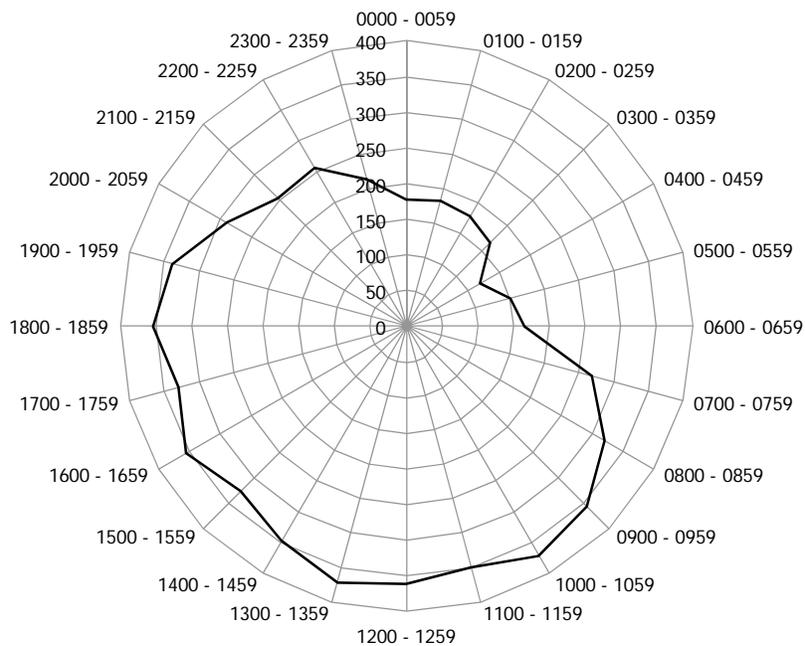
Station 35 - King City, continued

STATION 35 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10035 General Fund						
5001 Salaries & Wages Union	1,103,105	1,114,239	970,192	990,566	990,566	990,566
5003 Vacation Taken Union	144,865	129,329	128,408	131,104	131,104	131,104
5005 Sick Leave Taken Union	27,439	36,341	42,803	43,701	43,701	43,701
5007 Personal Leave Taken Union	17,787	8,851				
5016 Vacation Sold at Retirement		5,705	5,707	5,827	5,827	5,827
5017 PEHP Vac Sold at Retirement			10,273	10,488	10,488	10,488
5020 Deferred Comp Match Union	18,722	18,294	42,803	43,701	43,701	43,701
5101 Vacation Relief	230,694	198,929	147,812	150,916	150,916	150,916
5105 Sick Relief	41,591	51,966	25,910	26,454	26,454	26,454
5110 Personal Leave Relief	33,908	19,288	16,550	16,898	16,898	16,898
5115 Vacant Slot Relief	79,518	62,688				
5118 Standby Overtime	1,801	2,215	913	932	932	932
5120 Overtime Union	32,662	9,109	7,990	8,158	8,158	8,158
5201 PERS Taxes	323,189	318,938	279,312	285,178	285,178	285,178
5203 FICA/MEDI	125,771	118,975	107,051	109,299	109,299	109,299
5206 Worker's Comp	37,553	29,842	37,783	44,484	44,484	44,484
5207 TriMet/Wilsonville Tax	11,026	10,315	9,401	9,884	9,884	9,884
5208 OR Worker's Benefit Fund Tax	693	653	1,247	1,247	1,247	1,247
5210 Medical Ins Union	244,271	267,107	231,424	254,847	254,847	254,847
5220 Post Retire Ins Union	11,100	8,950	8,400	8,400	8,400	8,400
5270 Uniform Allowance		680	4,493	4,900	4,900	4,900
Total Personnel Services	2,485,695	2,412,414	2,078,472	2,146,984	2,146,984	2,146,984
5300 Office Supplies	668	1,240	1,400	1,400	1,400	1,400
5301 Special Department Supplies	3,845	3,840	4,200	4,200	4,200	4,200
5302 Training Supplies		218	350	300	300	300
5305 Fire Extinguisher	32	38	50	50	50	50
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			9,360	20,200	20,200	20,200
5321 Fire Fighting Supplies	5,040	2,979	2,800	2,970	2,970	2,970
5325 Protective Clothing		585	1,283	1,400	1,400	1,400
5330 Noncapital Furniture & Equip	3,896	499	1,200	2,510	2,510	2,510
5350 Apparatus Fuel/Lubricants	9,825	8,693	12,500	13,200	13,200	13,200
5361 M&R Bldg/Bldg Equip & Improv	8,101	7,626	5,500	7,640	7,640	7,640
5364 M&R Fire Comm Equip	37		150			
5365 M&R Firefight Equip	435	137	420	420	420	420
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	222	138	420	613	613	613
5415 Printing	12	15	75	75	75	75
5416 Custodial & Bldg Services				812	812	812
5432 Natural Gas	3,575	2,704	5,500	4,500	4,500	4,500
5433 Electricity	8,123	7,653	9,500	10,500	10,500	10,500
5434 Water/Sewer	2,779	2,975	3,400	3,800	3,800	3,800
5436 Garbage	1,225	1,200	2,000	2,000	2,000	2,000
5480 Community Events/Open House	163	50	150	300	300	300
5484 Postage UPS & Shipping		32				

Station 35 King City

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10035 General Fund						
5500 Dues & Subscriptions	210	140	200	200	200	200
5570 Misc Business Exp	182	419	560	560	560	560
5575 Laundry/Repair Expense				290	290	290
Total Materials & Services	49,055	41,865	62,618	79,840	79,840	79,840
Total General Fund	2,534,750	2,454,278	2,141,090	2,226,824	2,226,824	2,226,824

Station 50 – Walnut

Fund 10 • Directorate 04 • Division 60 • Department 050

STATION DESCRIPTION

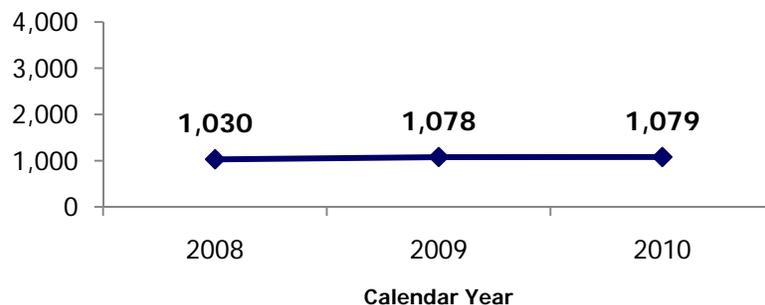
Station 50, located on SW Walnut Street just east of Gaarde Street, opened its doors on January 23, 2009, as the first station added to the District’s service area in over a decade. Station 50 was constructed with bond proceeds that were approved by voters in 2006, and is the District’s first “green” fire station designed to meet the Gold certification level from the Leadership in Energy and Environmental Design (LEED) rating system. 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,335,743	\$2,269,141	\$1,861,505	\$1,923,464
Materials and Services	62,055	52,260	61,466	104,979
Total Expenditures	\$1,397,798	\$2,321,401	\$1,922,971	\$2,028,443

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.

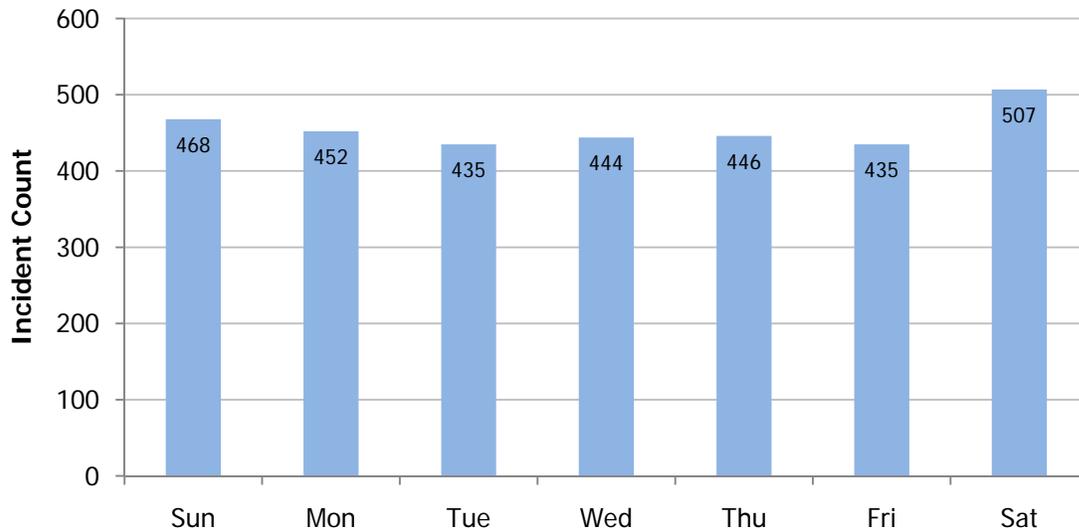
STATION 50 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	141	49	110	35	108	27
Overpressure	0	1	0	0	0	1
EMS/Rescue Call	801	561	863	683	876	697
Hazardous Condition	18	24	13	19	12	19
Service Call	63	69	70	104	57	87
Good Intent Call	7	247	22	157	26	156
False Call	0	78	0	80	0	90
Natural Condition	0	1	0	0	0	0
Other Situation	0	0	0	0	0	2
Total	1,030		1,078		1,079	

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.

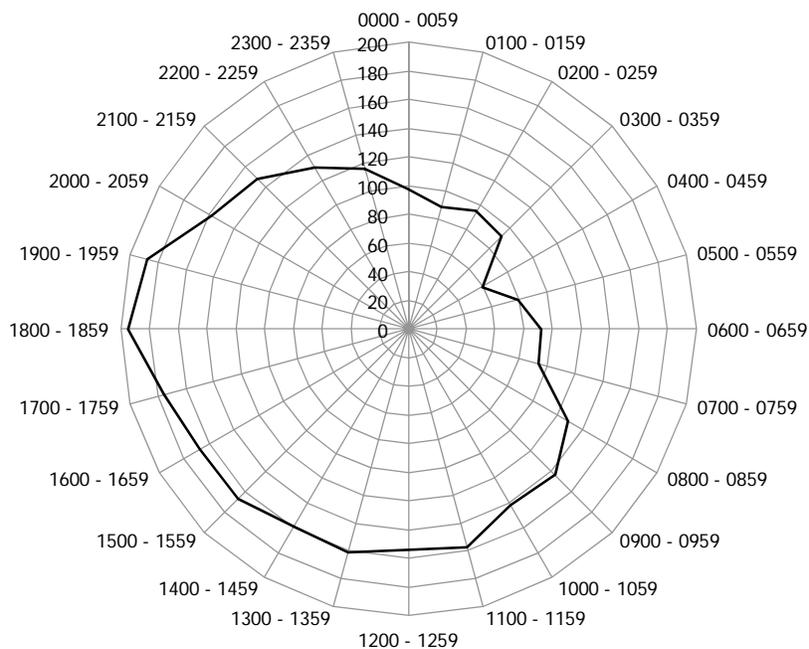
Station 50 – Walnut, continued

STATION 50 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10050 General Fund						
5001 Salaries & Wages Union	592,211	1,117,935	864,764	882,924	882,924	882,924
5003 Vacation Taken Union	91,317	129,318	114,454	116,858	116,858	116,858
5005 Sick Leave Taken Union	19,522	25,464	38,151	38,953	38,953	38,953
5007 Personal Leave Taken Union	9,263	10,499				
5016 Vacation Sold at Retirement			5,087	5,194	5,194	5,194
5017 PEHP Vac Sold at Retirement			9,156	9,349	9,349	9,349
5020 Deferred Comp Match Union	10,733	18,739	38,151	38,953	38,953	38,953
5101 Vacation Relief	121,120	162,657	131,749	134,516	134,516	134,516
5105 Sick Relief	29,976	30,574	23,094	23,579	23,579	23,579
5110 Personal Leave Relief	10,856	20,318	14,752	15,062	15,062	15,062
5115 Vacant Slot Relief	30,031	34,719				
5118 Standby Overtime	467	1,272	814	831	831	831
5120 Overtime Union	9,842	12,623	7,122	7,271	7,271	7,271
5201 PERS Taxes	172,500	292,974	248,960	254,188	254,188	254,188
5203 FICA/MEDI	68,872	113,513	95,418	97,422	97,422	97,422
5206 Worker's Comp	17,930	24,751	33,677	39,650	39,650	39,650
5207 TriMet/Wilsonville Tax	5,969	10,255	8,379	8,810	8,810	8,810
5208 OR Worker's Benefit Fund Tax	361	612	911	911	911	911
5210 Medical Ins Union	138,924	252,859	214,894	236,643	236,643	236,643
5220 Post Retire Ins Union	5,850	9,750	7,800	7,800	7,800	7,800
5270 Uniform Allowance		310	4,172	4,550	4,550	4,550
Total Personnel Services	1,335,742	2,269,141	1,861,505	1,923,464	1,923,464	1,923,464
5300 Office Supplies	1,467	695	1,400	1,300	1,300	1,300
5301 Special Department Supplies	14,600	5,133	4,200	3,900	3,900	3,900
5302 Training Supplies	293		350	300	300	300
5305 Fire Extinguisher			150	90	90	90
5306 Photography Supplies & Process	141					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			2,730	9,200	9,200	9,200
5321 Fire Fighting Supplies	4,293	3,106	2,800	2,600	2,600	2,600
5325 Protective Clothing		985	1,211	1,300	1,300	1,300
5330 Noncapital Furniture & Equip	20,963	598	2,350	1,815	1,815	1,815
5350 Apparatus Fuel/Lubricants	3,182	12,031	17,000	19,300	19,300	19,300
5361 M&R Bldg/Bldg Equip & Improv	3,474	4,178	2,800	34,612	34,612	34,612
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip		200	420	390	390	390
5367 M&R Office Equip	495	241	1,400	1,600	1,600	1,600
5414 Other Professional Services	45	67	420	451	451	451
5415 Printing	14		75	75	75	75
5416 Custodial & Bldg Services				3,404	3,404	3,404
5432 Natural Gas	1,509	2,450	3,000	2,900	2,900	2,900
5433 Electricity	8,312	14,680	14,000	13,800	13,800	13,800
5434 Water/Sewer	2,479	5,978	4,000	4,500	4,500	4,500
5436 Garbage	660	1,507	1,900	1,900	1,900	1,900
5480 Community Events/Open House			150	300	300	300

Station 50 Walnut

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10050 General Fund						
5484 Postage UPS & Shipping	40					
5500 Dues & Subscriptions	64	68	200	200	200	200
5570 Misc Business Exp	25	341	560	520	520	520
5575 Laundry/Repair Expense				222	222	222
Total Materials & Services	62,055	52,260	61,466	104,979	104,979	104,979
Total General Fund	1,397,798	2,321,401	1,922,971	2,028,443	2,028,443	2,028,443

Station 51 – Tigard

Fund 10 • Directorate 04 • Division 60 • Department 051

STATION DESCRIPTION

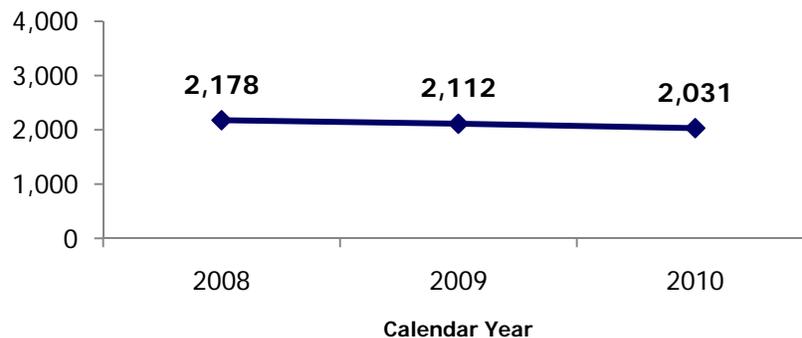
Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993. The 9,800 square foot station houses a total of **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Heavy Rescue 51**, and can also respond in **Engine 51** when needed. An additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 51**. 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,900,265	\$3,036,749	\$3,708,311	\$3,829,274
Materials and Services	65,959	65,225	82,694	104,064
Total Expenditures	\$2,966,224	\$3,101,974	\$3,791,005	\$3,933,338

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.

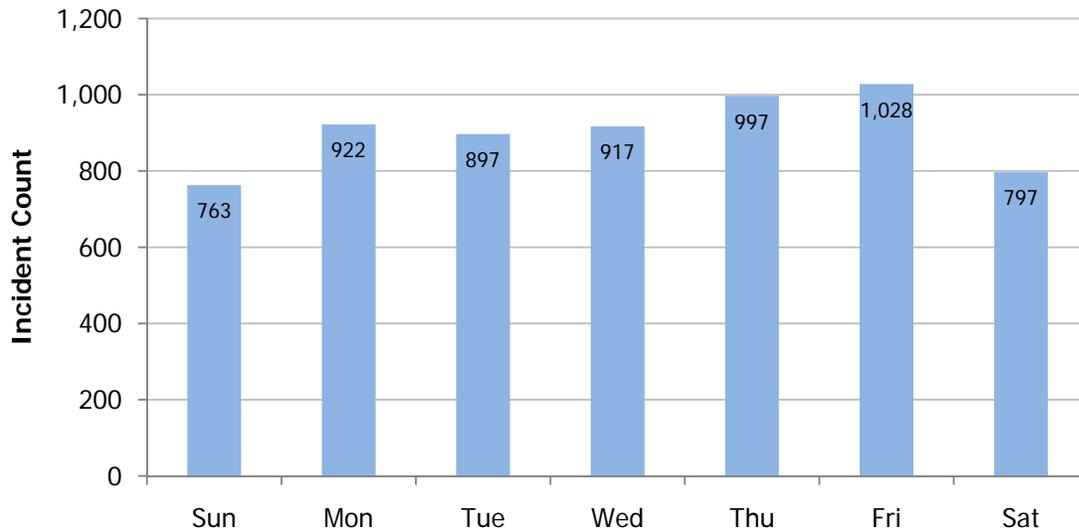
STATION 51 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	283	64	294	65	227	53
Overpressure	0	7	0	10	0	1
EMS/Rescue Call	1,762	1,081	1,695	1,096	1,685	1,152
Hazardous Condition	46	61	40	58	41	60
Service Call	74	90	61	117	39	103
Good Intent Call	13	701	22	600	39	526
False Call	0	174	0	163	0	132
Natural Condition	0	0	0	2	0	0
Other Situation	0	0	0	1	0	4
Total	2,178		2,112		2,031	

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.

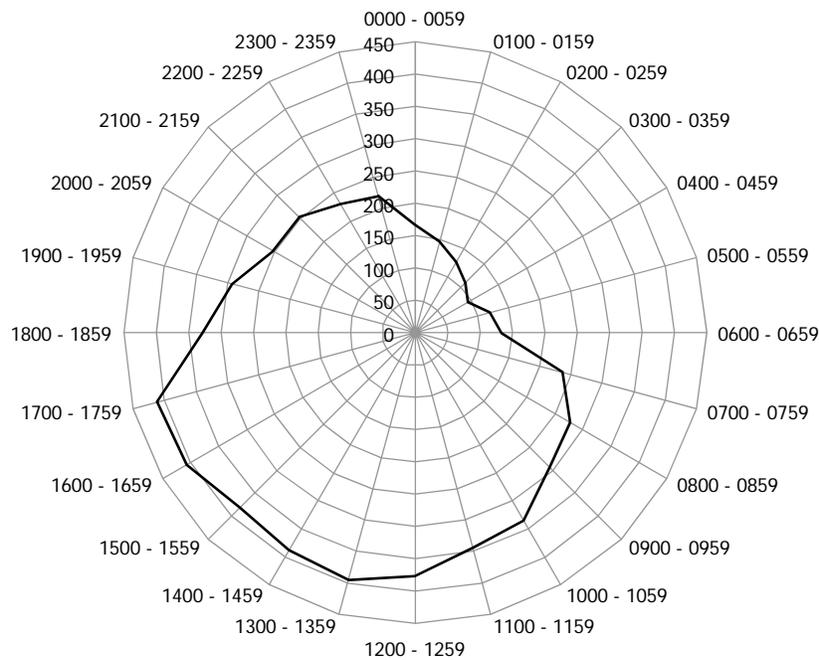
Station 51 – Tigard, continued

STATION 51 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10051 General Fund						
5001 Salaries & Wages Union	1,432,046	1,556,283	1,739,408	1,775,935	1,775,935	1,775,935
5003 Vacation Taken Union	200,803	191,783	230,216	235,050	235,050	235,050
5005 Sick Leave Taken Union	35,830	20,341	76,739	78,350	78,350	78,350
5007 Personal Leave Taken Union	16,567	15,911				
5016 Vacation Sold at Retirement			10,232	10,447	10,447	10,447
5017 PEHP Vac Sold at Retirement	2,127	6,463	18,417	18,804	18,804	18,804
5020 Deferred Comp Match Union	23,983	26,574	76,739	78,350	78,350	78,350
5101 Vacation Relief	158,455	139,691	265,004	270,569	270,569	270,569
5105 Sick Relief	48,142	32,043	46,452	47,428	47,428	47,428
5110 Personal Leave Relief	15,020	15,076	29,672	30,295	30,295	30,295
5115 Vacant Slot Relief	48,153	42,521				
5118 Standby Overtime	952	843	1,637	1,671	1,671	1,671
5120 Overtime Union	26,717	32,593	14,325	14,625	14,625	14,625
5201 PERS Taxes	370,218	389,269	500,764	511,281	511,281	511,281
5203 FICA/MEDI	146,309	150,745	191,926	195,957	195,957	195,957
5206 Worker's Comp	49,380	58,472	67,739	79,754	79,754	79,754
5207 TriMet/Wilsonville Tax	13,026	13,581	16,854	17,721	17,721	17,721
5208 OR Worker's Benefit Fund Tax	767	775	3,357	3,357	3,357	3,357
5210 Medical Ins Union	299,222	330,806	396,728	436,880	436,880	436,880
5220 Post Retire Ins Union	12,550	12,700	14,400	14,400	14,400	14,400
5270 Uniform Allowance		279	7,702	8,400	8,400	8,400
Total Personnel Services	2,900,265	3,036,750	3,708,311	3,829,274	3,829,274	3,829,274
5300 Office Supplies	1,394	619	2,400	2,400	2,400	2,400
5301 Special Department Supplies	3,884	4,491	7,200	7,200	7,200	7,200
5302 Training Supplies		190	600	300	300	300
5305 Fire Extinguisher		144		75	75	75
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	709		7,020	13,800	13,800	13,800
5321 Fire Fighting Supplies	5,943	3,666	4,800	6,656	6,656	6,656
5325 Protective Clothing		507	2,199	2,400	2,400	2,400
5330 Noncapital Furniture & Equip	2,781	1,774	1,200	3,750	3,750	3,750
5350 Apparatus Fuel/Lubricants	16,941	15,022	17,800	21,500	21,500	21,500
5361 M&R Bldg/Bldg Equip & Improv	10,027	13,019	7,600	13,684	13,684	13,684
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	767	1,039	720	720	720	720
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	278	38	720	429	429	429
5415 Printing		14	75	75	75	75
5416 Custodial & Bldg Services				708	708	708
5432 Natural Gas	5,992	5,034	6,150	6,025	6,025	6,025
5433 Electricity	9,786	11,590	14,500	14,065	14,065	14,065
5434 Water/Sewer	4,664	4,872	4,700	4,700	4,700	4,700
5436 Garbage	1,782	1,802	1,950	1,950	1,950	1,950
5480 Community Events/Open House		20	150	300	300	300
5484 Postage UPS & Shipping	45	13				

Station 51 Tigard

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10051 General Fund						
5500 Dues & Subscriptions	236	116	200	200	200	200
5570 Misc Business Exp	46	569	960	960	960	960
5575 Laundry/Repair Expense				267	267	267
Total Materials & Services	65,959	65,225	82,694	104,064	104,064	104,064
Total General Fund	2,966,224	3,101,974	3,791,005	3,933,338	3,933,338	3,933,338

Technical Rescue Team

Fund 10 • Directorate 04 • Division 60 • Department 622

TEAM DESCRIPTION

In addition to their regular firefighting duties, the personnel of Station 51 serve as members of the District's Technical Rescue Team. The team is comprised of 30 extensively trained members who respond to incidents involving rope, trench, confined space, and building collapse rescue utilizing **Heavy Rescue 51** and **Tech Rescue 51**, a tractor, and Urban Search and Rescue (USAR) trailer.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$14,412	\$2,852	\$17,501	\$15,035
Materials and Services	24,385	16,983	21,743	26,905
Total Expenditures	\$38,797	\$19,835	\$39,244	\$41,940

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.

- **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, 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.

- **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.

Technical Rescue Team, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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 Ops 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.

2011-12 CHANGE STRATEGIES

- None

Technical Rescue Team

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10622 General Fund						
5120 Overtime Union	10,866	1,892	13,348	11,428	11,428	11,428
5201 PERS Taxes	2,052	359	2,664	2,281	2,281	2,281
5203 FICA/MEDI	821	142	1,021	874	874	874
5206 Worker's Comp	540	425	360	357	357	357
5207 TriMet/Wilsonville Tax	72	13	90	79	79	79
5208 OR Worker's Benefit Fund Tax	4	1	18	16	16	16
5270 Uniform Allowance	56	21				
Total Personnel Services	14,412	2,852	17,501	15,035	15,035	15,035
5300 Office Supplies		162	150			
5301 Special Department Supplies	201	1,531	500	500	500	500
5302 Training Supplies	802	2,634	1,400	4,000	4,000	4,000
5321 Fire Fighting Supplies	6,084	4,737	7,923	5,335	5,335	5,335
5325 Protective Clothing	5,152	6,794	5,000	5,000	5,000	5,000
5330 Noncapital Furniture & Equip	216					
5350 Apparatus Fuel/Lubricants	361	31	1,600	900	900	900
5365 M&R Firefight Equip	803	991	2,350	4,050	4,050	4,050
5450 Rental of Equip	3,375		2,500	2,500	2,500	2,500
5461 External Training	3,835			1,500	1,500	1,500
5462 Travel and Per Diem	3,544			2,800	2,800	2,800
5484 Postage UPS & Shipping	12					
5570 Misc Business Exp		104	320	320	320	320
Total Materials & Services	24,385	16,983	21,743	26,905	26,905	26,905
Total General Fund	38,797	19,836	39,244	41,940	41,940	41,940

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Station 53 – Progress

Fund 10 • Directorate 04 • Division 60 • Department 053

STATION DESCRIPTION

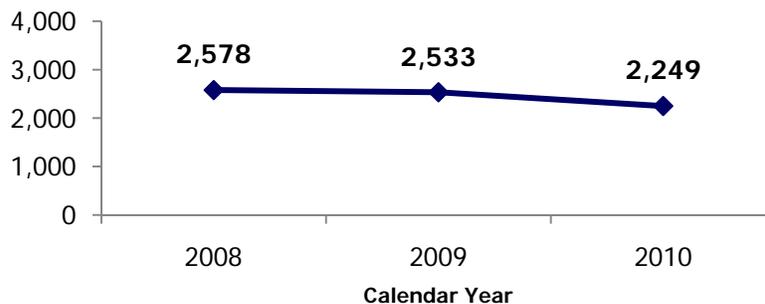
Station 53 is located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall. Utilizing bond proceeds that were approved by voters in 2006, Station 53 was completely rebuilt in 2009–10 and reopened in its doors on July 7, 2010. The new 12,368 square foot station houses a 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 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,575,261	\$1,949,906	\$2,176,938	\$2,247,837
Materials and Services	41,511	54,652	61,533	91,536
Total Expenditures	\$2,616,772	\$2,004,558	\$2,238,471	\$2,339,373

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.

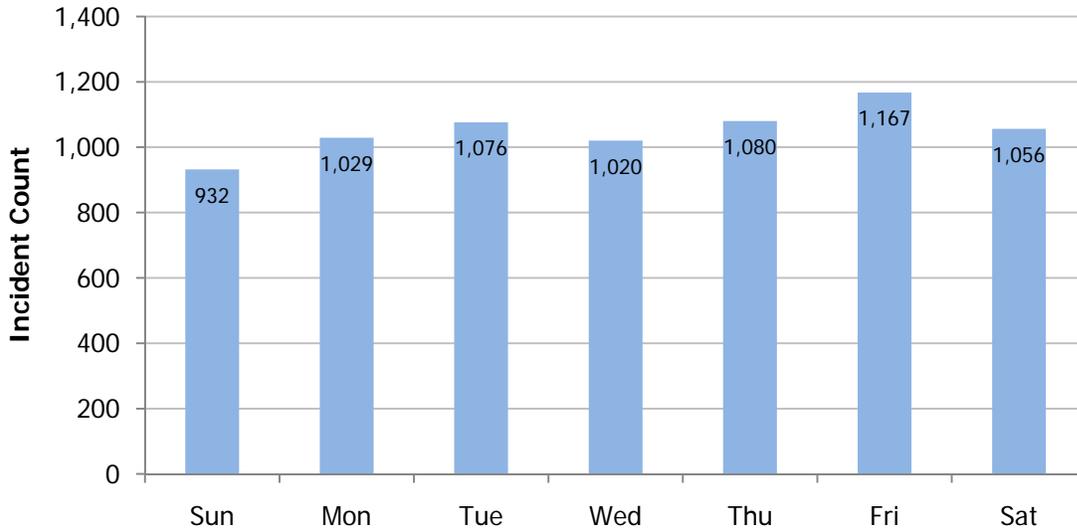
STATION 53 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	354	59	304	46	298	37
Overpressure	0	6	0	5	0	4
EMS/Rescue Call	2,095	1,495	2,050	1,501	1,820	1,419
Hazardous Condition	36	75	53	79	50	74
Service Call	89	158	88	203	47	121
Good Intent Call	4	538	38	476	34	378
False Call	0	245	0	219	0	215
Natural Condition	0	0	0	2	0	0
Other Situation	0	2	0	2	0	1
Total	2,578		2,533		2,249	

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.

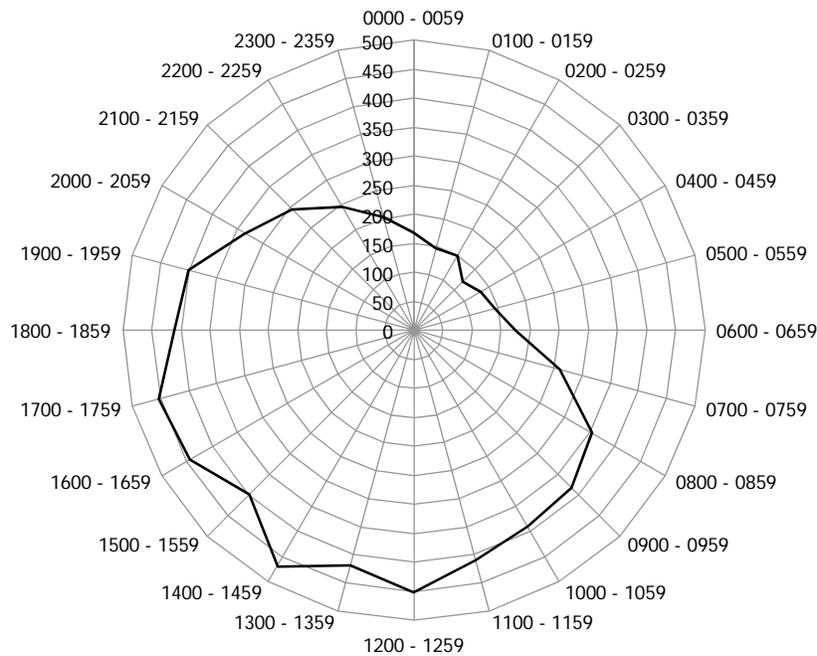
Station 53 – Progress, continued

STATION 53 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10053 General Fund						
5001 Salaries & Wages Union	1,198,466	978,518	1,021,933	1,043,393	1,043,393	1,043,393
5003 Vacation Taken Union	174,593	137,992	135,256	138,096	138,096	138,096
5005 Sick Leave Taken Union	28,458	17,036	45,085	46,032	46,032	46,032
5007 Personal Leave Taken Union	18,996	15,049				
5016 Vacation Sold at Retirement			6,011	6,138	6,138	6,138
5017 PEHP Vac Sold at Retirement	1,954	2,035	10,820	11,048	11,048	11,048
5020 Deferred Comp Match Union	20,473	17,220	45,085	46,032	46,032	46,032
5101 Vacation Relief	216,222	112,562	155,694	158,964	158,964	158,964
5105 Sick Relief	43,801	13,238	27,292	27,865	27,865	27,865
5110 Personal Leave Relief	20,534	17,332	17,433	17,799	17,799	17,799
5115 Vacant Slot Relief	47,586	20,731				
5118 Standby Overtime	1,527	725	962	982	982	982
5120 Overtime Union	22,518	11,110	8,416	8,593	8,593	8,593
5201 PERS Taxes	335,647	251,124	294,208	300,386	300,386	300,386
5203 FICA/MEDI	129,081	96,135	112,760	115,128	115,128	115,128
5206 Worker's Comp	39,337	31,281	39,798	46,857	46,857	46,857
5207 TriMet/Wilsonville Tax	11,607	8,768	9,902	10,411	10,411	10,411
5208 OR Worker's Benefit Fund Tax	676	487	1,966	1,966	1,966	1,966
5210 Medical Ins Union	253,183	209,825	231,424	254,847	254,847	254,847
5220 Post Retire Ins Union	10,600	8,050	8,400	8,400	8,400	8,400
5270 Uniform Allowance		688	4,493	4,900	4,900	4,900
Total Personnel Services	2,575,261	1,949,906	2,176,938	2,247,837	2,247,837	2,247,837
5300 Office Supplies	1,066	625	1,400	1,400	1,400	1,400
5301 Special Department Supplies	2,895	6,157	5,800	4,200	4,200	4,200
5302 Training Supplies			350	300	300	300
5305 Fire Extinguisher		21	75			
5306 Photography Supplies & Process	6					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	108		11,700	18,400	18,400	18,400
5321 Fire Fighting Supplies	3,692	1,274	2,800	2,800	2,800	2,800
5325 Protective Clothing		217	1,283	1,400	1,400	1,400
5330 Noncapital Furniture & Equip	3,374	20,526	750	2,481	2,481	2,481
5350 Apparatus Fuel/Lubricants	8,748	6,563	10,000	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	1,772	2,734	1,500	14,469	14,469	14,469
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	446	85	420	420	420	420
5367 M&R Office Equip	684	57	1,400	1,600	1,600	1,600
5414 Other Professional Services	180	88	420	660	660	660
5415 Printing			75	75	75	75
5416 Custodial & Bldg Services				2,404	2,404	2,404
5432 Natural Gas	3,868	706	3,000	3,000	3,000	3,000
5433 Electricity	9,204	12,114	14,000	14,500	14,500	14,500
5434 Water/Sewer	4,029	1,960	4,000	4,000	4,000	4,000
5436 Garbage	1,260	1,200	1,300	1,300	1,300	1,300
5480 Community Events/Open House			150	300	300	300

Station 53 Progress

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10053 General Fund						
5500 Dues & Subscriptions	144	119	200	200	200	200
5570 Misc Business Exp	36	204	560	560	560	560
5575 Laundry/Repair Expense				267	267	267
Total Materials & Services	41,511	54,652	61,533	91,536	91,536	91,536
Total General Fund	2,616,772	2,004,558	2,238,471	2,339,373	2,339,373	2,339,373

Station 69 – Cooper Mountain

Fund 10 • Directorate 04 • Division 60 • Department 069

STATION DESCRIPTION

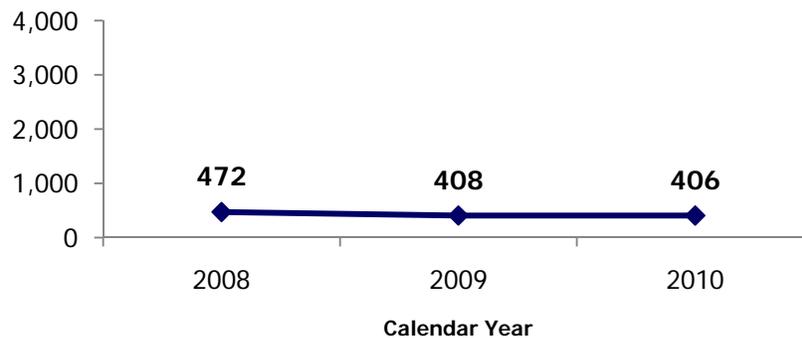
Station 69, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981. The 6,000 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,296,495	\$1,352,165	\$1,325,445	\$1,370,280
Materials and Services	26,454	27,906	40,899	94,759
Total Expenditures	\$1,322,949	\$1,380,071	\$1,366,344	\$1,465,039

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.

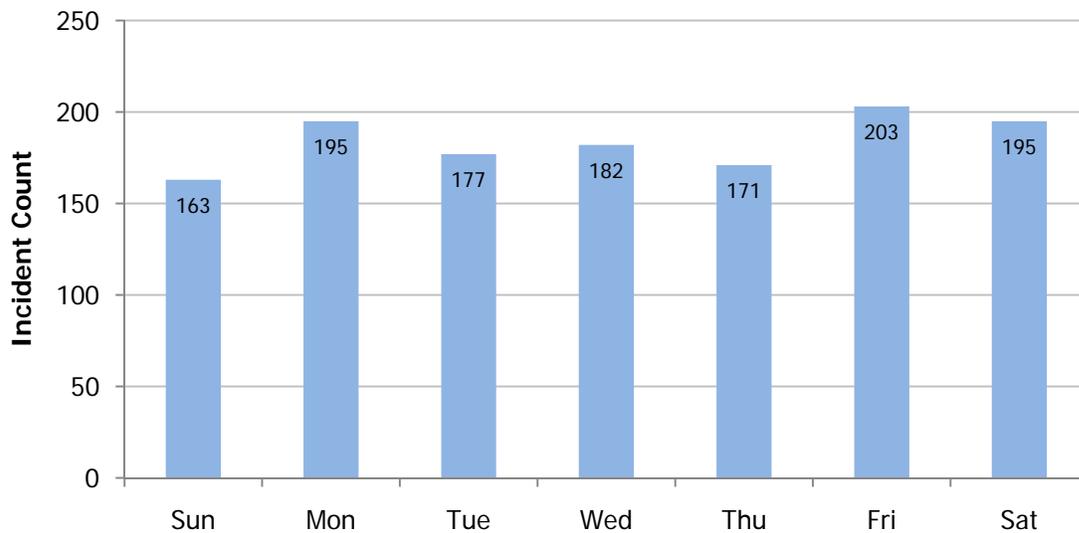
STATION 69 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	51	11	41	16	35	16
Overpressure	0	0	0	2	0	0
EMS/Rescue Call	382	312	327	267	324	290
Hazardous Condition	6	19	13	12	7	7
Service Call	31	25	15	32	21	30
Good Intent Call	2	75	12	53	19	39
False Call	0	30	0	26	0	24
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	0	0
Total	472		408		406	

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.

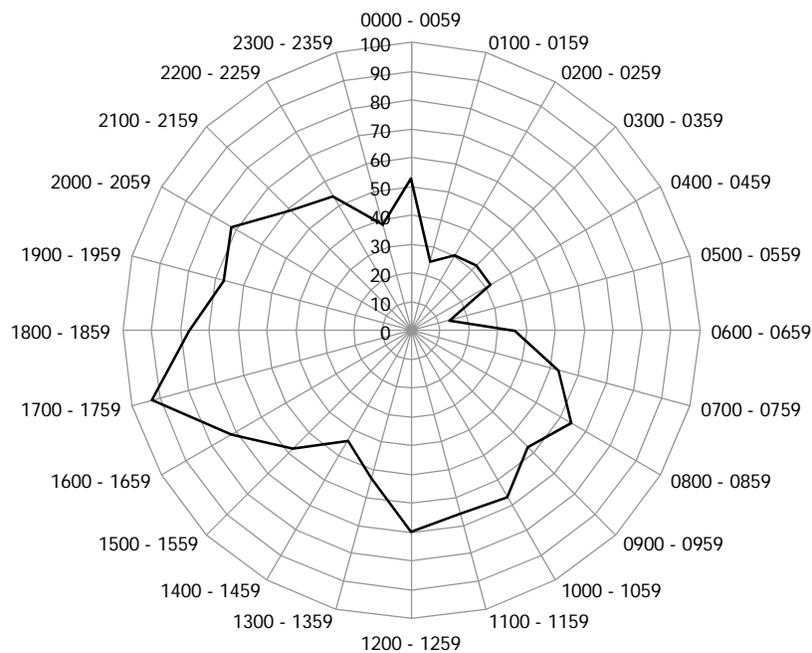
Station 69 – Cooper Mountain, continued

STATION 69 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10069 General Fund						
5001 Salaries & Wages Union	557,085	550,160	618,092	631,072	631,072	631,072
5003 Vacation Taken Union	101,264	97,959	81,806	83,524	83,524	83,524
5005 Sick Leave Taken Union	13,346	51,846	27,269	27,841	27,841	27,841
5007 Personal Leave Taken Union	8,965	15,020				
5016 Vacation Sold at Retirement			3,636	3,712	3,712	3,712
5017 PEHP Vac Sold at Retirement	3,178		6,545	6,682	6,682	6,682
5020 Deferred Comp Match Union	12,370	14,126	27,269	27,841	27,841	27,841
5101 Vacation Relief	132,684	106,058	94,168	96,146	96,146	96,146
5105 Sick Relief	22,849	37,193	16,507	16,853	16,853	16,853
5110 Personal Leave Relief	12,677	18,820	10,544	10,765	10,765	10,765
5115 Vacant Slot Relief	36,294	39,028				
5118 Standby Overtime	752	894	582	594	594	594
5120 Overtime Union	3,032	10,340	5,090	5,197	5,197	5,197
5201 PERS Taxes	168,172	175,854	177,945	181,682	181,682	181,682
5203 FICA/MEDI	65,559	67,159	68,200	69,633	69,633	69,633
5206 Worker's Comp	18,700	20,285	24,071	28,340	28,340	28,340
5207 TriMet/Wilsonville Tax	5,411	6,089	5,989	6,297	6,297	6,297
5208 OR Worker's Benefit Fund Tax	350	330	671	671	671	671
5210 Medical Ins Union	128,458	135,585	148,773	163,830	163,830	163,830
5220 Post Retire Ins Union	5,350	5,250	5,400	5,400	5,400	5,400
5270 Uniform Allowance		169	2,888	4,200	4,200	4,200
Total Personnel Services	1,296,494	1,352,165	1,325,445	1,370,280	1,370,280	1,370,280
5300 Office Supplies	631	646	900	1,200	1,200	1,200
5301 Special Department Supplies	2,257	2,312	2,700	3,600	3,600	3,600
5302 Training Supplies	18		225	300	300	300
5305 Fire Extinguisher		64		100	100	100
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			2,080	6,900	6,900	6,900
5321 Fire Fighting Supplies	1,674	873	1,800	2,570	2,570	2,570
5325 Protective Clothing		98	824	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	676	105	1,750	2,027	2,027	2,027
5350 Apparatus Fuel/Lubricants	6,211	6,430	7,500	8,250	8,250	8,250
5361 M&R Bldg/Bldg Equip & Improv	1,675	3,461	4,000	48,500	48,500	48,500
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip			270	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services			270	141	141	141
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services				1,068	1,068	1,068
5432 Natural Gas	3,425	3,283	4,720	4,008	4,008	4,008
5433 Electricity	6,273	6,289	7,250	7,296	7,296	7,296
5434 Water/Sewer	1,305	1,792	2,480	2,304	2,304	2,304
5436 Garbage	1,490	1,490	1,620	1,620	1,620	1,620
5480 Community Events/Open House			150	300	300	300
5484 Postage UPS & Shipping		10				

Station 69 Cooper Mountain

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10069 General Fund						
5500 Dues & Subscriptions	136	94	200	200	200	200
5570 Misc Business Exp		260	360	480	480	480
5575 Laundry/Repair Expense				385	385	385
Total Materials & Services	26,454	27,906	40,899	94,759	94,759	94,759
Total General Fund	1,322,949	1,380,072	1,366,344	1,465,039	1,465,039	1,465,039

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.

BUDGET SUMMARY

Expenditures	2008-09 Actual ⁽¹⁾	2009-10 Actual ⁽¹⁾	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$9,191,743	\$9,923,270	\$12,977,917	\$12,980,276
Materials and Services	274,094	274,578	565,586	624,989
Total Expenditures	\$9,465,837	\$10,197,848	\$13,543,503	\$13,605,265

⁽¹⁾ Reflects combined fire station budgets for years prior to the reorganization. Totals do not include the South Operating Center.

PERSONNEL SUMMARY

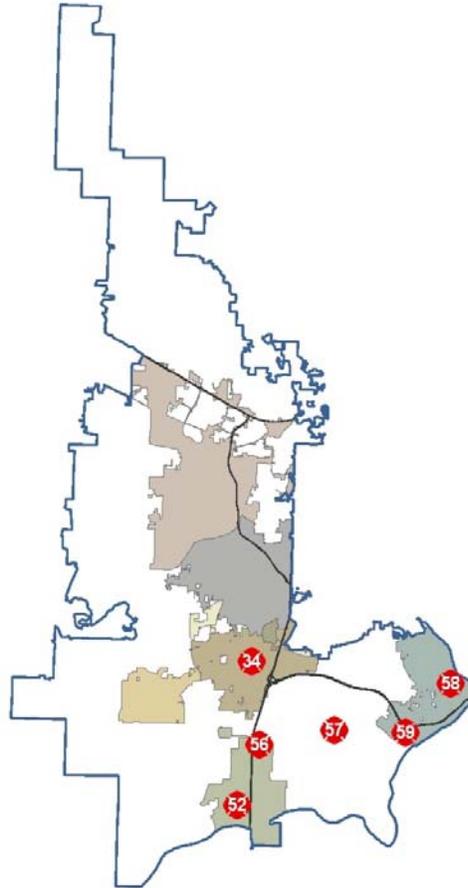
Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal	0.00	0.00	4.00	4.00
Communications Officer	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	2.38	2.38
Station 34	18.00	14.00	12.00	12.00
Station 52	12.00	12.00	12.00	12.00
Station 56	9.00	12.00	13.00	13.00
Station 57	9.00	9.00	12.00	12.00
Station 58	12.00	12.00	12.00	12.00
Station 59	9.00	12.00	12.00	12.00
Total Full-Time Equivalents (FTE)	69.00	71.00	85.38	85.38

2011-12 SIGNIFICANT CHANGES

For 2011-12, the change in budgeting for EMS Supplies (5320), Protective Clothing (5325), Maintenance and Repair (5361), and Custodial Services (5416) at the facility versus in the Facility Maintenance Department budget created the budgeting increase for the South Integrated Operations combined budget. In addition, 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	2010-11 Budget			2010-11 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 34 (Tualatin)	12.00	⊞	Aerial Pumper	12.00	⊞	Aerial Pumper
Station 52 (Wilsonville)	12.00	⊞	Engine	12.00	⊞	Engine
Station 56 (Elligsen Rd.)	13.00	⊞ ⊞	Truck/Engine [§] , Car	13.00	⊞ ⊞	Truck/Engine [§] , Car
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.

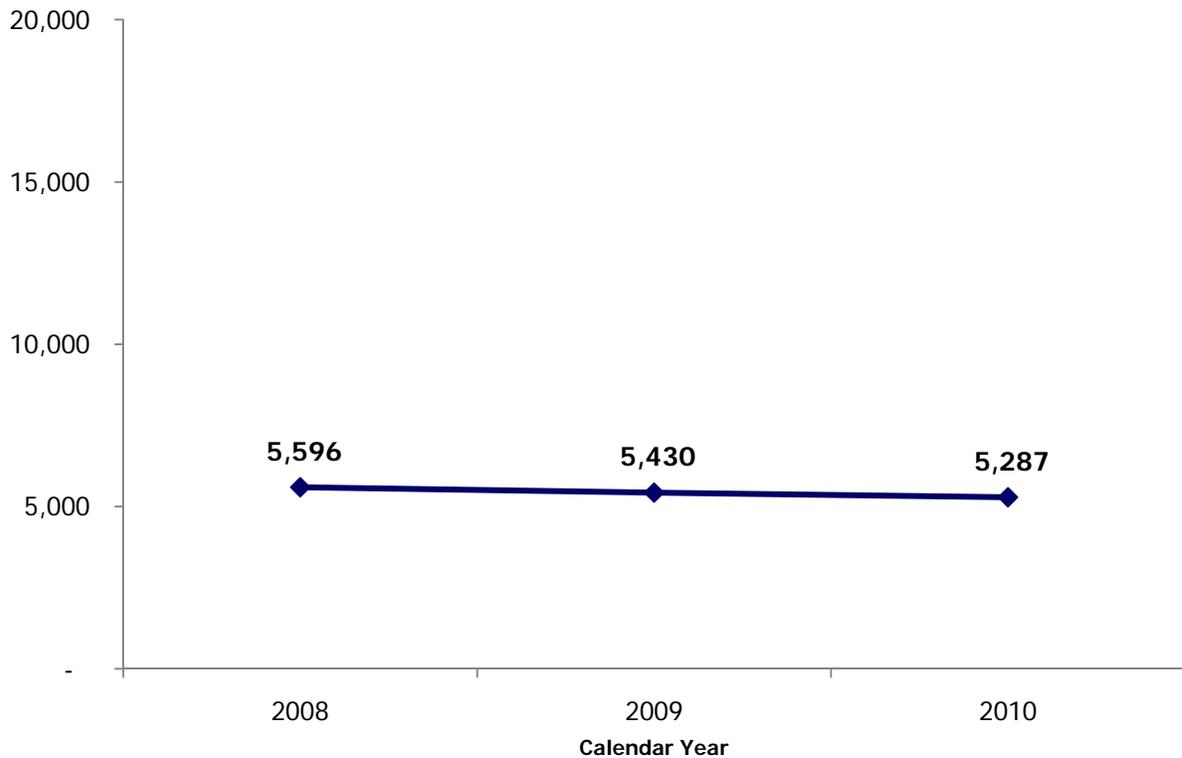
○ Full Time Employees (FTE) per Unit

⊞ 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.

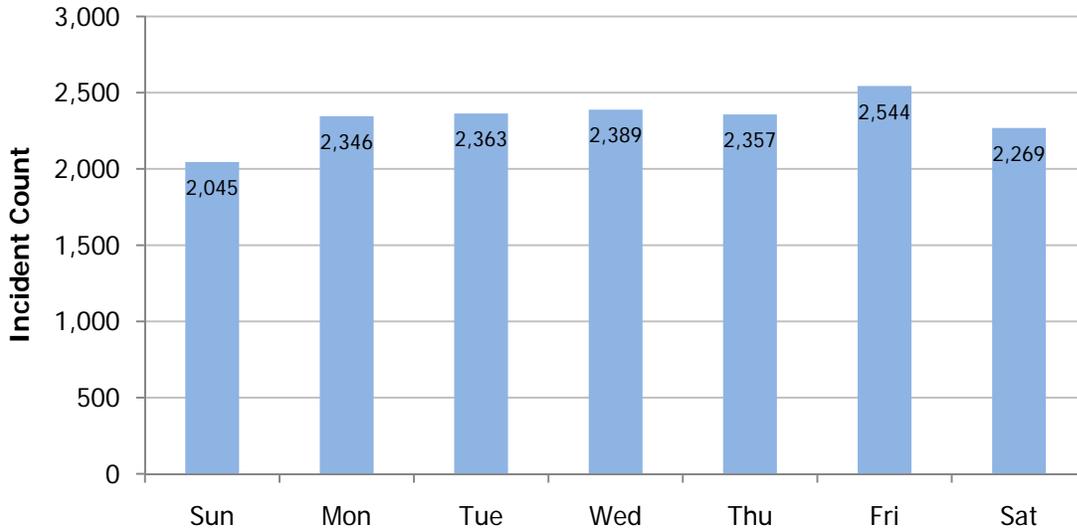
SOUTH INTEGRATED OPERATIONS INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	1,073	196	996	180	837	149
Overpressure	0	21	0	16	0	15
EMS/Rescue Call	4,075	3,179	3,969	3,158	4,022	3,236
Hazardous Condition	109	174	106	135	109	116
Service Call	299	287	228	308	140	294
Good Intent Call	40	1,021	131	965	179	947
False Call	0	713	0	657	0	525
Natural Condition	0	1	0	2	0	1
Other Situation	0	4	0	9	0	4
Total	5,596		5,430		5,287	

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.

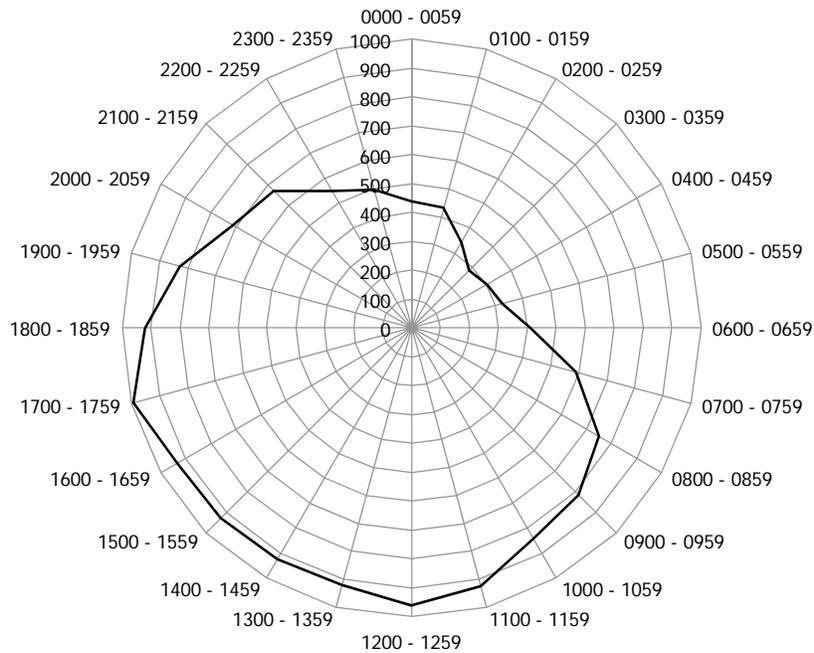
South Integrated Operations Division, continued

SOUTH INTEGRATED OPERATIONS INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

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.

- **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.

- **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.

- **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.

- **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.

South Integrated Operations Division, continued

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.

- **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.

- **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

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)/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 and citizens

- **Reduce the number of emergency incidents at assisted living facilities** within the South Operating Center.

Goals(s)/Call(s) for Action: I/D, II/A
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

South Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5001 Salaries & Wages Union	4,222,998	4,725,419	5,466,605	5,380,068	5,380,068	5,376,950
5002 Salaries & Wages Nonunion			703,660	706,916	706,916	700,145
5003 Vacation Taken Union	562,427	625,047	686,042	701,315	701,315	701,007
5004 Vacation Taken Nonunion			63,378	69,044	69,044	68,374
5005 Sick Leave Taken Union	154,558	98,698	218,583	223,175	223,175	223,175
5007 Personal Leave Taken Union	62,829	56,161				
5015 Vacation Sold			32,128	32,320	32,320	32,006
5016 Vacation Sold at Retirement	5,561	1,240	29,145	35,939	35,939	35,879
5017 PEHP Vac Sold at Retirement	47,644	13,691	52,460	53,562	53,562	53,562
5020 Deferred Comp Match Union	78,413	86,327	234,338	235,168	235,168	235,419
5021 Deferred Comp Match Nonunion			17,387	14,269	14,269	26,590
5101 Vacation Relief	710,460	744,959	754,850	770,691	770,691	770,691
5102 Duty Chief Relief		1,400	76,600	80,583	80,583	80,583
5105 Sick Relief	131,549	112,465	132,317	135,095	135,095	135,095
5110 Personal Leave Relief	89,426	87,254	84,519	86,294	86,294	86,294
5115 Vacant Slot Relief	164,048	179,773				
5118 Standby Overtime	8,102	6,313	4,663	4,760	4,760	4,760
5120 Overtime Union	136,309	85,202	108,904	122,418	122,418	122,418
5121 Overtime Nonunion			1,169	2,500	2,500	2,500
5201 PERS Taxes	1,190,019	1,281,204	1,815,275	1,725,779	1,725,779	1,717,799
5203 FICA/MEDI	460,373	491,553	698,506	661,434	661,434	661,346
5206 Worker's Comp	132,831	152,538	230,434	256,316	256,316	262,920
5207 TriMet/Wilsonville Tax	37,784	42,337	61,463	59,815	59,815	59,807
5208 OR Worker's Benefit Fund Tax	2,502	2,621	6,899	6,911	6,911	6,911
5210 Medical Ins Union	949,296	1,084,805	1,291,293	1,401,656	1,401,656	1,401,656
5211 Medical Ins Nonunion	1,116		101,899	104,088	104,088	104,088
5220 Post Retire Ins Union	43,500	41,300	46,800	46,200	46,200	46,200
5221 Post Retire Ins Nonunion			8,100	7,200	7,200	7,200
5230 Dental Ins Nonunion			14,394	14,001	14,001	14,001
5240 Life/Disability Insurance			9,000	8,713	8,713	8,713
5270 Uniform Allowance		2,964	27,106	34,187	34,187	34,187
Total Personnel Services	9,191,743	9,923,270	12,977,917	12,980,417	12,980,417	12,980,276
5300 Office Supplies	6,130	5,119	11,919	11,900	11,900	11,900
5301 Special Department Supplies	19,106	25,096	32,482	29,539	29,539	29,539
5302 Training Supplies	437	754	5,067	7,283	7,283	7,283
5303 Physical Fitness		408				
5304 Hydrant Maintenance			1,666	486	486	486
5305 Fire Extinguisher	368	859	800	1,075	1,075	1,075
5306 Photography Supplies & Process	6	10	66	200	200	200
5307 Smoke Detector Program		40	1,266	1,900	1,900	1,900
5311 Haz Mat Response Materials	475		3,530	3,530	3,530	3,530
5320 EMS Supplies	539	1,029	24,734	51,231	51,231	51,231
5321 Fire Fighting Supplies	30,515	21,702	34,016	18,807	18,807	18,807
5325 Protective Clothing	3,607	7,148	11,656	19,987	19,987	19,987
5330 Noncapital Furniture & Equip	15,846	17,802	24,515	9,565	9,565	9,565

South Integrated Operations Division

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
General Fund						
5350 Apparatus Fuel/Lubricants	42,521	40,689	65,794	72,200	72,200	72,200
5361 M&R Bldg/Bldg Equip & Improv	27,365	31,189	27,930	85,878	85,878	85,878
5364 M&R Fire Comm Equip			900	300	300	300
5365 M&R Firefight Equip	6,163	6,037	8,220	8,490	8,490	8,490
5367 M&R Office Equip	3,388	3,361	12,750	15,560	15,560	15,560
5400 Insurance Premium	555					
5414 Other Professional Services	595	287	2,220	2,916	2,916	2,916
5415 Printing	5	36	5,676	2,929	2,929	2,929
5416 Custodial & Bldg Services		150	3,000	6,792	6,792	6,792
5417 Temporary Services			2,666			
5432 Natural Gas	30,997	23,953	32,234	29,380	29,380	29,380
5433 Electricity	51,399	58,622	74,247	69,940	69,940	69,940
5434 Water/Sewer	19,781	19,308	30,010	26,780	26,780	26,780
5436 Garbage	5,645	6,676	7,370	7,020	7,020	7,020
5445 Rent/Lease of Building			101,000	97,551	97,551	99,351
5450 Rental of Equip	706	305	360	60	60	60
5461 External Training	2,190	532	6,330	7,200	7,200	7,200
5462 Travel and Per Diem	3,411	262	4,798	6,000	6,000	6,000
5471 Citizen Awards			417			
5472 Employee Recog & Awards			166			
5480 Community Events/Open House	36	77	4,034	6,160	6,160	6,160
5481 Community Education Materials			9,334	9,336	9,336	9,336
5484 Postage UPS & Shipping	215	156	2,516	933	933	933
5500 Dues & Subscriptions	1,196	912	5,572	6,197	6,197	6,197
5570 Misc Business Exp	848	2,062	5,408	3,900	3,900	3,900
5571 Planning Retreat Expense			883	1,000	1,000	1,000
5575 Laundry/Repair Expense	50		34	1,164	1,164	1,164
Total Materials & Services	274,094	274,578	565,586	623,189	623,189	624,989
Total General Fund	9,465,837	10,197,848	13,543,503	13,603,606	13,603,606	13,605,265

South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 600

DIVISION DESCRIPTION

The newly created South Operating Center will manage 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. Two Battalion Chiefs to be funded with SAFER grant funds are anticipated to be the catalyst for moving to a full three Battalion operations model.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services			\$2,012,482	\$1,933,356
Materials and Services			185,067	164,856
Total Expenditures			\$2,197,549	\$2,098,212

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	3.00	3.00
Assistant Fire Marshal	0.00	0.00	1.00	1.00
Deputy Fire Marshal	0.00	0.00	4.00	4.00
Community Liaison	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	2.38	2.38
Total Full-Time Equivalents (FTE)	0.00	0.00	12.38	12.38

2011-12 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 Sstation 56 project, which includes office space for the operations of the South Operating Center.

South Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10600 General Fund						
5001 Salaries & Wages Union			512,057	321,474	321,474	318,356
5002 Salaries & Wages Nonunion			703,660	706,916	706,916	700,145
5003 Vacation Taken Union			30,294	31,794	31,794	31,486
5004 Vacation Taken Nonunion			63,378	69,044	69,044	68,374
5015 Vacation Sold			32,128	32,320	32,320	32,006
5016 Vacation Sold at Retirement				6,182	6,182	6,122
5020 Deferred Comp Match Union			15,755	11,993	11,993	12,244
5021 Deferred Comp Match Nonunion			17,387	14,269	14,269	26,590
5102 Duty Chief Relief			76,600	80,583	80,583	80,583
5120 Overtime Union			39,861	37,913	37,913	37,913
5121 Overtime Nonunion			1,169	2,500	2,500	2,500
5201 PERS Taxes			383,256	262,472	262,472	254,492
5203 FICA/MEDI			149,660	100,597	100,597	100,509
5206 Worker's Comp			36,723	28,053	28,053	34,657
5207 TriMet/Wilsonville Tax			13,266	9,097	9,097	9,089
5208 OR Worker's Benefit Fund Tax			438	438	438	438
5210 Medical Ins Union			84,579	72,813	72,813	72,813
5211 Medical Ins Nonunion			101,899	104,088	104,088	104,088
5220 Post Retire Ins Union			3,000	2,400	2,400	2,400
5221 Post Retire Ins Nonunion			8,100	7,200	7,200	7,200
5230 Dental Ins Nonunion			14,394	14,001	14,001	14,001
5240 Life/Disability Insurance			9,000	8,713	8,713	8,713
5270 Uniform Allowance			3,679	8,637	8,637	8,637
Total Personnel Services			2,300,283	1,933,497	1,933,497	1,933,356
5300 Office Supplies			4,119	4,200	4,200	4,200
5301 Special Department Supplies			1,832	2,800	2,800	2,800
5302 Training Supplies			1,167	2,833	2,833	2,833
5304 Hydrant Maintenance			1,666	486	486	486
5305 Fire Extinguisher			200	200	200	200
5306 Photography Supplies & Process			66	200	200	200
5307 Smoke Detector Program			66	100	100	100
5320 EMS Supplies			34	400	400	400
5321 Fire Fighting Supplies			9,566	1,400	1,400	1,400
5325 Protective Clothing			2,870	3,783	3,783	3,783
5330 Noncapital Furniture & Equip			400	4,743	4,743	4,743
5350 Apparatus Fuel/Lubricants			14,949	13,500	13,500	13,500
5361 M&R Bldg/Bldg Equip & Improv			2,000			
5365 M&R Firefight Equip				300	300	300
5367 M&R Office Equip			5,000	4,560	4,560	4,560
5414 Other Professional Services				1,000	1,000	1,000
5415 Printing			5,001	2,354	2,354	2,354
5416 Custodial & Bldg Services			3,000			
5417 Temporary Services			2,666			
5432 Natural Gas			1,634			
5433 Electricity			3,234			

South Operating Center

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10600 General Fund						
5434 Water/Sewer			1,120			
5436 Garbage			420			
5445 Rent/Lease of Building			101,000	97,551	97,551	99,351
5462 Travel and Per Diem			798	2,000	2,000	2,000
5471 Citizen Awards			417			
5472 Employee Recog & Awards			166			
5480 Community Events/Open House			3,134	3,960	3,960	3,960
5481 Community Education Materials			9,334	9,336	9,336	9,336
5484 Postage UPS & Shipping			2,166	833	833	833
5500 Dues & Subscriptions			4,157	4,997	4,997	4,997
5570 Misc Business Exp			1,968	300	300	300
5571 Planning Retreat Expense			883	1,000	1,000	1,000
5575 Laundry/Repair Expense			34	220	220	220
Total Materials & Services			185,067	163,056	163,056	164,856
Total General Fund			2,485,350	2,096,553	2,096,553	2,098,212

Station 34 – Tualatin

Fund 10 • Directorate 04 • Division 62 • Department 034

STATION DESCRIPTION

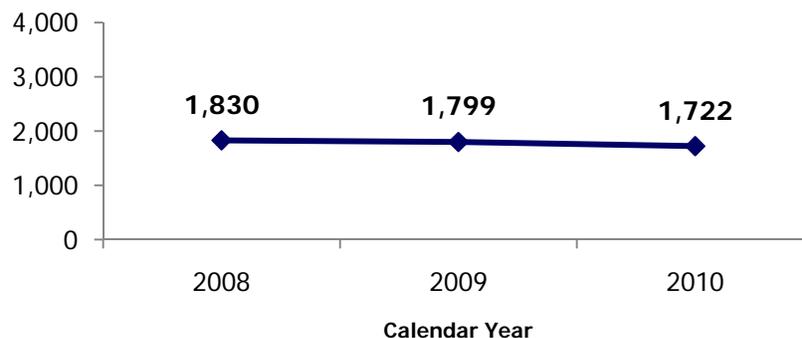
Station 34, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990. Utilizing bond proceeds that were approved by voters in 2006, Station 34 was remodeled in 2010 to incorporate adequate facilities for female firefighters. The 9,500 square foot station houses a total of **12 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.

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$2,127,428	\$2,542,268	\$1,846,999	\$1,907,310
Materials and Services	53,614	50,462	71,052	87,510
Total Expenditures	\$2,181,042	\$2,592,730	\$1,918,051	\$1,994,820

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.

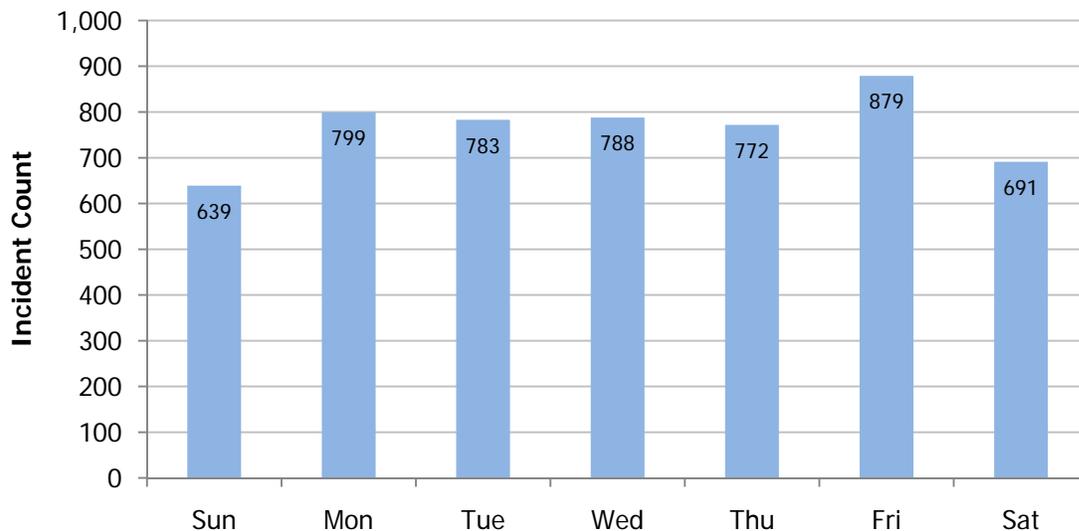
STATION 34 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	508	67	385	60	351	62
Overpressure	0	9	0	4	0	3
EMS/Rescue Call	1,190	851	1,269	949	1,251	947
Hazardous Condition	24	51	41	48	34	38
Service Call	103	74	74	103	42	73
Good Intent Call	5	395	30	346	44	363
False Call	0	381	0	287	0	234
Natural Condition	0	1	0	0	0	1
Other Situation	0	1	0	2	0	1
Total	1,830		1,799		1,722	

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.

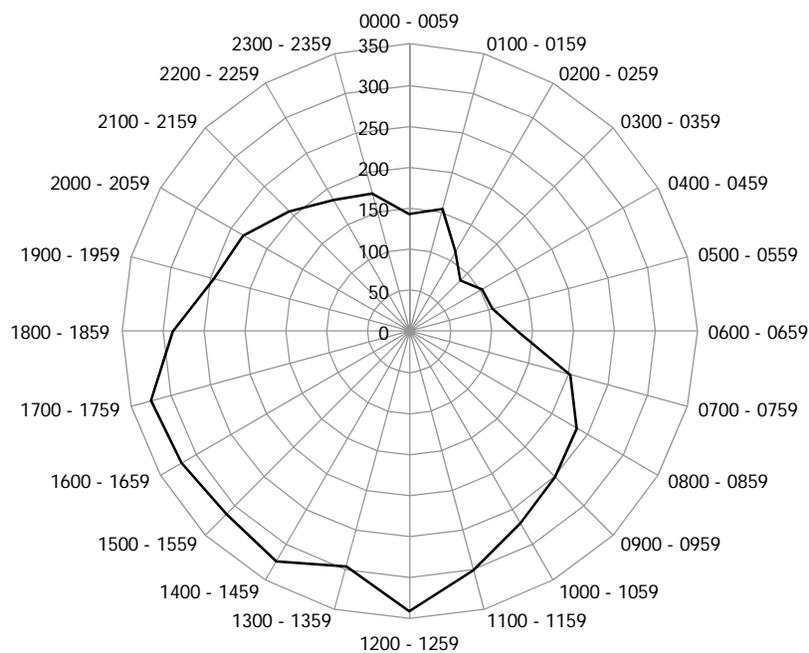
Station 34 - Tualatin, continued

STATION 34 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10034 General Fund						
5001 Salaries & Wages Union	993,774	1,179,909	865,968	884,153	884,153	884,153
5003 Vacation Taken Union	116,705	158,183	114,613	117,020	117,020	117,020
5005 Sick Leave Taken Union	47,364	33,637	38,204	39,007	39,007	39,007
5007 Personal Leave Taken Union	12,138	17,065				
5016 Vacation Sold at Retirement			5,094	5,201	5,201	5,201
5017 PEHP Vac Sold at Retirement	1,430	3,128	9,169	9,362	9,362	9,362
5020 Deferred Comp Match Union	17,262	19,801	38,204	39,007	39,007	39,007
5101 Vacation Relief	143,652	165,148	131,933	134,703	134,703	134,703
5105 Sick Relief	27,363	35,378	23,126	23,612	23,612	23,612
5110 Personal Leave Relief	23,011	28,496	14,772	15,083	15,083	15,083
5115 Vacant Slot Relief	74,214	101,328				
5118 Standby Overtime	1,649	1,446	815	832	832	832
5120 Overtime Union	19,766	8,270	7,131	7,281	7,281	7,281
5201 PERS Taxes	275,235	332,649	249,307	254,542	254,542	254,542
5203 FICA/MEDI	107,178	125,256	95,551	97,557	97,557	97,557
5206 Worker's Comp	26,017	31,170	33,724	39,706	39,706	39,706
5207 TriMet/Wilsonville Tax	9,551	11,379	8,391	8,822	8,822	8,822
5208 OR Worker's Benefit Fund Tax	569	650	1,582	1,582	1,582	1,582
5210 Medical Ins Union	221,350	278,353	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	9,200	10,250	7,200	7,200	7,200	7,200
5270 Uniform Allowance		772	3,851	4,200	4,200	4,200
Total Personnel Services	2,127,429	2,542,268	1,846,999	1,907,310	1,907,310	1,907,310
5300 Office Supplies	1,311	997	1,200	1,200	1,200	1,200
5301 Special Department Supplies	3,852	3,678	3,600	3,600	3,600	3,600
5302 Training Supplies	247	183	300	300	300	300
5303 Physical Fitness		408				
5305 Fire Extinguisher	294	325	300	200	200	200
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	450		7,020	11,500	11,500	11,500
5321 Fire Fighting Supplies	4,868	3,880	2,400	2,400	2,400	2,400
5325 Protective Clothing		1,011	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	710	941	4,550	1,743	1,743	1,743
5350 Apparatus Fuel/Lubricants	11,821	9,934	13,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	4,882	5,905	9,020	24,296	24,296	24,296
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	1,060	104	360	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	205		360	416	416	416
5415 Printing		22	50	50	50	50
5416 Custodial & Bldg Services				996	996	996
5432 Natural Gas	5,892	5,006	4,800	5,280	5,280	5,280
5433 Electricity	10,144	9,707	11,363	10,500	10,500	10,500
5434 Water/Sewer	4,781	5,321	7,400	6,780	6,780	6,780
5436 Garbage	1,596	1,626	1,650	1,620	1,620	1,620
5462 Travel and Per Diem	495					

Station 34 Tualatin

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10034 General Fund						
5480 Community Events/Open House	28	67	150	300	300	300
5484 Postage UPS & Shipping	10					
5500 Dues & Subscriptions	88	93	200	200	200	200
5570 Misc Business Exp	146	571	480	480	480	480
5575 Laundry/Repair Expense	50			189	189	189
Total Materials & Services	53,613	50,462	71,052	87,510	87,510	87,510
Total General Fund	2,181,043	2,592,729	1,918,051	1,994,820	1,994,820	1,994,820

Hazardous Materials Team

Fund 10 • Directorate 04 • Division 62 • Department 625

TEAM DESCRIPTION

The District's Hazardous Materials Team is comprised of 30 highly trained personnel. The team, located at Stations 34 (Tualatin) and 53 (Progress), responds to fires, spills, and other incidents involving chemicals or toxic materials utilizing **HazMat 34** and **HazMat 53**. The team also assists local law enforcement agencies dealing with drug labs. In addition, the team is one of 14 in Oregon's statewide hazardous materials response system. As a regional responder, Tualatin Valley Fire & Rescue is responsible for incidents within Region 9, which stretches from Scappoose to Salem and from Lake Oswego to Astoria.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$18,505	\$15,176	\$16,930	\$16,108
Materials and Services	10,188	7,778	28,590	24,839
Total Expenditures	\$28,693	\$22,954	\$45,520	\$40,947

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.

- **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.

Hazardous Materials Team, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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.

- **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.

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 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 to for Phase I (research and development) and purchase of baseline equipment for HazMat RIT.
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 protocol that includes the purchase of support equipment for this program.
Budget Impact: Increase 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.

Hazardous Materials Team

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10625 General Fund						
5120 Overtime Union	14,391	11,601	12,912	12,242	12,242	12,242
5201 PERS Taxes	2,735	2,202	2,577	2,444	2,444	2,444
5203 FICA/MEDI	951	807	988	937	937	937
5206 Worker's Comp	326	487	349	383	383	383
5207 TriMet/Wilsonville Tax	95	75	87	85	85	85
5208 OR Worker's Benefit Fund Tax	5	4	17	17	17	17
Total Personnel Services	18,505	15,176	16,930	16,108	16,108	16,108
5300 Office Supplies	199	123	300	300	300	300
5301 Special Department Supplies	733	443	1,500	4,589	4,589	4,589
5302 Training Supplies			1,950	2,250	2,250	2,250
5311 Haz Mat Response Materials	475		3,530	3,530	3,530	3,530
5321 Fire Fighting Supplies	2,361	837	8,150			
5325 Protective Clothing	2,248	3,111	400	1,500	1,500	1,500
5330 Noncapital Furniture & Equip	591	399	600			
5350 Apparatus Fuel/Lubricants	1,442	879	2,340	2,600	2,600	2,600
5361 M&R Bldg/Bldg Equip & Improv		4				
5365 M&R Firefight Equip	1,824	1,445	1,000	1,000	1,000	1,000
5415 Printing			350	250	250	250
5461 External Training			4,000	4,000	4,000	4,000
5462 Travel and Per Diem			4,000	4,000	4,000	4,000
5480 Community Events/Open House				400	400	400
5484 Postage UPS & Shipping	59	44	150	100	100	100
5570 Misc Business Exp	255	493	320	320	320	320
Total Materials & Services	10,188	7,778	28,590	24,839	24,839	24,839
Total General Fund	28,693	22,954	45,520	40,947	40,947	40,947

Station 52 - Wilsonville

Fund 10 • Directorate 04 • Division 62 • Department 052

STATION DESCRIPTION

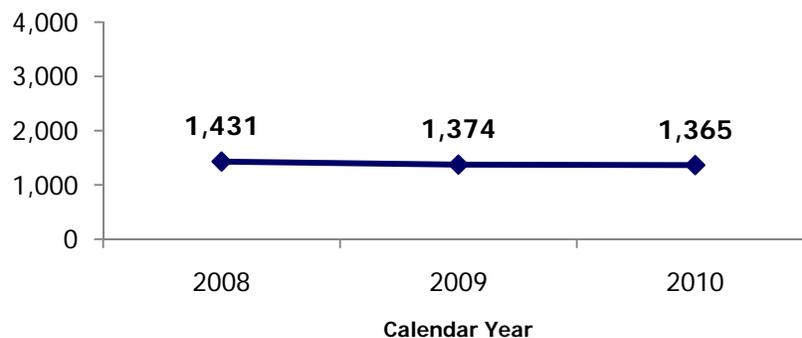
Station 52, located on SW Kinsman west of Interstate 5's main Wilsonville exit, was constructed in 1991. The 9,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52** 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.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,480,654	\$1,585,351	\$1,730,344	\$1,791,443
Materials and Services	45,345	44,987	58,889	82,593
Total Expenditures	\$1,525,999	\$1,630,338	\$1,789,233	\$1,874,036

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.

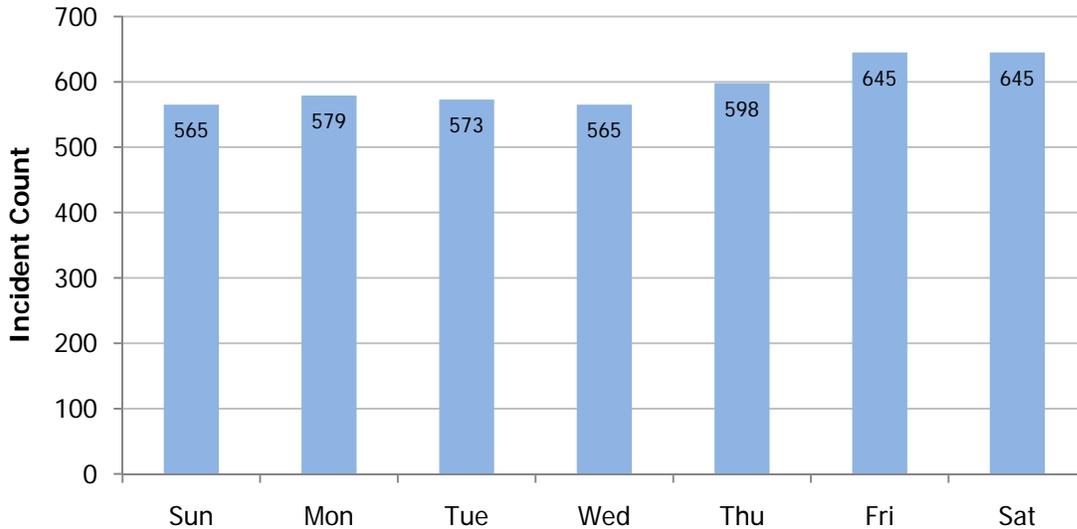
STATION 52 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	158	26	161	31	114	22
Overpressure	0	3	0	4	0	2
EMS/Rescue Call	1,212	959	1,141	925	1,184	978
Hazardous Condition	13	29	15	21	15	15
Service Call	44	85	37	78	30	87
Good Intent Call	4	225	20	216	22	175
False Call	0	103	0	96	0	85
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	0	3	0	1
Total	1,431		1,374		1,365	

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.

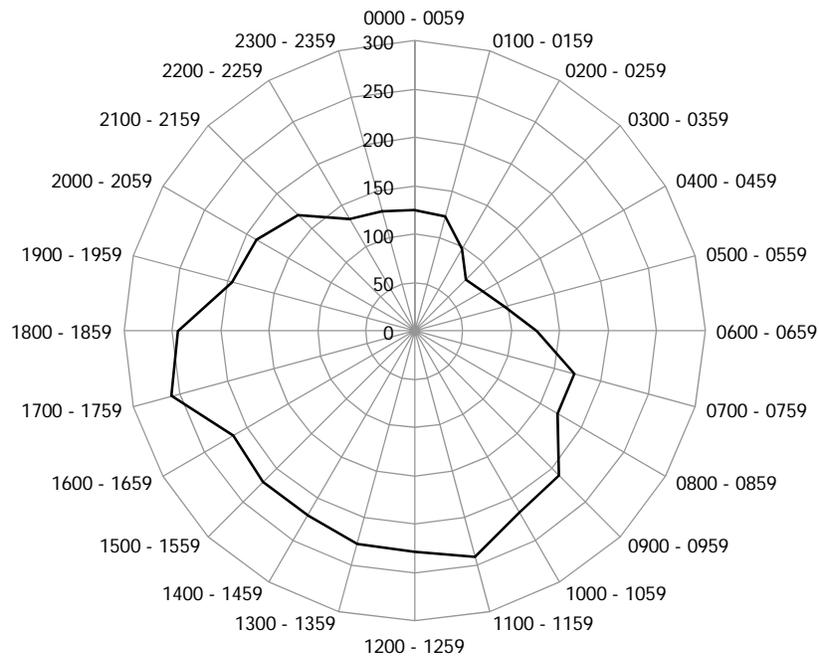
Station 52 - Wilsonville, continued

STATION 52 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10052 General Fund						
5001 Salaries & Wages Union	696,887	794,618	804,600	821,497	821,497	821,497
5003 Vacation Taken Union	78,471	87,195	106,491	108,728	108,728	108,728
5005 Sick Leave Taken Union	24,325	14,534	35,497	36,243	36,243	36,243
5007 Personal Leave Taken Union	11,247	12,062				
5016 Vacation Sold at Retirement	5,561		4,733	4,832	4,832	4,832
5017 PEHP Vac Sold at Retirement	1,889	1,966	8,519	8,698	8,698	8,698
5020 Deferred Comp Match Union	11,680	15,383	35,497	36,243	36,243	36,243
5101 Vacation Relief	117,864	111,788	122,583	125,157	125,157	125,157
5105 Sick Relief	33,725	15,804	21,488	21,939	21,939	21,939
5110 Personal Leave Relief	15,726	15,299	13,726	14,014	14,014	14,014
5115 Vacant Slot Relief	6,742	1,929				
5118 Standby Overtime	1,419	1,066	757	773	773	773
5120 Overtime Union	8,288	6,789	6,626	7,271	7,271	7,271
5201 PERS Taxes	187,044	201,197	231,639	236,504	236,504	236,504
5203 FICA/MEDI	74,708	80,018	88,780	90,644	90,644	90,644
5206 Worker's Comp	24,680	24,628	31,334	39,650	39,650	39,650
5207 TriMet/Wilsonville Tax	4,626	6,021	7,796	8,197	8,197	8,197
5208 OR Worker's Benefit Fund Tax	437	452	863	863	863	863
5210 Medical Ins Union	166,287	186,553	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	9,050	7,200	7,200	7,200	7,200	7,200
5270 Uniform Allowance		850	3,851	4,550	4,550	4,550
Total Personnel Services	1,480,655	1,585,351	1,730,344	1,791,443	1,791,443	1,791,443
5300 Office Supplies	1,017	1,169	1,200	1,300	1,300	1,300
5301 Special Department Supplies	3,837	3,043	3,600	3,900	3,900	3,900
5302 Training Supplies		194	300	300	300	300
5305 Fire Extinguisher		200	150	200	200	200
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies	89		7,540	11,500	11,500	11,500
5321 Fire Fighting Supplies	2,225	2,085	2,400	2,600	2,600	2,600
5325 Protective Clothing		540	1,099	1,300	1,300	1,300
5330 Noncapital Furniture & Equip	1,295	90	150	2,929	2,929	2,929
5350 Apparatus Fuel/Lubricants	5,744	6,080	7,500	8,800	8,800	8,800
5361 M&R Bldg/Bldg Equip & Improv	5,140	8,638	6,000	17,664	17,664	17,664
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	245	200	360	390	390	390
5367 M&R Office Equip	684	684	750	1,600	1,600	1,600
5414 Other Professional Services	206	87	360	420	420	420
5415 Printing	5		50	75	75	75
5416 Custodial & Bldg Services				1,148	1,148	1,148
5432 Natural Gas	4,636	4,517	4,900	4,900	4,900	4,900
5433 Electricity	10,953	10,076	11,500	11,500	11,500	11,500
5434 Water/Sewer	7,060	5,324	7,990	8,500	8,500	8,500
5436 Garbage	1,659	1,806	1,800	1,900	1,900	1,900
5450 Rental of Equip	65	60	60			
5480 Community Events/Open House	8	10	150	300	300	300

Station 52 Wilsonville

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10052 General Fund						
5500 Dues & Subscriptions	207	106	200	200	200	200
5570 Misc Business Exp	271	77	480	520	520	520
5575 Laundry/Repair Expense				347	347	347
Total Materials & Services	45,345	44,986	58,889	82,593	82,593	82,593
Total General Fund	1,525,999	1,630,338	1,789,233	1,874,036	1,874,036	1,874,036

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 **13 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. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **CAR 56**. Personnel at this station also assist with the management of the District's **Wildland Program**.

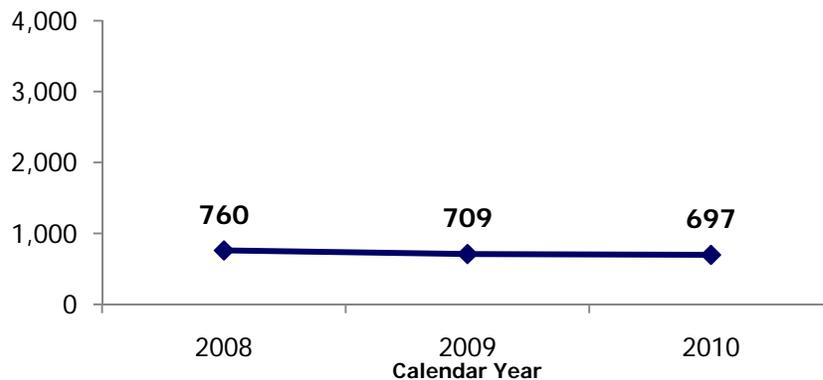
Utilizing bond proceeds that were approved by voters in 2006, Station 56 will be completely rebuilt with construction beginning in 2011-12. As the former headquarters of the Tualatin Rural Fire District, the combined fire station and office space has major structural and design deficiencies. Seismic 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	1,258,792	\$1,384,828	\$1,850,093	\$1,908,160
Materials and Services	51,081	45,579	58,636	55,520
Total Expenditures	\$1,309,873	\$1,430,407	\$1,908,729	\$1,963,680

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.

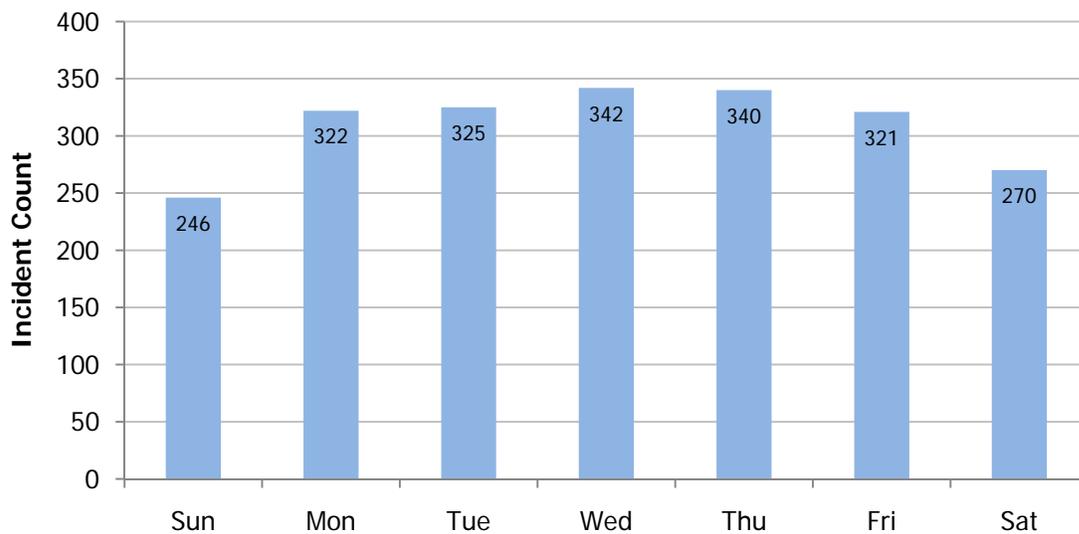
Station 56 – Elligsen Road, continued

STATION 56 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	136	34	161	22	126	10
Overpressure	0	5	0	4	0	6
EMS/Rescue Call	553	436	477	379	517	415
Hazardous Condition	18	27	16	19	12	18
Service Call	42	44	27	50	28	52
Good Intent Call	11	125	28	119	14	116
False Call	0	88	0	114	0	80
Natural Condition	0	0	0	1	0	0
Other Situation	0	1	0	1	0	0
Total	760		709		697	

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.

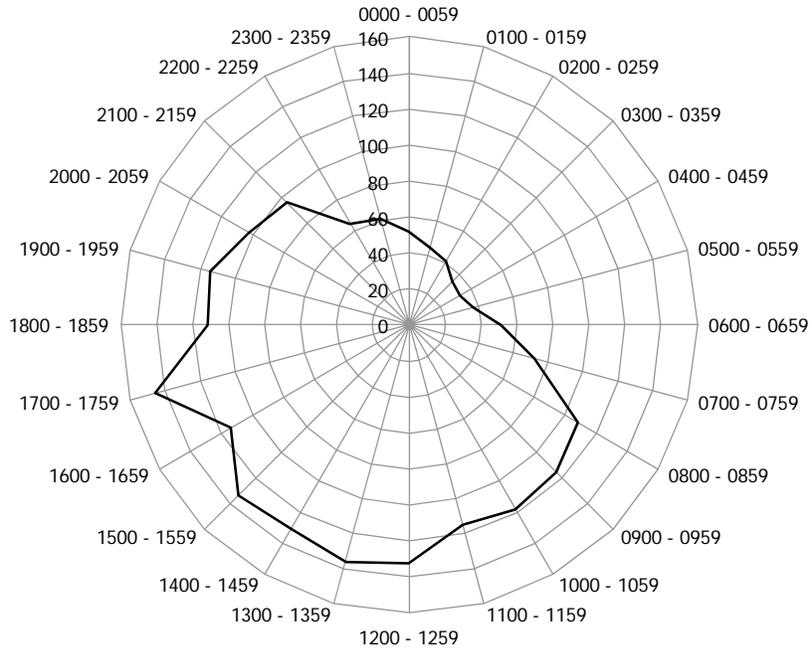
STATION 56 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10056 General Fund						
5001 Salaries & Wages Union	594,441	645,544	858,748	876,782	876,782	876,782
5003 Vacation Taken Union	87,112	90,667	113,658	116,045	116,045	116,045
5005 Sick Leave Taken Union	10,546	21,089	37,886	38,682	38,682	38,682
5007 Personal Leave Taken Union	3,089	3,249				
5016 Vacation Sold at Retirement			5,051	5,158	5,158	5,158
5017 PEHP Vac Sold at Retirement	5,051	3,214	9,093	9,284	9,284	9,284
5020 Deferred Comp Match Union	10,799	12,527	37,886	38,682	38,682	38,682
5101 Vacation Relief	123,232	121,728	130,833	133,580	133,580	133,580
5105 Sick Relief	21,132	22,757	22,934	23,415	23,415	23,415
5110 Personal Leave Relief	5,872	5,753	14,649	14,957	14,957	14,957
5115 Vacant Slot Relief	9,891	11,397				
5118 Standby Overtime	1,067	790	808	825	825	825
5120 Overtime Union	4,233	13,462	7,072	6,715	6,715	6,715
5201 PERS Taxes	162,136	177,672	247,228	252,420	252,420	252,420
5203 FICA/MEDI	62,851	68,621	94,754	96,744	96,744	96,744
5206 Worker's Comp	18,336	24,839	33,443	36,616	36,616	36,616
5207 TriMet/Wilsonville Tax	5,606	6,121	8,321	8,749	8,749	8,749
5208 OR Worker's Benefit Fund Tax	344	366	863	863	863	863
5210 Medical Ins Union	125,938	149,047	214,894	236,643	236,643	236,643
5211 Medical Ins Nonunion	1,116					
5220 Post Retire Ins Union	6,000	5,750	7,800	7,800	7,800	7,800
5270 Uniform Allowance		236	4,172	4,200	4,200	4,200
Total Personnel Services	1,258,792	1,384,828	1,850,093	1,908,160	1,908,160	1,908,160
5300 Office Supplies	1,078	1,186	1,400	1,200	1,200	1,200
5301 Special Department Supplies	3,360	3,298	4,200	3,600	3,600	3,600
5302 Training Supplies	36		350	300	300	300
5305 Fire Extinguisher		283	100	175	175	175
5306 Photography Supplies & Process		10				
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			2,860	8,050	8,050	8,050
5321 Fire Fighting Supplies	3,894	2,882	2,800	2,632	2,632	2,632
5325 Protective Clothing		936	1,211	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	4,327	1,891				
5350 Apparatus Fuel/Lubricants	7,476	7,060	9,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	4,463	2,315	3,330	4,440	4,440	4,440
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	179	32	420	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	92	43	420	420	420	420
5415 Printing			75	50	50	50
5432 Natural Gas	8,253	6,057	8,000	2,600	2,600	2,600
5433 Electricity	11,359	12,184	14,250	13,500	13,500	13,500
5434 Water/Sewer	4,634	4,531	5,500	2,000	2,000	2,000
5436 Garbage	977	1,826	2,000	2,000	2,000	2,000
5450 Rental of Equip	60	60	60	60	60	60

Station 56 Elligsen Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10056 General Fund						
5480 Community Events/Open House			150	300	300	300
5484 Postage UPS & Shipping	11					
5500 Dues & Subscriptions	171	144	200	200	200	200
5570 Misc Business Exp	27	159	560	480	480	480
5575 Laundry/Repair Expense				53	53	53
Total Materials & Services	51,082	45,579	58,636	55,520	55,520	55,520
Total General Fund	1,309,873	1,430,407	1,908,729	1,963,680	1,963,680	1,963,680

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. Such was the case in August 2010, when a small contingent, consisting four Line Personnel, was deployed to the D. Harris Fire located five miles southwest of Maupin, OR. The fire was reported on the afternoon of August 19th and consumed approximately 3,800 acres. State task forces were demobilized, and control turned back to the local fire district on the evening of August 20th.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services		\$24,729	\$7,116	\$21,052
Materials and Services	\$12,048	7,698	1,900	4,366
Total Expenditures	\$12,048	\$32,427	\$9,016	\$25,418

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

- **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

- **Maintain personnel for Wildland Team deployment and training.**

Goal(s): III, VII
Service Type(s): Management
Measured By: Increase participation and roster size

Wildland Program, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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.

- **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.

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

Wildland Program

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10621 General Fund						
5102 Duty Chief Relief		1,400				
5120 Overtime Union		17,761	5,428	17,903	17,903	17,903
5201 PERS Taxes		3,640	1,083	1,991	1,991	1,991
5203 FICA/MEDI		1,442	415	763	763	763
5206 Worker's Comp		361	147	312	312	312
5207 TriMet/Wilsonville Tax		117	36	69	69	69
5208 OR Worker's Benefit Fund Tax		7	7	14	14	14
Total Personnel Services		24,729	7,116	21,052	21,052	21,052
5300 Office Supplies	131	151	100	100	100	100
5301 Special Department Supplies	59	447	200	250	250	250
5302 Training Supplies		141	100	100	100	100
5320 EMS Supplies		1,029		800	800	800
5321 Fire Fighting Supplies	7,691	5,095	1,500	1,500	1,500	1,500
5325 Protective Clothing				1,116	1,116	1,116
5364 M&R Fire Comm Equip				300	300	300
5461 External Training	2,190	532				
5462 Travel and Per Diem	1,976	262				
5570 Misc Business Exp		42		200	200	200
Total Materials & Services	12,048	7,698	1,900	4,366	4,366	4,366
Total General Fund	12,048	32,427	9,016	25,418	25,418	25,418

Station 57 – Mountain Road

Fund 10 • Directorate 04 • Division 62 • Department 057

STATION DESCRIPTION

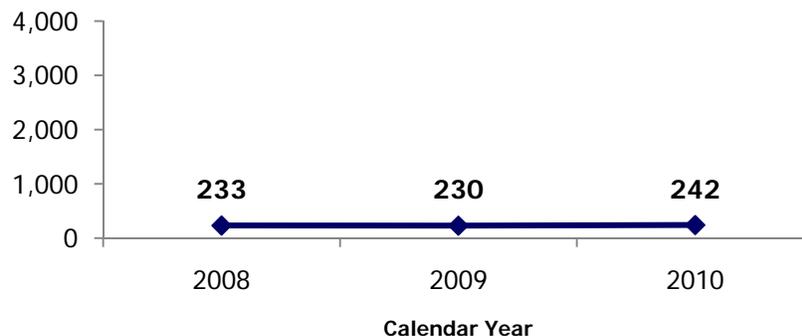
Station 57, located on SW Mountain Road south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,331,716	\$1,310,638	\$1,696,101	\$1,752,756
Materials and Services	33,451	30,739	36,229	50,135
Total Expenditures	\$1,365,167	\$1,341,377	\$1,732,330	\$1,802,891

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.

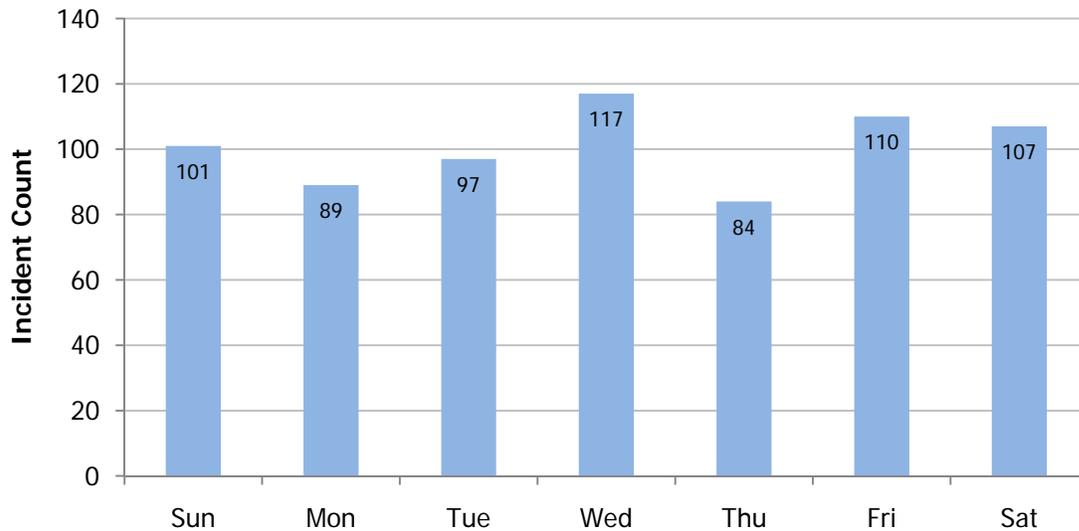
STATION 57 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	76	10	71	14	66	11
Overpressure	0	2	0	0	0	0
EMS/Rescue Call	126	99	135	97	141	117
Hazardous Condition	7	9	5	6	12	13
Service Call	19	9	10	15	13	12
Good Intent Call	5	66	9	61	10	55
False Call	0	38	0	36	0	32
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	1	0	2
Total	233		230		242	

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.

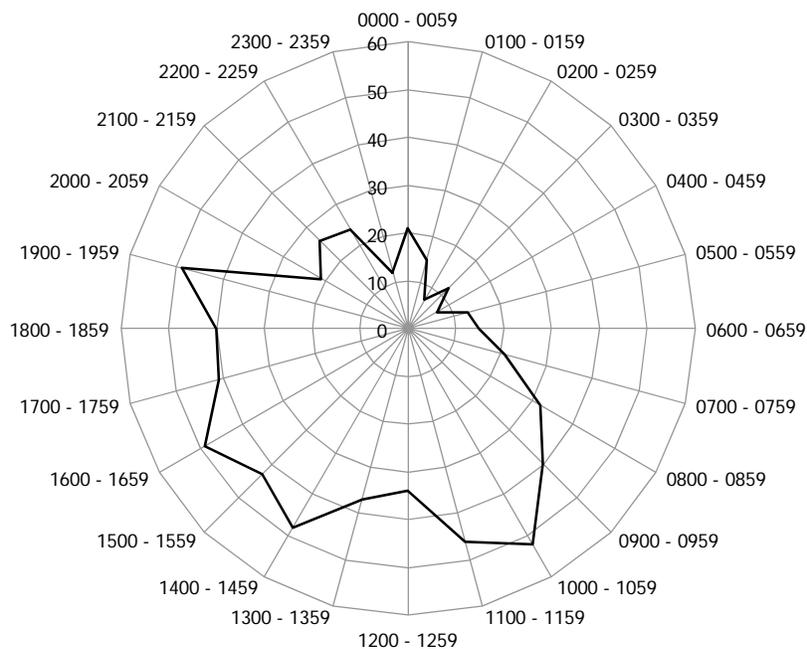
Station 57 – Mountain Road, continued

STATION 57 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10057 General Fund						
5001 Salaries & Wages Union	552,566	602,071	786,551	803,069	803,069	803,069
5003 Vacation Taken Union	86,706	87,926	104,102	106,289	106,289	106,289
5005 Sick Leave Taken Union	23,424	10,171	34,701	35,430	35,430	35,430
5007 Personal Leave Taken Union	10,989	10,751				
5016 Vacation Sold at Retirement			4,627	4,724	4,724	4,724
5017 PEHP Vac Sold at Retirement	1,589		8,328	8,503	8,503	8,503
5020 Deferred Comp Match Union	11,913	12,538	34,701	35,430	35,430	35,430
5101 Vacation Relief	131,171	120,576	119,833	122,350	122,350	122,350
5105 Sick Relief	27,171	10,336	21,006	21,447	21,447	21,447
5110 Personal Leave Relief	15,099	15,422	13,418	13,699	13,699	13,699
5115 Vacant Slot Relief	38,022	25,951				
5118 Standby Overtime	1,185	814	740	756	756	756
5120 Overtime Union	32,896	5,382	6,477	6,614	6,614	6,614
5201 PERS Taxes	174,011	168,534	226,443	231,198	231,198	231,198
5203 FICA/MEDI	68,692	66,741	86,788	88,611	88,611	88,611
5206 Worker's Comp	18,882	20,519	30,631	36,064	36,064	36,064
5207 TriMet/Wilsonville Tax	5,598	5,790	7,621	8,013	8,013	8,013
5208 OR Worker's Benefit Fund Tax	362	345	719	719	719	719
5210 Medical Ins Union	126,143	141,113	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	5,300	5,350	7,200	7,200	7,200	7,200
5270 Uniform Allowance		308	3,851	4,200	4,200	4,200
Total Personnel Services	1,331,716	1,310,638	1,696,101	1,752,756	1,752,756	1,752,756
5300 Office Supplies	1,123	404	1,200	1,200	1,200	1,200
5301 Special Department Supplies	2,344	3,386	3,600	3,600	3,600	3,600
5302 Training Supplies		127	300	300	300	300
5305 Fire Extinguisher				200	200	200
5306 Photography Supplies & Process	6					
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			780	1,081	1,081	1,081
5321 Fire Fighting Supplies	1,916	2,426	2,400	2,400	2,400	2,400
5325 Protective Clothing		767	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	4,197	1,950				
5350 Apparatus Fuel/Lubricants	4,101	2,852	4,500	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	5,372	6,893	4,580	15,520	15,520	15,520
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	300	310	360	360	360	360
5367 M&R Office Equip	684	684	1,400	1,600	1,600	1,600
5414 Other Professional Services	13	92	360	300	300	300
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				896	896	896
5432 Natural Gas	6,040	3,270	6,900	7,500	7,500	7,500
5433 Electricity	5,028	5,473	5,900	5,940	5,940	5,940
5436 Garbage	1,414	1,418	1,500	1,500	1,500	1,500
5450 Rental of Equip	581	185	120			
5480 Community Events/Open House			150	300	300	300

Station 57 Mountain Road

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10057 General Fund						
5500 Dues & Subscriptions	331	393	200	200	200	200
5570 Misc Business Exp		109	480	480	480	480
5575 Laundry/Repair Expense				208	208	208
Total Materials & Services	33,451	30,739	36,229	50,135	50,135	50,135
Total General Fund	1,365,167	1,341,378	1,732,330	1,802,891	1,802,891	1,802,891

Station 58 Bolton

Fund 10 • Directorate 04 • Division 62 • Department 058

STATION DESCRIPTION

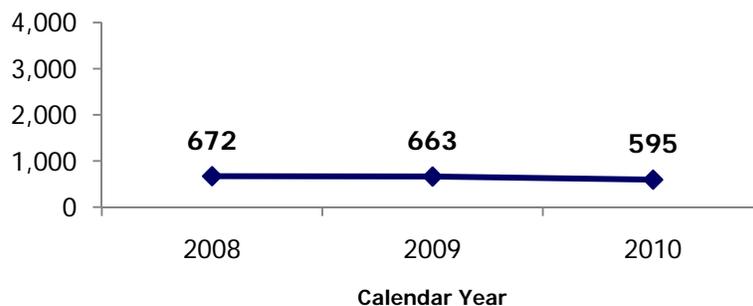
Station 58 is located on Failing Street just north of Highway 43. Utilizing bond proceeds that were approved by voters in 2006, Station 58 was completely rebuilt on a nearby site in 2009–10, and reopened its doors on August 25, 2010. The new 12,800 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 58** and can also respond in **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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,740,077	\$1,680,171	\$1,718,944	\$1,776,138
Materials and Services	33,503	27,972	70,184	72,184
Total Expenditures	\$1,773,580	\$1,708,143	\$1,789,128	\$1,848,322

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.

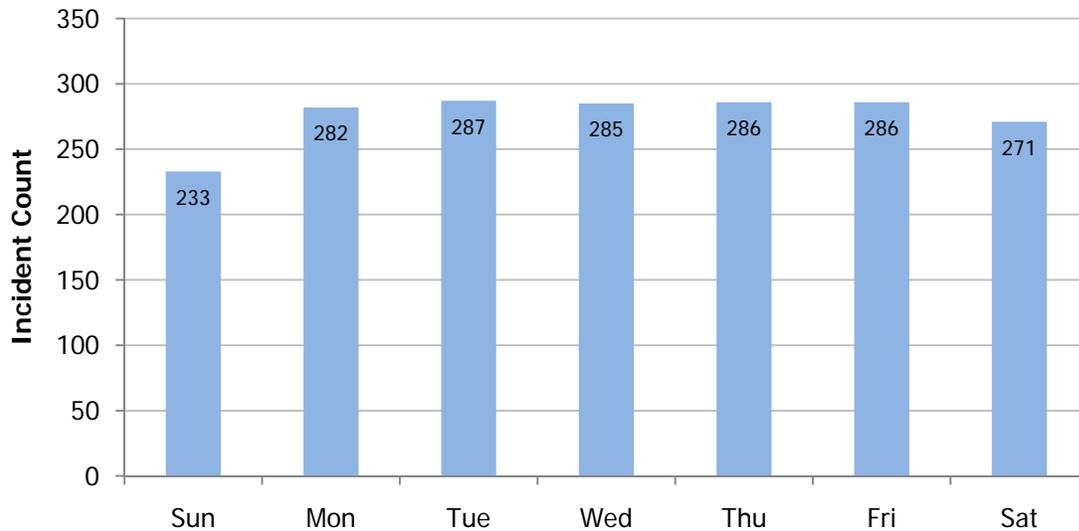
STATION 58 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	95	26	115	31	92	23
Overpressure	0	1	0	0	0	2
EMS/Rescue Call	493	405	467	392	422	342
Hazardous Condition	27	36	16	23	23	19
Service Call	52	36	42	32	11	37
Good Intent Call	5	125	23	122	47	127
False Call	0	43	0	63	0	45
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	0	0	0	0
Total	672		663		595	

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.

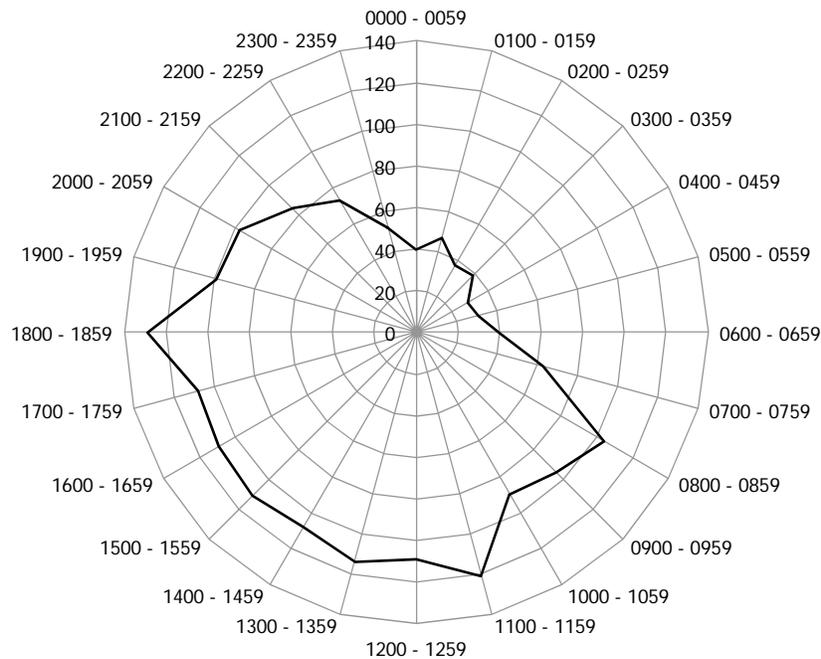
Station 58 – Bolton, continued

STATION 58 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10058 General Fund						
5001 Salaries & Wages Union	751,062	802,460	798,584	815,354	815,354	815,354
5003 Vacation Taken Union	105,476	98,823	105,695	107,915	107,915	107,915
5005 Sick Leave Taken Union	41,174	11,142	35,232	35,972	35,972	35,972
5007 Personal Leave Taken Union	15,411	6,627				
5016 Vacation Sold at Retirement		1,240	4,698	4,796	4,796	4,796
5017 PEHP Vac Sold at Retirement	35,958	1,786	8,456	8,633	8,633	8,633
5020 Deferred Comp Match Union	15,478	14,065	35,232	35,972	35,972	35,972
5101 Vacation Relief	137,348	148,867	121,677	124,222	124,222	124,222
5105 Sick Relief	18,929	21,396	21,327	21,775	21,775	21,775
5110 Personal Leave Relief	21,625	16,481	13,623	13,909	13,909	13,909
5115 Vacant Slot Relief	23,195	17,790				
5118 Standby Overtime	1,855	1,638	752	767	767	767
5120 Overtime Union	35,225	13,988	6,577	6,715	6,715	6,715
5201 PERS Taxes	228,612	217,586	229,907	234,735	234,735	234,735
5203 FICA/MEDI	86,316	84,397	88,116	89,966	89,966	89,966
5206 Worker's Comp	24,524	24,444	31,100	36,616	36,616	36,616
5207 TriMet/Wilsonville Tax	7,501	7,435	7,738	8,136	8,136	8,136
5208 OR Worker's Benefit Fund Tax	474	459	815	815	815	815
5210 Medical Ins Union	181,364	182,191	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	8,550	7,050	7,200	7,200	7,200	7,200
5270 Uniform Allowance		307	3,851	4,200	4,200	4,200
Total Personnel Services	1,740,077	1,680,171	1,718,944	1,776,138	1,776,138	1,776,138
5300 Office Supplies	752	581	1,200	1,200	1,200	1,200
5301 Special Department Supplies	2,955	2,618	10,350	3,600	3,600	3,600
5302 Training Supplies	115		300	300	300	300
5305 Fire Extinguisher		51	50	100	100	100
5307 Smoke Detector Program			200	300	300	300
5320 EMS Supplies			3,120	9,850	9,850	9,850
5321 Fire Fighting Supplies	3,034	999	2,400	2,400	2,400	2,400
5325 Protective Clothing		267	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	1,273	1,108	18,815			
5350 Apparatus Fuel/Lubricants	6,974	6,609	7,000	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	5,327	2,028	1,500	12,449	12,449	12,449
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip			360	360	360	360
5367 M&R Office Equip			1,400	3,000	3,000	3,000
5414 Other Professional Services	80		360	174	174	174
5415 Printing			50	50	50	50
5416 Custodial & Bldg Services				1,368	1,368	1,368
5432 Natural Gas	3,806	3,122	3,000	5,300	5,300	5,300
5433 Electricity	6,690	7,879	14,000	14,500	14,500	14,500
5434 Water/Sewer	2,343	2,254	4,000	5,500	5,500	5,500
5480 Community Events/Open House			150	300	300	300
5500 Dues & Subscriptions	154	109	200	200	200	200
5570 Misc Business Exp		346	480	480	480	480

Station 58 Bolton

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10058 General Fund						
5575 Laundry/Repair Expense				53	53	53
Total Materials & Services	33,503	27,972	70,184	72,184	72,184	72,184
Total General Fund	1,773,581	1,708,143	1,789,128	1,848,322	1,848,322	1,848,322

Station 59 - Willamette

Fund 10 • Directorate 04 • Division 62 • Department 059

STATION DESCRIPTION

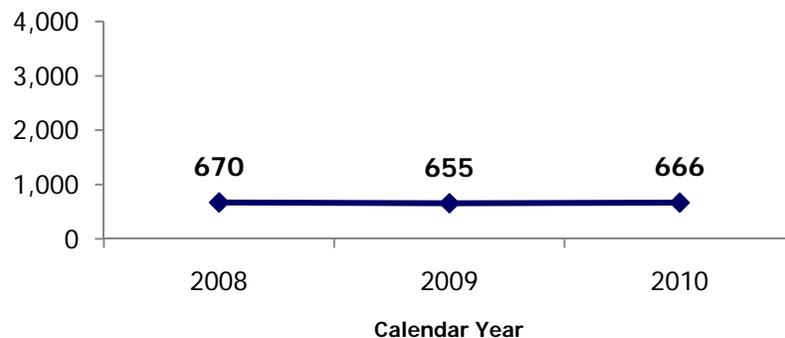
Station 59 is located on Willamette Falls Drive south of Interstate 205 off of the 10th Street exit. Utilizing bond proceeds that were approved by voters in 2006, Station 59 was completely rebuilt in 2009–10 and reopened its doors on March 3, 2010. The new 12,260 square foot station houses a total of **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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$1,221,699	\$1,377,544	\$1,798,124	\$1,857,243
Materials and Services	24,932	50,580	42,749	62,963
Total Expenditures	\$1,246,631	\$1,428,124	\$1,840,873	\$1,920,206

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.

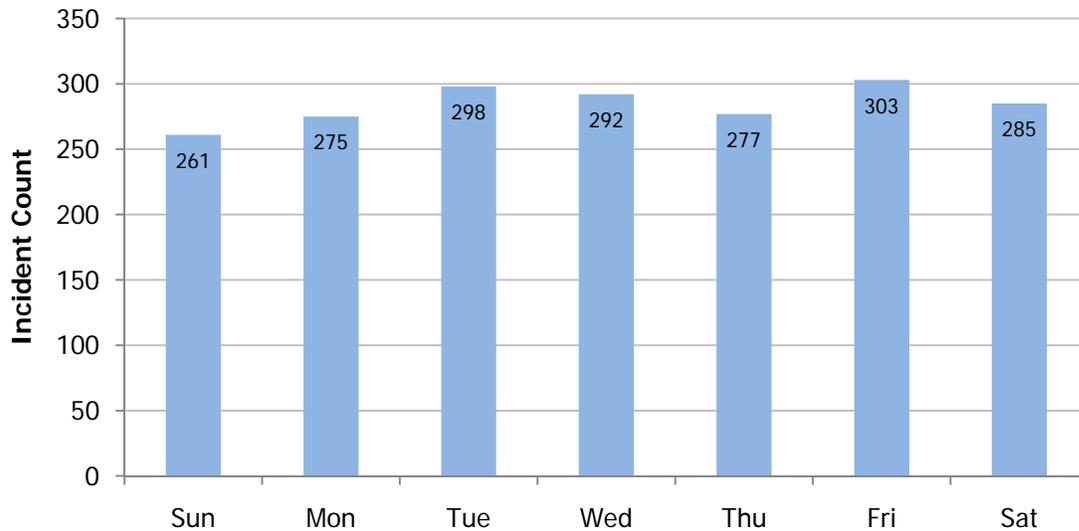
STATION 59 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)

NFPA Code	2008		2009		2010	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	100	33	103	22	88	21
Overpressure	0	1	0	4	0	2
EMS/Rescue Call	501	429	480	416	507	437
Hazardous Condition	20	22	13	18	13	13
Service Call	39	39	38	30	16	33
Good Intent Call	10	85	21	101	42	111
False Call	0	60	0	61	0	49
Natural Condition	0	0	0	1	0	0
Other Situation	0	1	0	2	0	0
Total	670		655		666	

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.

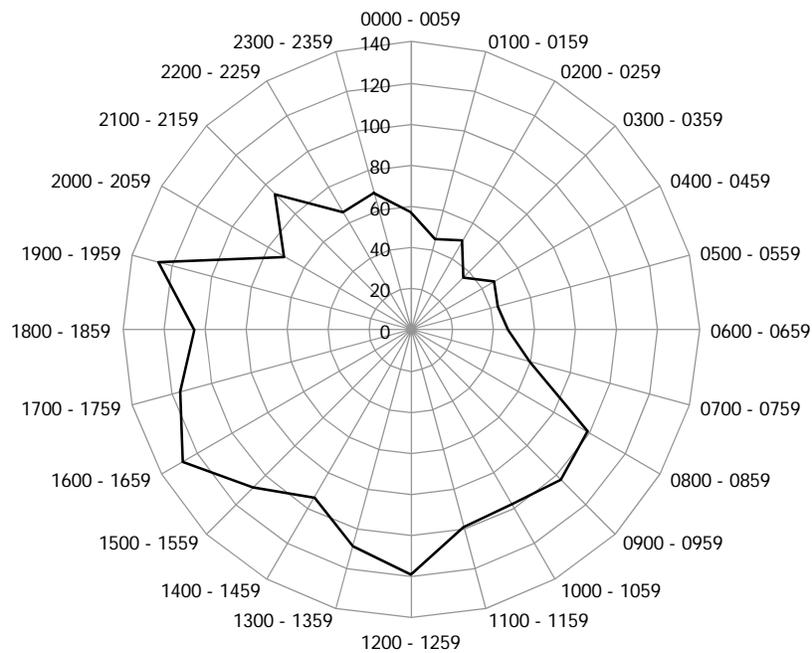
Station 59 – Willamette, continued

STATION 59 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2008–2010



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 2008–2010



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

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10059 General Fund						
5001 Salaries & Wages Union	634,267	700,816	840,097	857,739	857,739	857,739
5003 Vacation Taken Union	87,957	102,252	111,189	113,524	113,524	113,524
5005 Sick Leave Taken Union	7,724	8,125	37,063	37,841	37,841	37,841
5007 Personal Leave Taken Union	9,956	6,406				
5016 Vacation Sold at Retirement			4,942	5,046	5,046	5,046
5017 PEHP Vac Sold at Retirement	1,728	3,597	8,895	9,082	9,082	9,082
5020 Deferred Comp Match Union	11,281	12,012	37,063	37,841	37,841	37,841
5101 Vacation Relief	57,193	76,852	127,991	130,679	130,679	130,679
5105 Sick Relief	3,229	6,795	22,436	22,907	22,907	22,907
5110 Personal Leave Relief	8,093	5,803	14,331	14,632	14,632	14,632
5115 Vacant Slot Relief	11,984	21,378				
5118 Standby Overtime	927	558	791	807	807	807
5120 Overtime Union	11,644	6,222	6,918	7,064	7,064	7,064
5201 PERS Taxes	158,372	177,395	241,859	246,938	246,938	246,938
5203 FICA/MEDI	58,937	64,149	92,696	94,643	94,643	94,643
5206 Worker's Comp	19,738	25,714	32,716	38,519	38,519	38,519
5207 TriMet/Wilsonville Tax	4,750	5,389	8,140	8,559	8,559	8,559
5208 OR Worker's Benefit Fund Tax	306	339	1,582	1,582	1,582	1,582
5210 Medical Ins Union	128,214	147,548	198,364	218,440	218,440	218,440
5220 Post Retire Ins Union	5,400	5,700	7,200	7,200	7,200	7,200
5270 Uniform Allowance		492	3,851	4,200	4,200	4,200
Total Personnel Services	1,221,699	1,377,544	1,798,124	1,857,243	1,857,243	1,857,243
5300 Office Supplies	518	507	1,200	1,200	1,200	1,200
5301 Special Department Supplies	1,876	8,184	3,600	3,600	3,600	3,600
5302 Training Supplies	39		300	300	300	300
5305 Fire Extinguisher	74					
5307 Smoke Detector Program		40	200	300	300	300
5320 EMS Supplies			3,380	8,050	8,050	8,050
5321 Fire Fighting Supplies	1,725	3,192	2,400	2,400	2,400	2,400
5325 Protective Clothing		357	1,099	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	3,383	9,500		150	150	150
5350 Apparatus Fuel/Lubricants	3,493	5,046	4,800	6,800	6,800	6,800
5361 M&R Bldg/Bldg Equip & Improv	2,181	5,406	1,500	11,509	11,509	11,509
5364 M&R Fire Comm Equip			150			
5365 M&R Firefight Equip	274		360	360	360	360
5367 M&R Office Equip	653	627	1,400	1,600	1,600	1,600
5414 Other Professional Services		65	360	186	186	186
5415 Printing		14	50	50	50	50
5416 Custodial & Bldg Services		150		2,384	2,384	2,384
5432 Natural Gas	2,369	1,981	3,000	3,800	3,800	3,800
5433 Electricity	7,225	13,302	14,000	14,000	14,000	14,000
5434 Water/Sewer	964	1,878	4,000	4,000	4,000	4,000
5450 Rental of Equip			120			
5480 Community Events/Open House			150	300	300	300
5484 Postage UPS & Shipping	8					

Station 59 Willamette

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10059 General Fund						
5500 Dues & Subscriptions	100	68	200	200	200	200
5570 Misc Business Exp	51	265	480	480	480	480
5575 Laundry/Repair Expense				94	94	94
Total Materials & Services	24,932	50,580	42,749	62,963	62,963	62,963
Total General Fund	1,246,631	1,428,124	1,840,873	1,920,206	1,920,206	1,920,206

Water Rescue Team

Fund 10 • Directorate 04 • Division 62 • Department 626

TEAM DESCRIPTION

This 15-member team is housed at Station 59 in West Linn near the Clackamas, Tualatin, and Willamette rivers. The team responds to surface water emergencies, including boaters in distress and swimmers trapped on rocks or other debris utilizing tow vehicle **Water Rescue 59** and **Boats 59** (jet boat and a zodiac).

Water Rescue members work and train with other metro area agencies, including Clackamas County Fire District #1, Lake Oswego Fire Department, and the Clackamas County Sheriff's Office.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$12,871	\$2,564	\$12,983	\$16,710
Materials and Services	9,931	8,784	12,290	20,023
Total Expenditures	\$22,802	\$11,348	\$25,273	\$36,733

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.

- **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.

- **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.

- **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.

Water Rescue Team, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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.

2011-12 CHANGE STRATEGIES

- **Implementation of hoseline shore support in wildland and water based fire events.** Provides for water-based firefighting access with regards to shoreline, marina, ship, houseboat, and island fires.

Goal(s)/Call(s) for Action: I/A - Implementation of Gnass Pack on Boat 59 will provide for firefighting in areas with no access or restricted access via standard engine companies.
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Modest increased required in first year.
Partner(s): Wildland Group

Water Rescue Team

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10626 General Fund						
5120 Overtime Union	9,866	1,726	9,902	12,700	12,700	12,700
5201 PERS Taxes	1,876	329	1,976	2,535	2,535	2,535
5203 FICA/MEDI	740	122	758	972	972	972
5206 Worker's Comp	328	375	267	397	397	397
5207 TriMet/Wilsonville Tax	57	11	67	88	88	88
5208 OR Worker's Benefit Fund Tax	4	1	13	18	18	18
Total Personnel Services	12,871	2,564	12,983	16,710	16,710	16,710
5301 Special Department Supplies	89					
5302 Training Supplies		109		300	300	300
5321 Fire Fighting Supplies	2,801	306		1,075	1,075	1,075
5325 Protective Clothing	1,358	158	1,680	6,288	6,288	6,288
5330 Noncapital Furniture & Equip	71	1,923				
5350 Apparatus Fuel/Lubricants	1,470	2,230	2,705	4,000	4,000	4,000
5365 M&R Firefight Equip	2,280	3,945	5,000	5,000	5,000	5,000
5400 Insurance Premium	555					
5461 External Training			2,330	3,200	3,200	3,200
5462 Travel and Per Diem	939					
5484 Postage UPS & Shipping	126	112	200			
5500 Dues & Subscriptions	145		215			
5570 Misc Business Exp	98		160	160	160	160
Total Materials & Services	9,931	8,784	12,290	20,023	20,023	20,023
Total General Fund	22,802	11,348	25,273	36,733	36,733	36,733

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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 consistently 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Charges for Services	\$273,891	\$207,754	\$277,560	\$269,797
Miscellaneous Revenue	20,772	15,683	20,000	
Total Revenues	\$294,663	\$223,437	\$297,560	\$269,797

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$855,573	\$834,304	\$1,395,750	\$1,292,108
Materials and Services	464,131	506,969	585,840	498,434
Total Expenditures	\$1,319,704	\$1,341,273	\$1,981,590	\$1,790,542

Note: Amounts have been restated to reflect the consolidation of the OHS and Wellness programs as of July 1, 2009, and the consolidation of EMS/Health/Wellness as of July 1, 2010.

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Division Chief	0.00	0.00	1.00	1.00
Battalion Chief	0.00	0.00	1.00	1.00
EMS Chief	1.00	1.00	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	0.00	1.00	1.00
Nurse	1.00	1.00	1.00	1.00
Behavioral Health Specialist	0.00	0.00	1.00	0.50
Total Full-Time Equivalents (FTE)	6.00	6.00	9.00	8.50

Note: The Nurse employee positions reflect the sum of part-time nurses supporting external agency contracts.

EMS / Health / Wellness, continued

2011-12 SIGNIFICANT CHANGES

Budgeted revenues for this cost center are \$269,797 and come primarily from contracts and fees from area agencies served such as a Clackamas County intergovernmental service agreement that provides revenue sharing to the District for medical calls. Expenditures are scheduled conservatively and are typically increased during the budget year, should revenue exceed budgeted revenues and expenditures need to be increased commensurately. Budgeted revenue was decreased to reflect the transfer of the business in Salem to another provider for the OHS program.

Personnel Services includes Union Overtime for three mandatory ALS in-service trainings (\$102,520), critical skills instructor training, and peer fitness training and instruction.

The majority of Materials and Services expenses include District-wide EMS Supplies for the vaccines and shots provided by OHS personnel (\$65,000) and EMS response supplies for personnel not assigned to fire stations. Account 5330 includes \$30,000 to replace EMS suction units. Medical supervision is provided for in Account 5413 and OHS laboratory services and physical therapy is included in Account 5414. In addition the District must recertify its paramedics every two years and accordingly, the certification fees account was decreased as this is a non-certification year.

STATUS OF 2010-11 SERVICE MEASURES

- **Cardiac arrest survival**

Goal(s)/Call(s) for Action: I/C
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients.
Status or Outcome: Cardiac arrests survival rates for V-fib (and overall) improved slightly over last year and remain among the highest as compared with other EMS systems. Data continues to be mined, compared, and published in an effort to improve patient outcome.

- **Cardiac campaign**

Goal(s)/Call(s) for Action: I/C, IV, 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: County QI data for STEMI patients shows a trend toward a higher percentage of patients calling 9-1-1 for cardiac symptoms. Door to balloon times remain consistently low with acceptable low false positive STEMI activations. Countywide STEMI QI program initiated to include a second hospital system.

STATUS OF 2010-11 SERVICE MEASURES, CONTINUED

- **Provide communicable disease health services in accordance with federal, state, OSHA, CDC, NFPA, and public health mandates as well as industry best practices.** This will include education, intervention, and referral for communicable disease and occupational health issues and provision of post-exposure follow-up through facilitation of the 24-hour exposure consortium.

Goal(s): III, IV, VII
Service Type(s): Mandatory
Measured By: Annual review and authorization of Program Standing Orders. Annual review and update of policies, procedures, and clinical delivery. Number of District personnel and contract agencies who received mandatory or recommended services from the Occupational Health Program with no adverse events reported. This will include vaccination and testing services and mandatory educational presentations. Data will be gathered based on a calendar year to facilitate timely budget documentation.

Status or Outcome: 100% compliance expected with current on-duty personnel.

- **Continue to manage the comprehensive centralized risk management process for all District personnel.** Convert the MS Word-based Injury, Damage, Lost Equipment, and Unusual Event Reports into a SharePoint system.

Goal(s): I, III, IV, VII
Service Type(s): Mandatory
Measured By: The creation of a database collection process for the Injury, Damage, Lost Equipment, and Unusual Event Reports. This includes case management processes that manage employee leave due to injury and illness.

Status or Outcome: A database to capture this information is currently being developed with the information gathered from multiple sources. Preliminary data shows significant savings to the District with reduced Workers' Compensation claim payouts and fewer overtime shifts.

- **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, III, 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: Due to the reorganization, this Service Measure transferred to Training/Safety.

EMS / Health / Wellness, continued

STATUS OF 2010-11 SERVICE MEASURES, CONTINUED

- **Provide annual fitness assessment, pre-physical and physical examinations** to all uniformed, volunteer, and new employees; attain greater than 98% compliance. This process is mandatory for all uniformed personnel. Volunteer personnel are offered yearly physicals, but it is mandatory they are completed every other year.

Goal(s): III, IV, VII
Service Type(s): Essential
Measured By: Number of examinations completed
Status or Outcome: Uniformed personnel annual physicals are being completed, with the goal of 100% compliance of current employees and volunteers as required.

- **Provide accurate and timely data collection and billing systems.**

Goal(s): IV, VII, VIII
Service Type(s): Essential
Measured By: Number of invoices paid within 60 days; goal of 95%.
Status or Outcome: While still important, efficiencies have been created in this area and annual measurement and reporting within reasonable benchmarks are considered a normal part of management now. This Service Measure will no longer be reported.

- **Develop and implement new and innovative SHS programs** for District personnel.

Goal(s): III, IV, VII
Service Type(s): Essential
Measured By: Report of new and updated services. Last year included reduction of overtime with pre-physical deliveries and outreach programs to non-line staff.
Status or Outcome: Due to the reorganization, this service measure has been broken down into individual service measures under the new structure of EMS, Health & Wellness.

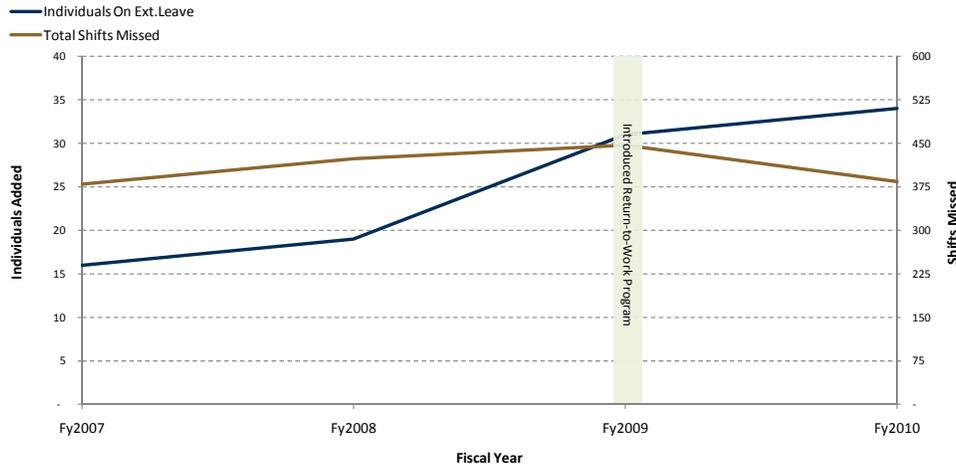
- **Coordinate and expand Peer Fitness Trainer (PFT) program** - Increase PFT roles and responsibilities.

Goal(s): IV, VI, VII
Service Type(s): Essential
Measured By: Number of tasks/hours completed and tracked on the PFT SharePoint task list.
Status or Outcome: This service measure is no longer applicable as the entire scope of the PFT program is being revisited by the Assistant Chief of Integrated Operations. This service measure will no longer be reported.

- **Maintain internal and external web sites with the integration of SharePoint.**

Goal(s): II, III, IV, VI, VII
Service Type(s): Essential
Measured By: Increased updates and formatting on websites. Integration of internal SharePoint calendar usage by external clients. Number of hits on internal and external sites.
Status or Outcome: Consistent with District wide efforts, this service measure is considered to be included in routine management. This service measure will no longer be reported.

On-the-job injuries and total shifts lost at TVF&R



STATUS OF 2010-11 CHANGE STRATEGIES

- **Evaluate options and replace cardiac monitors** - Evaluate available monitors in the market to replace current fleet of aged machines. Replacement anticipated during the 2011/2012 budget cycle.

Goal(s)/Call(s) for Action: I, VII/C
Budget Impact: Staff time during year 1
Duration: Year 1 of 2 (*move to 2011-12 Change Strategy)
Budget Description: Begin selection process to replace large capital item in subsequent budget year.
Partner(s): Information Technology, Finance
Status or Outcome: Negotiated contracts for extended warranty and preventative maintenance. Selection process pushed forward to fiscal year 2011/12 and purchase in fiscal year 2012/13. Monitors are performing well.

- **Medical supply cooperative system upgrade.**

Goal(s): I, VII
Budget Impact: Expected savings
Duration: Year 4 of 4
Budget Description: Increase cash reimbursement for disposable EMS supplies while decreasing internal cost to administer the program.
Partner(s): Finance, Supply
Status or Outcome: Completed. Established cash option in county rules and ambulance contract. Created drop down screen in RMS to improve resupply entry by crews. Resupply reimbursement value increased from \$400 per week in 2009 to \$921 per week in June 2010, following the system change.

EMS / Health / Wellness, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **Respiratory Protection Program** - Conduct a comprehensive analysis of all facets of the air management program to provide future direction on how to best accomplish this function.

Goal(s): III, IV, VII
Budget Impact: Increase required to implement recommendations.
Duration: Year 3 of 3
Budget Description: Capital replacement requested this year.
Partner(s): Operations, Training, Logistics
Status or Outcome: The majority of the equipment for this program has been purchased. Due to the District reorganization, this performance measure transferred to Logistics.

- **Establishment of physical therapy assessment services** for injured employees.

Goal(s)/Call(s) for Action: I, IV/E
Budget Impact: Increase requested to analyze validity of a pilot program.
Duration: Year 1 of 2
Budget Description: Increase required (funding for a pilot program)
Partner(s): Integrated Operations, Human Resources
Status or Outcome: In January 2011, the Wellness Program will spearhead a “performance therapy” program in which injured staff will be offered, at no charge to the employee, sports-based physical therapy to aid in their recovery. At the conclusion of this pilot, employees will be surveyed to assess the effectiveness of this type of therapy model and staff will evaluate financial impact.

- **Synchronize existing partnerships** to provide cost-effective Occupational Health and Wellness Services to contract agencies.

Goal(s)/Call(s) for Action: IV/E, VII
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Further expansion of services requires additional staffing; however this is offset by contract revenues.
Partner(s): Cascade Occupational Health and contract agencies with a focus on expanding the District’s relationship with Clackamas County Fire District #1 (CCFD #1).
Status or Outcome: With the generated revenue, TVF&R was able to add a .5 FTE RN to assist with service provision. The District has expanded its partnership with CCFD#1 and the two agencies are currently exploring other efficiencies.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Cardiac arrest survival rate remains among the highest in comparable EMS systems.
- More than doubled the number of EMS disposable supplies returned to the District within the Resupply Program.
- Provided a comprehensive injury and illness management and return-to-work process, which reduced overtime and Workers' Compensation claim costs.
- Customized the yearly physical process for uniformed personnel in collaboration with the District physician to provide a more comprehensive physical. This process resulted in the early identification and treatment of a number of disease processes, one of which could have been terminal.
- On track for projected revenues despite the exit from Salem contracts and reduction of services provided.

2011-12 SERVICE MEASURES

Service Measure	2008 Actual	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
Patient Care Reports Written	15,754	14,849	15,294	15,372	16,875
Number of EMS Responses	25,381	24,085	24,671	25,059	26,627
Cardiac Arrest Survival V-Fib/Overall%	38.8/22.1%	29.7/10.8%	30.6/11.3%	32/12%	35/12%
Return to Work Process: Shifts Missed per OJ	NA	14.4	11.2	10.5	10.0

- **Provide compliance for mandatory OSHA, CDC, NFPA, and public health mandates as well as industry best practices.** This will include hearing conservation, bloodborne pathogen standard, and applicable portions of the Respiratory Protection Standard.

Goal(s): IV, VII
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.

- **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, VII
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.

EMS / Health / Wellness, continued

2011-12 SERVICE MEASURES, CONTINUED

- **Provide on-going health education and fitness screening** as outlined in the IAFF/IAFC Wellness/Fitness Initiative. (Expand applicable components to non-line employees.)

Goal(s): IV, 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.

- **Cardiac arrest survival**

Goal(s): I
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients.

- **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).

- **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, 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.

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 (staff time only)
Duration: Year 1 of 2
Budget Description: Begin selection process to replace large capital item in subsequent budget year.
Partner(s): Information Technology, Finance

- **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

2011-12 CHANGE STRATEGIES, CONTINUED

- **Synchronize existing partnerships** to provide cost-effective Occupational Health and Wellness Services to contract agencies.

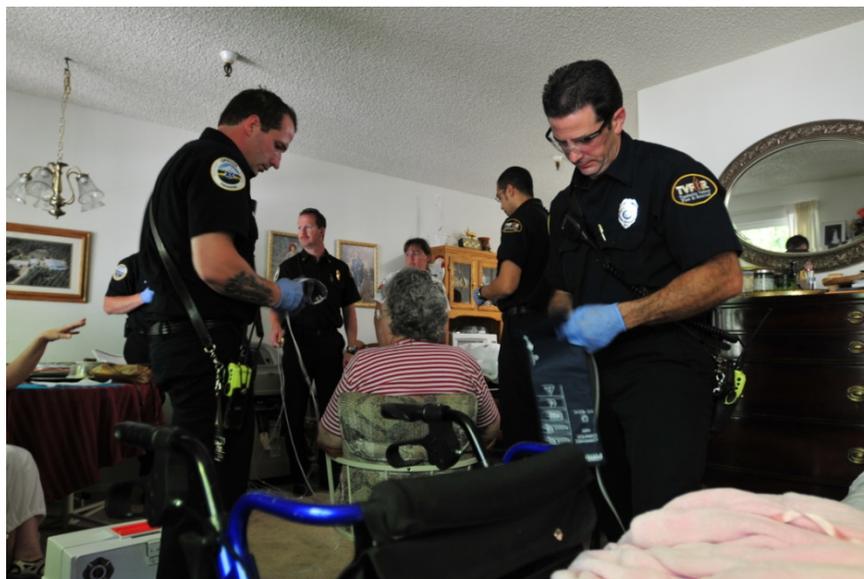
Goal(s)/Call(s) for Action: IV/E, VII
Budget Impact: Resource neutral
Duration: Ongoing
Budget Description: Further expansion of services requires additional staffing; however, this is offset by contract revenues.
Partner(s): The District physician, occupational health providers, and contract agencies with a focus on expanding the District's relationship with CCFD #1.

- **Update wellness initiative** to reflect goals of prevention, early risk recognition, and inclusion of all members.

Goal(s)/Call(s) for Action: IV/B, C, D, and G
Budget Impact: Resource neutral
Duration: Year 1 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

- **Conduct a needs analysis for a medical records system to meet District occupational health needs.**

Goal(s)/Call(s) for Action: IV/F, VII/D, 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 need and select product for purchase the following fiscal year.
Partner(s): Information Technology, Finance, District physician, occupational health providers



EMS/Health/Wellness

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10421 General Fund						
5001 Salaries & Wages Union	82,156	80,306	88,122	90,854	90,854	89,973
5002 Salaries & Wages Nonunion	332,762	348,381	618,011	538,137	538,137	532,959
5003 Vacation Taken Union	10,867	14,665	8,715	8,986	8,986	8,898
5004 Vacation Taken Nonunion	14,956	15,463	60,914	52,807	52,807	52,294
5005 Sick Leave Taken Union		1,443				
5006 Sick Taken Nonunion	6,662	2,013				
5007 Personal Leave Taken Union		559				
5008 Personal Leave Taken Nonunion	1,527	1,388				
5010 Comp Taken Nonunion	47	119				
5015 Vacation Sold	8,447	8,000	14,838	13,204	13,204	13,075
5017 PEHP Vac Sold at Retirement	3,991					
5020 Deferred Comp Match Union	1,395	1,452	3,389	3,389	3,389	3,460
5021 Deferred Comp Match Nonunion	5,887	6,838	16,335	11,099	11,099	20,337
5102 Duty Chief Relief	191					
5120 Overtime Union	110,634	90,773	134,109	140,915	140,915	137,416
5121 Overtime Nonunion	2,681	2,629	3,000	3,000	3,000	3,000
5201 PERS Taxes	103,297	106,865	190,257	172,133	172,133	167,887
5203 FICA/MEDI	41,777	41,596	72,919	65,973	65,973	66,165
5206 Worker's Comp	9,941	7,697	13,392	16,762	16,762	22,135
5207 TriMet/Wilsonville Tax	3,685	3,698	6,499	5,966	5,966	5,984
5208 OR Worker's Benefit Fund Tax	269	188	320	323	323	323
5210 Medical Ins Union	14,212	15,514	16,530	18,203	18,203	18,203
5211 Medical Ins Nonunion	59,697	66,245	116,448	116,440	116,440	116,440
5220 Post Retire Ins Union	600	600	600	600	600	600
5221 Post Retire Ins Nonunion	3,602	3,600	5,850	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,118	8,814	15,752	15,279	15,279	15,279
5240 Life/Disability Insurance	3,603	3,748	6,500	5,780	5,780	5,780
5270 Uniform Allowance	53	92	250	1,900	1,900	1,900
5280 Physical Exams/Shots	20,151	131				
5290 Employee Tuition Reimburse	4,365	1,488	3,000	4,600	4,600	4,600
Total Personnel Services	855,573	834,304	1,395,750	1,291,750	1,291,750	1,292,108
5300 Office Supplies	2,753	1,117	1,350	1,350	1,350	1,350
5301 Special Department Supplies	9,768	5,202	8,000	9,000	9,000	9,000
5302 Training Supplies	12,661	4,593	6,800	6,800	6,800	6,800
5303 Physical Fitness	9,472	12,107	7,000	12,000	12,000	12,000
5320 EMS Supplies	210,390	227,150	122,350	83,800	83,800	83,800
5321 Fire Fighting Supplies	281	630		200	200	200
5323 Food Service		658				
5325 Protective Clothing		165	2,500			
5330 Noncapital Furniture & Equip	4,436	1,133	16,000	30,000	30,000	30,000
5350 Apparatus Fuel/Lubricants	4,660	3,926	10,700	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	773					
5365 M&R Firefight Equip	122					
5366 M&R EMS Equip	39,183	22,957	37,575	47,981	47,981	47,981
5367 M&R Office Equip		730	500	2,400	2,400	2,400

EMS/Health/Wellness

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10421 General Fund						
5413 Consultant Fees	90,755	86,913	112,700	115,100	115,100	115,100
5414 Other Professional Services	16,340	108,926	157,495	120,000	120,000	120,000
5415 Printing	1,345	1,586	7,500	1,800	1,800	1,800
5417 Temporary Services	4,634	4,849	4,000	4,000	4,000	4,000
5419 Chaplains Reimbursement			18,500	20,000	20,000	20,000
5430 Telephone	1,244	1,149				
5450 Rental of Equip		5				
5461 External Training	5,266	12,105	12,875	5,700	5,700	5,700
5462 Travel and Per Diem	13,591	6,466	17,000	19,000	19,000	19,000
5471 Citizen Awards			100			
5472 Employee Recog & Awards	827	210	1,300	900	900	900
5484 Postage UPS & Shipping	310	27	275	200	200	200
5500 Dues & Subscriptions	1,244	683	2,050	2,053	2,053	2,053
5502 Certifications & Licensing	31,780	2,780	35,220	4,350	4,350	4,350
5570 Misc Business Exp	2,296	903	3,550	1,300	1,300	1,300
5571 Planning Retreat Expense			500	500	500	500
Total Materials & Services	464,128	506,969	585,840	498,434	498,434	498,434
Total General Fund	1,319,702	1,341,274	1,981,590	1,790,184	1,790,184	1,790,542

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Training/Safety

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 "Ensure the health and safety of all members," and "Promote 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	2008-09 Actual	2009-10 Actual	2010-11 Revised Budget	2011-12 Budget
Personnel Services	\$1,243,692	\$1,268,224	\$1,267,319	\$1,328,448
Materials and Services	306,524	263,693	298,144	364,473
Total Expenditures	\$1,550,216	\$1,531,917	\$1,565,463	\$1,692,921

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.50	5.00	5.00	5.00
Operations Technician	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	8.50	8.00	8.00	8.00

2011-12 SIGNIFICANT CHANGES

Within Personnel Services, Union Overtime includes Training Officer overtime for conducting in-services and academies (\$33,700), Incident Management Compliance Training relief (\$17,900), Mandatory Company Officer Drills (\$15,900), and other overtime for line Union personnel to teach, evaluate, and take skills training in specialized areas.

Within the Materials and Services budget, Account 5361, Maintenance and Repair for Building and Building Improvements, was significantly increased due to the transfer of items from the Facilities budget (10571) into the Training/Safety budget to better account for operating costs of the Training Center. Items included are site improvements to the North Training grounds and burn tower; training pond pump; improved security controls; septic tank improvements, as well as routine elevator and building maintenance contracts. Account 5414, Other Professional Services includes \$15,000 funding for a building consultant to inspect the main Training building for structural improvements. Account 5416, Custodial and Building Services, reflects the costs of custodial services previously budgeted for in the Facilities department budget.

Training/Safety, continued

STATUS OF 2010-11 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: Historically compliance has been measured by calendar year. In fiscal year 2010-11, the District pushed compliance forward in order to fall in line with the organization's fiscal year of July to June. The organization is on track for 100% compliance.

- **Continue to 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: In conjunction with Human Resources, Battalion Chiefs, and Captains Civil Service testing processes were delivered this fiscal year, as well as an ongoing Apparatus Operator Academy and an upcoming Civil Service Apparatus Operator/Lieutenant examination. Also, have continued to support training efforts in the development of supervisory training, which includes various aspects in the Company Officer inservices.

- **Complete the training catalog revision of the training module** within Fire RMS and 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: Ongoing program. This year began implementation of skills and objective documentation as a part of the training codes, specific to fire critical skills, but will now move into Company training.

- **Participate in the 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 Operations Risk Management process.
Status or Outcome: Training is represented on this committee and participates regularly. Data analyzed by these groups, as well as the Safety Committee, is used to help formulate training plan for any given year.

STATUS OF 2010-11 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
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: Outside private agencies, e.g., NW Natural Gas, continue to use the District training site for their initial training, while CERT groups and police agencies from cities and counties served are on the site annually. Combined, the site was used 372 days, accumulating in excess of 1,500 training hours by these various groups.

- **Continue to provide technical assistance to all TVF&R divisions/departments** for special activities, e.g., CPR/AED training, Incident Management Team (IMT) training, disaster preparedness, fire prevention, 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: Training continues to ensure promotional classes, including wildland and Metro Fire Officers, are given on a timely and consistent basis; annual CPR/AED training is given to line and administrative personnel, as well as bloodborne pathogen, online IMT classes, and ALS and Company Officer inservices. Annual supervisor training with assistance from Human Resources has been provided annually for the last three years.

- **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: Trend in fiscal year 2010-11 shows increases in all areas. The Safety Committee has a Project Action Team reviewing this data. A Change Strategy is in place to reflect this.

Area	FY 09	FY 10	Differential
Equipment Loss	\$1,904	\$2,735	30%
Equipment Damage	\$6,682	\$14,401	53%
Fixed Property/Apparatus/Vehicle Damage	\$40,325	\$66,202	39%

Training/Safety, continued

STATUS OF 2010-11 CHANGE STRATEGIES

- **Provide multiple opportunities for fire critical skill and fire 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): IV, VI
Budget Impact: Increase Required
Duration: Year 2 of 3
Budget Description: Increase as reflected in Capital Requests for props and in Integrated Operations for Fire Studio.
Partner(s): Integrated Operations
Status or Outcome: Have only one fire critical skill left to integrate into the program, the self-rescue system, which was scheduled to be implemented the spring of 2011 with the new SCBA deployment. The Safety Committee will be reviewing training injury reporting, as these drills were implemented to assist in reevaluation of the program and what improvements need to be made.

- **Adopt scientific and standardized approach to fire behavior, initial actions, and overall strategy and tactics.**

Goal(s): IV, VI
Budget Impact: Increase
Duration: Year 2 of 3
Budget Description: As a part of this program, Phase II of Compartment Fire Behavior Training (CFBT) prop is budgeted for in Capital.
Partner(s): Integrated Operations, Safety
Status or Outcome: Site development of CFBT prop is underway, Phases I and II to be completed by spring of 2011, initial training for CFBT instructors to take place during the fall of 2011, prop to be available for full use beginning January 1, 2012.

- **Complete the training catalog revision of the training module/integrated business operations system.**

Goal(s): VII
Budget Impact: To be determined
Duration: Ongoing
Budget Description: Initial planning phase underway
Partner(s): Logistics, Prevention, Integrated Operations
Status or Outcome: Process is in progress, Training personnel have met with the Assistant Chief to develop criterion for Learning Management System.

Training/Safety, continued

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Provided an additional 1,100 hours of CFBT hands-on training.
- Identified, reviewed, and memorialized mandated training requirements to be reviewed annually.
- Developed Strategic Plan and Educational Plan for the Safety Committee.
- Added three natural gas props to the south training grounds at no cost.
- Provided online Apparatus Operator Academy (classroom portion) via SharePoint.
- All personnel with certification through DPSST were recertified (biannually).

2011-12 SERVICE MEASURES

	2007-08 Actual	2008-09 Actual	2009-10 Actual	2010-11 Estimated	2011-12 Projected
Career Performance Training					
MCO Training	84	320	112	112	112
Fire Critical Skill/Core Training			400	400	400
Company Officer Inservice	24	24	24	24	24
January Inservice/CPR/AED	68	80	72	72	72
EMS Critical Skills	126	116	117	117	117
CFBT Bull Mountain			1100	0	0
Night Drills	42	60	112	112	112
ALS Inservice	36	***24	36	36	36
CFBT Self-Study Training	60	96	12	12	6
Entry Level Recruit Academy	1040	**40/640	0	640	0
Apparatus Operator Academy	120	288	0	288	288
Metro Fire Officer Academy	240	240	240	240	240
TVF&R Home School	24	*0	0	24	0
Benchmark Testing	296	0	198	16	108
Total Hours of Career Training	2,342	1,496	2,422	2093	1515
Volunteer Performance Training					
Recruit Academy	90	0	90	90	90
Fire Training	136	90	70	70	70
EMS Continuing Education	136	97	65	65	65
Apparatus Operator Academy	64	64	64	64	64
Total Hours of Volunteer Training	426	251	225	289	289

* Home School Cut

** Lateral Entry Academy is only one month

*** December Inservice cut

- 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.

Training/Safety, continued

2011-12 SERVICE MEASURES , CONTINUED

- **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.

- **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.

- **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.

- **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.

- **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.

- **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.

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

- **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

- **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 2 of 3
Budget Description: Initial planning phase underway, funds requested in FY 2011-12
Partner(s): Information Technology, Integrated Operations

- **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: 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

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Training/Safety

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10402 General Fund						
5001 Salaries & Wages Union	432,316	484,854	427,456	444,973	444,973	440,657
5002 Salaries & Wages Nonunion	185,353	196,689	205,842	209,831	209,831	207,816
5003 Vacation Taken Union	60,922	57,549	42,276	44,008	44,008	43,581
5004 Vacation Taken Nonunion	18,265	17,162	20,358	20,545	20,545	20,346
5005 Sick Leave Taken Union	43,819	36,110				
5006 Sick Taken Nonunion	669	2,513				
5007 Personal Leave Taken Union	6,811	3,713				
5008 Personal Leave Taken Nonunion	1,866	1,520				
5010 Comp Taken Nonunion	598	1,014				
5015 Vacation Sold	10,413	4,249	10,007	10,345	10,345	10,245
5016 Vacation Sold at Retirement	11,088		13,343	13,793	13,793	13,660
5017 PEHP Vac Sold at Retirement	5,999	16,719				
5020 Deferred Comp Match Union	8,196	8,659	16,441	16,600	16,600	16,948
5021 Deferred Comp Match Nonunion	5,385	5,765	6,163	5,889	5,889	16,948
5054 Other/FTO Premium				1,200	1,200	1,200
5120 Overtime Union	74,354	42,998	128,169	124,613	124,613	124,613
5121 Overtime Nonunion	2,811	2,124	4,467	3,106	3,106	3,106
5123 Comp Time Sold Nonunion	1,411					
5201 PERS Taxes	158,809	163,810	163,706	179,772	179,772	173,848
5203 FICA/MEDI	60,511	58,470	62,743	68,901	68,901	68,532
5206 Worker's Comp	12,693	10,728	11,523	22,293	22,293	24,908
5207 TriMet/Wilsonville Tax	5,525	5,606	5,592	6,231	6,231	6,197
5208 OR Worker's Benefit Fund Tax	240	233	283	283	283	283
5210 Medical Ins Union	91,332	90,487	82,650	91,017	91,017	91,017
5211 Medical Ins Nonunion	27,462	38,568	43,671	40,773	40,773	40,773
5220 Post Retire Ins Union	3,700	3,550	3,000	3,000	3,000	3,000
5221 Post Retire Ins Nonunion	3,778	2,925	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	4,033	5,226	6,169	5,299	5,299	5,299
5240 Life/Disability Insurance	2,395	2,531	3,000	2,621	2,621	2,621
5270 Uniform Allowance	991	1,203	2,000	1,750	1,750	1,750
5290 Employee Tuition Reimburse	1,946	2,049		2,640	2,640	2,640
5295 Vehicle Allowance		1,200	5,760	5,760	5,760	5,760
Total Personnel Services	1,243,692	1,268,225	1,267,319	1,327,943	1,327,943	1,328,448
5300 Office Supplies	5,851	6,400	4,900	5,145	5,145	5,145
5301 Special Department Supplies	8,959	11,434	12,600	5,400	5,400	5,400
5302 Training Supplies	57,134	53,014	58,450	53,460	53,460	53,460
5305 Fire Extinguisher	1,539					
5306 Photography Supplies & Process	50			1,200	1,200	1,200
5320 EMS Supplies	951	10,518	12,535	3,985	3,985	3,985
5321 Fire Fighting Supplies	3,085	679	2,500	2,000	2,000	2,000
5323 Food Service	2,780	2,324				
5325 Protective Clothing	39	570	3,700	2,150	2,150	2,150
5330 Noncapital Furniture & Equip	1,543	233				
5350 Apparatus Fuel/Lubricants	16,385	15,272	10,400	1,250	1,250	1,250
5361 M&R Bldg/Bldg Equip & Improv	51,059	42,595	20,000	108,717	108,717	108,717

Training/Safety

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10402 General Fund						
5362 UST Expense						
5365 M&R Firefight Equip	2,355	495	2,500	2,500	2,500	2,500
5367 M&R Office Equip	3,567	3,682	11,000	11,000	11,000	11,000
5414 Other Professional Services	4,215	5,347	9,500	22,200	22,200	22,200
5415 Printing	173	211	1,000	500	500	500
5416 Custodial & Bldg Services	15,999	14,487		24,044	24,044	24,044
5417 Temporary Services	14,442	10,129	16,500	8,000	8,000	8,000
5432 Natural Gas	25,464	16,540	19,200	21,120	21,120	21,120
5433 Electricity	48,203	46,228	48,507	53,357	53,357	53,357
5436 Garbage	10,072	12,578	9,600	1,056	1,056	1,056
5450 Rental of Equip	735	3,137	7,200	2,000	2,000	2,000
5461 External Training	6,267	2,715	14,870	10,040	10,040	10,040
5462 Travel and Per Diem	5,152	279	7,000	4,950	4,950	4,950
5471 Citizen Awards		28				
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5484 Postage UPS & Shipping	1,144	468	950	950	950	950
5500 Dues & Subscriptions	16,398	828	4,780	2,880	2,880	2,880
5502 Certifications & Licensing			300			
5570 Misc Business Exp	885	114	4,402	2,220	2,220	2,220
5571 Planning Retreat Expense	1,677	2,837	2,000	750	750	750
5575 Laundry/Repair Expense	398	552	750	599	599	599
Total Materials & Services	306,524	263,693	298,144	364,473	364,473	364,473
Total General Fund	1,550,216	1,531,917	1,565,463	1,692,416	1,692,416	1,692,921

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Charges for Services	\$42,577	\$16,397	\$28,710	\$21,502
Rental Revenue	1,370	3,680	690	750
Miscellaneous Revenue	905	3,033		
Total Revenues	\$44,852	\$22,906	\$29,400	\$22,252

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$24,204	\$9,106	\$23,777	\$12,746
Materials and Services	16,656	8,627	11,100	9,588
Total Expenditures	\$40,860	\$17,733	\$34,877	\$22,334

2011-12 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.

STATUS OF 2010-11 SERVICE MEASURES

- **Market and deliver** a total of two Hazardous Materials Weeks 1 and 2 and two Hazardous Materials 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: External Training delivered one Hazardous Materials Technician Class (Weeks I-IV), attended by 17 students.

- **Deliver a total of six CERT refresher classes.**

Goal(s): VIII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.
Status or Outcome: TVF&R provided six four hour CERT classes.

External Training, continued

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Hazardous Materials Technician 1-4 class netted in excess of \$5,000.

2011-12 SERVICE MEASURES

- **Market and deliver** one 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): VIII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.

External Training

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10420 General Fund						
5120 Overtime Union	18,390	6,864	18,134	9,745	9,745	9,745
5201 PERS Taxes	3,483	1,313	3,620	1,945	1,945	1,945
5203 FICA/MEDI	1,397	524	1,387	745	745	745
5206 Worker's Comp	810	356	490	175	175	244
5207 TriMet/Wilsonville Tax	116	47	122	67	67	67
5208 OR Worker's Benefit Fund Tax	8	2	24			
Total Personnel Services	24,204	9,106	23,777	12,677	12,677	12,746
5300 Office Supplies	391		200	188	188	188
5301 Special Department Supplies		293	3,500	2,500	2,500	2,500
5302 Training Supplies	7,892	2,265	2,500	2,500	2,500	2,500
5305 Fire Extinguisher	420	1,517				
5306 Photography Supplies & Process	30	43				
5323 Food Service	6,162	2,760				
5414 Other Professional Services	1,722	1,750				
5450 Rental of Equip			1,400	1,400	1,400	1,400
5484 Postage UPS & Shipping	6					
5570 Misc Business Exp	32		3,500	3,000	3,000	3,000
Total Materials & Services	16,656	8,627	11,100	9,588	9,588	9,588
Total General Fund	40,860	17,733	34,877	22,265	22,265	22,334

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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 of 5.87 represent recruit academy training time and 1.63 FTE of Training Officer time is allocated for recruit academy training months. After graduation from the academy, 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$63,609	\$433,235	\$1,526,515	\$975,276
Materials and Services	18,356	84,436	168,425	122,759
Total Expenditures	\$81,965	\$517,671	\$1,694,940	\$1,098,035

2011-12 SIGNIFICANT CHANGES

The budget reflects plans for one seventeen week, twelve-person, entry level firefighter academy, which requires funding for the equivalent of 5.23 FTEs, and approximately one FTE in assigned instructor costs. The number of recruits needed reflects the estimated amount necessary to fill projected retirements. In addition, the completion of the recruit academy started in May 2011 is budgeted for completion in 2011-12, and recruit and instructor time are included in this proposed budget.

STATUS OF 2010-11 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 100%.
Status or Outcome: Staff is currently preparing for two academies. The first will begin March 16, 2011, and the SAFER grant funded academy is scheduled to begin May 16, 2011. The measurement period will begin after graduation of each academy.

Year-Academy Number	RA Start/ Grad	% of Success	FTO Start/ Grad	% of Success
07-01	9/9	100%	9/8	89%
07-02	29/27	93%	27/25	86%
09-01 (lateral)	--	--	--	--
09-02	16/14		14/14	87.5%

Recruits, continued

STATUS OF 2010-11 CHANGE STRATEGIES

- **Organize recruit academy fitness program to gather and analyze data on recruit fitness prior to, during, and after academy.** This program will improve overall recruit fitness, reduce injuries during the academy, and prepare recruits for physical requirement of the job.

Goal(s):	IV
Budget Impact:	Increase required - one time purchase
Duration:	Year 2 of 3
Budget Description:	One time purchase of heart monitors and team Personal Observation Devices (POD), rowers, and versa-climbers needed as a part of overall implementation of fitness information session, which will occur ten weeks prior to start of recruit academy, as well as for peer fitness trainer participation in academy. 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:	Heart monitors were purchased, and are being used with success. Work closely with HR to ensure these forums can be provided far enough out prior to each academy ensuring time to change fitness levels in those recruits who may not be where they need to be in terms of fitness and success in the academy. This information will also be used to document initial employee fitness/body composition levels for baseline information that can be used later in their careers.

	07-01*	07-02*	09-02	11-01
Body Composition	15.7	15.6	16.9	
1.5 Mile Run	13:18	13:21	13:24	12:51
Push-ups	50	50	47	-
Grip	117	102	99	109
Flexibility	14.75	17	17.2	16.7
Agility	--	14.62	16.4	14.89
Success %	100%	86%	87.5%	TBD

*Data taken at start of academy only.

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- Pre-academy fitness assessment is continuing to improve. This is now included in the recruit academy curriculum.
- Battalion Chiefs were used for recruit benchmark testing, which resulted in reduced overtime costs and gave the Battalion Chiefs the opportunity to observe first hand recruit/Field Training Officer/company performance.
- Recruit academy curriculum and operations template completed.
- Community risk reduction added to 11-01 and 11-02 academies.
- Annual review and updates to all firefighter Individual Performance Standards and benchmark tests.

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.

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 to 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

- **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 1
Budget Description: None
Partner(s): Fire Chief's Office, Integrated Operations, Planning

Recruits

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10230 General Fund						
5001 Salaries & Wages Union	21,569	244,091	946,831	487,628	487,628	487,628
5003 Vacation Taken Union		3,625	73,800	64,539	64,539	64,539
5005 Sick Leave Taken Union		4,041	24,600	21,513	21,513	21,513
5016 Vacation Sold at Retirement		1,853				
5020 Deferred Comp Match Union	121	168	24,600	5,618	5,618	5,618
5118 Standby Overtime			524	459	459	459
5120 Overtime Union	130	3,704	29,185	27,348	27,348	27,348
5201 PERS Taxes	1,558	18,128	141,780	121,178	121,178	121,178
5203 FICA/MEDI	1,637	19,503	54,340	46,444	46,444	46,444
5206 Worker's Comp	8,456	13,106	19,178	18,973	18,973	18,973
5207 TriMet/Wilsonville Tax	144	1,711	4,772	4,200	4,200	4,200
5208 OR Worker's Benefit Fund Tax	10	141	432	360	360	360
5210 Medical Ins Union	20,496	97,713	148,773	136,525	136,525	136,525
5220 Post Retire Ins Union	400		600	981	981	981
5270 Uniform Allowance	9,087	25,452	54,860	33,825	33,825	33,825
5290 Employee Tuition Reimburse			2,240	5,685	5,685	5,685
Total Personnel Services	63,609	433,235	1,526,515	975,276	975,276	975,276
5300 Office Supplies	188		1,000	2,160	2,160	2,160
5301 Special Department Supplies	576	1,663	3,000	1,000	1,000	1,000
5302 Training Supplies	1,009	6,597	19,925	17,787	17,787	17,787
5305 Fire Extinguisher		566	8,400	4,608	4,608	4,608
5306 Photography Supplies & Process	8					
5320 EMS Supplies	195	497	1,200	750	750	750
5321 Fire Fighting Supplies	6,988	10,943	10,700	8,200	8,200	8,200
5323 Food Service	60	471				
5325 Protective Clothing	5,282	57,755	102,000	71,280	71,280	71,280
5330 Noncapital Furniture & Equip	2,531					
5365 M&R Firefight Equip	164	852	3,500	2,500	2,500	2,500
5414 Other Professional Services		640		750	750	750
5415 Printing			300	750	750	750
5417 Temporary Services	754	3,257	12,800	9,600	9,600	9,600
5436 Garbage			3,000	1,400	1,400	1,400
5462 Travel and Per Diem		11				
5484 Postage UPS & Shipping		25				
5570 Misc Business Exp	19	89	2,600	974	974	974
5575 Laundry/Repair Expense	581	1,070		1,000	1,000	1,000
Total Materials & Services	18,356	84,436	168,425	122,759	122,759	122,759
Total General Fund	81,965	517,671	1,694,940	1,098,035	1,098,035	1,098,035

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 plans. 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 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. 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Contingency			\$500,000	\$500,000
Ending Fund Balance	\$1,144,518	\$1,776,988	1,148,629	2,487,120
Total Expenditures	\$1,144,518	\$1,776,988	\$1,648,629	\$2,987,120

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	2011-12	2012-13	2013-14	2014-15	2015-16
Engines		\$1,150,000	\$1,200,000	\$1,240,000	\$1,328,000
Trucks			1,000,000		
Brush Units	\$125,000	390,000			
Rehabilitation Units					
Medic Units				200,000	
Special Purpose	700,000	630,000	240,000	100,000	
Tenders	900,000			550,000	
Total	\$1,725,000	\$2,170,000	\$2,440,000	\$2,090,000	\$1,328,000

Apparatus Fund, continued

OPERATING BUDGET

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

Apparatus	2006-07	2007-08	2008-09	2009-10	2010-11
Engines	\$22,769	\$22,980	\$26,854	\$30,582	\$18,505
Trucks	23,585	38,910	42,490	49,800	31,722
Aerial Pumpers	37,340	34,196	41,668	44,500	31,412
Heavy Brush Rigs	17,429	13,232	8,326	10,190	5,650
Specialty ⁽¹⁾	6,100	6,487	5,479	5,980	5,841
Tenders	3,647	2,881	3,901	4,569	5,028

⁽¹⁾ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, and Dive Rescue 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 from 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 can create this 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 costs 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 for utilization in future years.



Apparatus Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$612,210	\$1,144,518	\$1,644,518	Beginning Fund Balance	\$1,790,991	\$1,790,991	\$1,790,991
17,308	9,970	4,111	Earnings from Temporary Investments	9,392	9,392	9,392
15,000	122,500		Surplus Property Income			
500,000	500,000		Transfer from Other Funds	1,186,737	1,186,737	1,186,737
\$1,144,518	\$1,776,988	\$1,648,629	Total Resources	\$2,987,120	\$2,987,120	\$2,987,120
			Requirements			
		\$500,000	Capital Outlay			
\$1,144,518	\$1,776,988	1,148,629	Contingency	\$500,000	\$500,000	\$500,000
			Reserved for Future Expenditures	2,487,120	2,487,120	2,487,120
\$1,144,518	\$1,776,988	\$1,648,629	Total Requirements	\$2,987,120	\$2,987,120	\$2,987,120

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Capital Outlay	\$2,686,145	\$2,772,536	\$4,774,041	\$2,628,742
Contingency			2,811,763	2,683,160
Reserved for Future	6,108,620	6,063,701	1,865,391	3,337,601
Total Expenditures	\$8,794,765	\$8,836,237	\$9,451,195	\$8,649,503

2011-12 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 Mobile Data Computers (MDCs) on all front line apparatus. In addition, an estimated placeholder is included to replace the current FireRMS software with a new occupancy database management solution.



Capital Improvements Fund

5603 Training Props

22402 Training/Supply - Cap Imp Fd

Ground level wood ventilation props	Funding for ground level vent prop development at both North and South Training grounds. This will include pitched wood roof props like the current, and two commercial flat roof props, one for each site.	10,000
Portable LPG prop replacement	Relocate the mobile LPG props as a part of the CFBT siting on the flam pad. Initial plan was to use the valves and lines that are already in place, but recent review finds these do not meet shut off safety standards. These funds covers relocating, purchasing of valves for emergency shut off, and fabrication of manual station to run the prop.	7,500
CFBT Burn Prop	Was part of FY11 budget but won't be delivered till FY12	217,550
	Total	235,050

5610 Building & Bldg Improv

22571 Fleet Maint - Cap Imp Fd

Apparatus building - HVAC	Central HVAC needs replacement because it is beyond its lifecycle. Issues with this unit could result in the loss of heating and cooling for this building and lead to emergency repairs, Parts for the unit could take several weeks to receive, if available. By replacing this unit, will also help to improve the ventilation in the parts room.	29,500
	Total	29,500

5615 Vehicles & Apparatus

22571 Fleet Maint - Cap Imp Fd

All Steer axle conversion on Dash pumpers (2 @ \$22,000)	Conversion of seven Dash All Steer units to meet State of Oregon Department of Transportation guidelines. This request 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 TVF&R to deploy these two units into front line status.	138,721
Apparatus set-up	Fleet fabrication, bracket installation, and compartment configuration for firefighting equipment.	30,000
Apparatus set-up	Light brush engine.	10,000
Apparatus set-up	Fire Investigator unit.	5,000
	Total	183,721

5620 Firefighting Equip

22160 Central Int Ops - Cap Imp Fd

Firefighting supplies	Holmatro combination tool for Truck 50R.	4,725
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22170 Logistics Admin - Cap Imp Fd

RPP: Spare SCBA bottles (300 @ \$955)	Spare bottles that meet the specifications of the requested new SCBA packs.	286,500
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Capital Improvements Fund, continued

5620 Firefighting Equip

RPP: Crew communications equipment (137 @ \$1,138)	SCBA mask integrated voice communications devices per request in new Respiratory Protection Program (roll over from FY 2011 due to lack of equipment availability during FY 2011).	165,010
RPP: ODH Quantifit test machine	Quantifit 1-3 minute respirator fit testing. No certification required. On-board data storage can store more than 500 tests. Subject can self-test; transfers file in Excel and PDF. Will interface with SharePoint and MUNIS, and exceeds NFPA standards. Can test full face and APR.	8,500
R.I.T. packs	Part of the RPP approved by the Board Agenda Bill in FY11	34,290

22200 Int Ops Admn - Cap Imp Fd

Hydraulic cutter upgrade (4 @ \$5,423)	Hydraulic cutters are part of the District's heavy extrication tool complement. There are six complements in the District (T67, T51, T56, T50R, HR51, USAR51). In order to keep up with the changing metals in the 2012 model year vehicles, four of the District's cutters need to be upgraded. Two of the District's cutters have already been upgraded (T67, HR51).	21,692
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22622 Tech Rescue - Cap Imp Fd

Confined space rope winch	Used to safely and quickly mount to tripod without separate anchor system. Significantly improves speed, performance, and safety.	2,700
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Total 523,417

5625 EMS Equip

22402 Training/Supply - Cap Imp Fd

EMS mannequins (2 @ \$1,750)	To be designated to two stations, not yet identified, due to revamp of FTO Program.	3,500
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22421 EMS/Health/Well - Cap Imp Fd

Power Cot Stretcher, Stryker Power Pro	Power Cots to assist lifting/moving of patients. These cots provide mechanical lifting of patients' weight while loading/unloading and when raising/lowering cot while on scene. This stretcher will match the two purchased last year and standardize the stretchers on the frontline three Medic Units and Reserve Medic. Use of these units will lower the number of crew injuries (local ambulance companies report a 40% reduction in their injuries due to this stretcher). See Budget Request documentation.	12,438
Spirometer replacement (2 @ \$2,200)	To replace aging/obsolete equipment that is greater than ten years old and starting to fail. This equipment is used several thousand times per year and required for Occupational Health physicals. Anticipated life of new equipment is eight to ten years. This equipment generates approximately \$3,000/hr. revenue (150 tests X \$20) from outside contracts and saves the District approximately \$10,000 annually if paid to external clinic to administer.	4,400
12-lead EKG machine	Replace 12-lead EKG machine that is greater than ten years old and is failing (misdiagnosing a high number of EKG interpretations), has obsolete diagnostic software and paper. Life expectancy of new machine is ten years. This equipment generates approximately \$3,000/hr. revenue (100 X \$30) from outside contracts and saves the District approx. \$10,000 annually if paid to external clinic to administer.	3,800

Capital Improvements Fund, continued

5625 EMS Equip

Stryker Tracked Stair Chair, Model Stair Pro 6252	To safely move patients, including morbidly obese patients, down stairs and hallways. Use would lower injury risk to patients and crew members. Many documented crew injuries occurred during movement down stairs, landings, negotiating narrow hallways, etc., which can be prevented with use of a stair chair. Injuries prevented will pay for these items in a very short time.	3,007
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Total	27,145
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5630 Office Equip & Furn

22065 Station 65 - Cap Imp Fd

New construction office furniture	Office furniture outlined in the approved FFE list.	8,650
New construction furniture	Furniture outlined in the approved FFE list.	8,000

22068 Station 68 - Cap Imp Fd

New construction office furniture	Office furniture outlined in the approved FFE list.	8,650
New construction furniture	Furniture outlined in the approved FFE list.	8,000

22150 Fire Chiefs Office -Cap Imp Fd

Office Equipment	CBOC - Post Move-in Additions	15,000
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22402 Training/Supply - Cap Imp Fd

Training North projection system	The Training North classrooms and grounds will be utilized more often to keep north companies closer to their first-due areas. Current facility has no built-in equipment and this will provide a more efficient system to meet the needs of increased usage. Funds are inclusive of a projector, amplifier, wireless mic, and cable tuner. Will use existing speakers and screens.	15,700
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22451 Media Services - Cap Imp Fd

Samsung TVs and wall brackets (2 @ \$2,500)	Televisions will be used at NOC (BHQ) and Training Center (lunchroom) for reception of DTV an cable TV. TVs will also have the ability to act as a computer monitor when needed. In addition, the TV at NOC will also serve as a resource for the BHQ.	5,000
Blue-ray disc and HDD recorder	Recorder to provide customers with a HD DVD format of TVF&R programs and to record off-the-air news as needed.	1,950

22582 Facilities Maint - Cap Imp Fd

Flat files for plans	For building plans to be filed and stored appropriately.	1,500
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Total	72,450
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5635 Building Equipment

22052 Station 52 - Cap Imp Fd

Kitchen table	Reached end of service life; it is 20 years old and its chipped edges damage kitchen chairs.	1,500
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22057 Station 57 - Cap Imp Fd

Station 57 AC unit	Install a split system AC unit for the Shop.	10,000
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Capital Improvements Fund, continued

5635 Building Equipment

22170 Logistics Admin - Cap Imp Fd

Washer/dryer/other major appliance replacement	Money for new/replacement if required for turnout 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 stations (dishwashers, refrigerators, and other major appliances). Cost is due to purchasing the new "Energy Star" rated specifications on all major appliances.	6,000
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22200 Int Ops Admn - Cap Imp Fd

Washer/dryer/other major appliance replacement	Money for new/replacement if required for turnout 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 stations (dishwashers, refrigerators, and other major appliances). Cost is due to purchasing the new "Energy Star" rated specifications on all major appliances.	30,000
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Total	47,500
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5640 Physical Fitness Equip

22056 Station 56 - Cap Imp Fd

Fitness equipment: St. 56 Treadmill, Functional Trainer, Versa Climber, TRX, Pull-up bar, Squat Rack	Last FY, the Peer Fitness Trainer Equipment Committee developed a "standard" list of fitness equipment. Although the District's 23 fitness rooms are far from equivalent, the goal is to maintain a similar footprint of fitness equipment in all fitness rooms. Cardiovascular disease is the number one killer of firefighters; equipment that emphasizes cardiovascular fitness is critical in any firehouse fitness room. Current replacement equipment includes the Versa Climber, which is a device that simulates the critical skill of climbing ladders. This type of workout not only stresses the cardiac muscle, but the musculature in the shoulders, lats, forearms, thighs, hamstrings, and calves. The Glide Functional Trainer (GFT) is one of the most efficient machines on the market for targeting multiple muscle groups in a single apparatus. The GFT replaces several pieces of single-use fitness equipment, such as the bench press, pec deck, lat pull down, bicep curl, and shoulder raise machines. Not only does the machine target multiple muscle groups, it simulates many firefighter specific tasks such as breaching a door, swinging an ax, lifting equipment overhead, and pulling equipment. Bosu trainers emphasize balance, which is a critical element of several firefighting and EMS tasks. Considerable balance must be maintained when climbing in and out of an apparatus, walking on unstable surfaces such as roofs, climbing ladders, and carrying equipment to and from the fire/EMS scene. Meets District Goal #4 – Call C.	12,894
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Capital Improvements Fund, continued

5640 Physical Fitness Equip

22065 Station 65 - Cap Imp Fd

Fitness equipment: St. 65 Functional Trainer, Versa Climber, TRX, Pull-up bar	Current replacement equipment includes the Versa Climber, which is a device that simulates the critical skill of climbing ladders. This type of workout not only stresses the cardiac muscle, but the musculature in the shoulders, lats, forearms, thighs, hamstrings, and calves. The Glide Functional Trainer (GFT) is one of the most efficient machines on the market for targeting multiple muscle groups in a single apparatus. The GFT replaces several pieces of single-use fitness equipment, such as the bench press, pec deck, lat pull down, bicep curl, and shoulder raise machines. Not only does the machine target multiple muscle groups, it simulates many firefighter specific tasks such as breaching a door, swinging an ax, lifting equipment overhead, and pulling equipment. Bosu trainers emphasize balance, which is a critical element of several firefighting and EMS tasks. Considerable balance must be maintained when climbing in and out of an apparatus, walking on unstable surfaces such as roofs, climbing ladders, and carrying equipment to and from the fire/EMS scene. Meets District Goal #4 – Call C.	7,094
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22068 Station 68 - Cap Imp Fd

Fitness equipment: St. 68 Functional Trainer, Versa Climber, TRX, Pull up bar	Current replacement equipment includes the Versa Climber, which is a device that simulates the critical skill of climbing ladders. This type of workout not only stresses the cardiac muscle, but the musculature in the shoulders, lats, forearms, thighs, hamstrings, and calves. The Glide Functional Trainer (GFT) is one of the most efficient machines on the market for targeting multiple muscle groups in a single apparatus. The GFT replaces several pieces of single-use fitness equipment, such as the bench press, pec deck, lat pull down, bicep curl, and shoulder raise machines. Not only does the machine target multiple muscle groups, it simulates many firefighter specific tasks such as breaching a door, swinging an ax, lifting equipment overhead, and pulling equipment. Bosu trainers emphasize balance, which is a critical element of several firefighting and EMS tasks. Considerable balance must be maintained when climbing in and out of an apparatus, walking on unstable surfaces such as roofs, climbing ladders, and carrying equipment to and from the fire/EMS scene. Meets District Goal #4 – Call C.	7,094
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22421 EMS/Health/Well - Cap Imp Fd

Fitness Equipment	Current replacement equipment includes the Versa Climber, which is a device that simulates the critical skill of climbing ladders. This type of workout not only stresses the cardiac muscle, but the musculature in the shoulders, lats, forearms, thighs, hamstrings, and calves. The Glide Functional Trainer (GFT) is one of the most efficient machines on the market for targeting multiple muscle groups in a single apparatus. The GFT replaces several pieces of single-use fitness equipment, such as the bench press, pec deck, lat pull down, bicep curl, and shoulder raise machines. Not only does the machine target multiple muscle groups, it simulates many firefighter specific tasks such as breaching a door, swinging an ax, lifting equipment overhead, and pulling equipment. Bosu trainers emphasize balance, which is a critical element of several firefighting and EMS tasks. Considerable balance must be maintained when climbing in and out of an apparatus, walking on unstable surfaces such as roofs, climbing ladders, and carrying equipment to and from the fire/EMS scene. Meets District Goal #4 – Call C.	15,000
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Total	42,082
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Capital Improvements Fund, continued

5645 Shop Equipment

22065 Station 65 - Cap Imp Fd

New construction shelving	Shelves and storage for the bay shop.	8,000
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22068 Station 68 - Cap Imp Fd

New construction shelving	Shelves and storage for the bay shop.	8,000
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22571 Fleet Maint - Cap Imp Fd

CCFD#1 Enterprise: Diagnostic testing equipment and tooling	Due to an IGA with CCFD#1, Logistics Fleet is requesting the purchase of Cummins engine diagnostic equipment, Detroit Diesel diagnostic equipment, and an automotive diagnostic tool to properly diagnose CCFD#1 fleet apparatus and staff vehicles. Cost is calculated in CCFD#1 Capital Expense.	4,200
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CCFD#1 Enterprise: Parts washer	With the addition of CCFD#1, a parts washer is required to effectively clean apparatus parts during repair procedures. Cost is calculated in CCFD#1 capital expense.	2,000
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CCFD#1 Enterprise: Battery tester	With the addition of CCFD#1, an additional battery tester is required to diagnose and repair CCFD#1's fleet. Cost is calculated in CCFD#1 capital expense.	1,700
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CCFD#1 Enterprise: Impact gun and sockets	With the addition of CCFD#1, a 1" impact gun and sockets are required to remove and install various heavy duty apparatus components. Cost is calculated in CCFD#1 capital expense.	1,500
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Allison MD and HD thread repair and installation kit	Logistics Fleet is requesting this particular tool so that Fleet will have the ability to make in-shop repairs to Allison transmissions that are standard equipment in 54 of TVF&R's apparatus. Currently, Fleet is required to outsource this repair to a vendor with an average cost of \$1,200. This tool will pay for itself after one repair and save the District a substantial amount of money in the future. Obtaining this tool provides Fleet with the ability to better control out-source vendor costs.	1,075
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CCFD#1 Enterprise: Battery charger	With the addition of CCFD#1, an additional battery charger is required to make adequate repairs and diagnosis on CCFD#1's fleet. Cost is calculated in CCFD#1 capital expense.	1,000
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Total	27,475
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5650 Communications Equip

22056 Station 56 - Cap Imp Fd

Specialized communications equipment	Communications equipment for fire station, Battalion Headquarters (BHQ), and South Operating Center (SOC).	48,905
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Specialized communications equipment	Communications equipment for alternate Fire Operations Center (FOC).	42,185
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22065 Station 65 - Cap Imp Fd

Specialized communications equipment	Communications equipment for fire station.	43,845
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22068 Station 68 - Cap Imp Fd

Specialized communications equipment	Communications equipment for fire station.	43,845
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Capital Improvements Fund, continued

5650 Communications Equip

22175 Communications - Cap Imp Fd

New water tender communications packages (2 @ \$24,300)	Two tenders will be replaced/sold. The mobile radios will be reused. Current tenders do not have MDCs. MDT and mounting system included in IT MCTU budget item (22215/5660). New package includes: OMG (\$2,500 - may be removed depending on outcome of new matrix for communication equipment), Firecom headset and interface package \$2,500), antennas (\$250), StartGuard (\$250), new cables and mounting supplies (\$800), (4) portable 800 MHZ radios and chargers (\$18,000). Lighting package installed by vendor.	48,600
New light brush unit communications packages	Four portable 800 MHZ radios and chargers (\$18,000), 800 MHZ mobile radio (\$3,500). Lighting packages are not available from brush unit manufacturers.	21,500
800 Mhz mobile radio replacement	Replace the remaining eight MCS-2000s in the fleet. With existing spare inventory, four additional radios are needed to complete the upgrade and will provide one spare.	17,500
Code 3 lighting package for new light brush unit	Lighting package is not available from most brush rig unit manufacturers. Communications 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).	6,259
Code 3 lighting packages for pool vehicles	1-572 Ford F-350 Pickup; 1-660 Ford Ranger; 1-547 Ford F-450 Flatbed. Recommend the installations be outsourced because of the project to replace the MDCs. Code 3 installation: 4 Rigs - 9.5 hrs. labor for each install x \$88/hr for \$836 per vehicle; parts are \$860 per vehicle (not including Opticoms) for \$1,696 per vehicle. Item includes an additional 10% as a contingency. FY11 installations were completed under a piggyback contract that might expire before work is done. At the direction of Operations, Opticoms are not included in the package. As noted in the IT request for mobile computing (22215/5660), this technology will be reviewed as part of the technology matrix.	5,597
800 Mhz mobile radio for Fire Investigator	Placeholder until the technical matrix is developed. Investigation vehicle (Ford Ranger).	3,500
Code 3 lighting packages for pool vehicles	New pool Expedition. Recommend the installations be outsourced because of the project to replace the MDCs. Code 3 installation: (4) Rigs - 9.5 hrs. labor for each install x \$88/hr. for \$836 per vehicle; parts are \$860 per vehicle (not including Opticoms) for \$1,696 per vehicle. Item includes an additional 10% as a contingency. FY11 installations were completed under a piggyback contract that might expire before work is done. At the direction of Operations, Opticoms are not included in the package.	1,866
Total		283,602

5655 Data Processing Software

22215 Info Tech - Cap Imp Fd

Proposed occupancy database management system	Project to replace FireRMS, which is inadequate to support the needs, and maintenance and support are no longer carried on the software because it has not been updated in several years. Functional requirements have been completed and presented to Executive Staff. This is a rough estimate and a placeholder until the formal RFP and bid process can occur.	150,000
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Capital Improvements Fund, continued

5655 Data Processing Software

Network monitoring solution	IT has used "WhatsUp Gold" for three years and has determined that a more medium sized or "enterprise" business solution that includes hardware monitoring would enhance the monitoring capabilities. Used to monitor all business critical servers, network hardware, storage systems, and OMs for failures and performance metrics. Proper monitoring allows IT to react as quickly and accurately as possible to a failure. IT has demonstrated several products for three months and has found the performance metrics to be far more robust than "WhatsUp Gold." The software proved to be valuable to quickly address and troubleshoot network issues when VideoOn Demand was deployed District-wide. The tool allows IT to visualize information trends that assist in troubleshooting, planning, and performance tuning. A modular solution would be purchased to allow for flexibility in deployment within a complex environment. Long-term plan would replace "WhatsUp Gold," but not in FY12.	30,000
MUNIS customized programming and product enhancements	457, contract, PO change orders as well as unanticipated modifications and upgrades such as from PERS legislation.	25,000
MUNIS development and modifications	For departments, current and future, that want to use the workorder system. Having a workorder system that could be shared by multiple departments was one of the functional requirements established when the District selected a vendor.	20,000

22500 Planning - Cap Imp Fd

Mapping Solutions contract	Contracted mapping services (field survey and drafting services) to support Response Aids Program. Reflects \$33,000 decrease from FY10/11 approved budget based on review of actual contract activity for the prior three fiscal years.	153,000
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Total 378,000

5660 Computer Equip

22056 Station 56 - Cap Imp Fd

Specialized equipment	IT equipment for alternate Fire Operations Center (FOC).	16,400
Specialized equipment	IT equipment for fire station and South Operating Center (SOC), Battalion Headquarters (BHQ).	10,500

22065 Station 65 - Cap Imp Fd

Specialized equipment	IT equipment for new fire station 65.	10,500
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22068 Station 68 - Cap Imp Fd

Specialized equipment	IT equipment for new fire station 68.	10,500
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Capital Improvements Fund, continued

5660 Computer Equip

22215 Info Tech - Cap Imp Fd

Mobile Computing technology upgrade (84 @ \$7,000)	Capital replacement of 65 MDCs and mounting hardware in front line apparatus. Additional mobile computing budget pre-plan requests requiring approval from IBC for FY12 include: (3)ruggedized laptops for core program assignments in Fire Prevention; MDCs for (4) Volunteer engines; (2) Volunteer rehabs; (1) MDC for EMS Chief; (1) MDC for EMS Officer; potential replacement of (6) Fire Investigator Panasonic Toughbooks (original purchase Oct. 2007, w/4 year warranty). In addition, three new apparatus in FY12 include (2) new water tenders. 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 needs and a District-wide survey was reviewed. A line item for temporary staffing to accomplish the installations is in 10175/5417. Estimate based on maximum number of requests detailed in this line item. Anticipate the hardware will be ruggedized and estimate includes mounting hardware and maintenance/support. Does not include labor costs.	588,000
Storage Area Network (SAN) file storage	Replace current tape backup library hardware (quote received for physical replacement, writing data to disk. Not only far more efficient, but the library costs \$7,100 annually to maintain. Will continue to leverage existing high performance SAN for critical data. New solution would provide a location for large, low access data such as training videos and photos, which is a high percentage of storage on the current SAN. Will perform production testing of a new storage platform that can easily expand to replace the EVA SAN, as that platform will be seven years old in FY13 and its replacement should be planned for FY13 or FY14. Provide a viable target for Video OnDemand and GIS data, as both of these file shares have the potential to grow well beyond their current capacity in the next 12-14 months.	80,000
Internet security solution	The existing internet security devices in use by the District are deprecated, 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 VPN and 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 industry standard, modular in features and supported security hardware, with hardware redundancy and automatic failover that will replace up to three devices and maintenance agreements (firewall, Nortel VPN, and SSLVPN). The hardware consists of condensed appliances, managed by a single interface and licensing, is purchased as needed by feature and number of users.	32,000
HP Proliant Server refresh web filter server & vmware	Capital replacement as outlined in the long-term capital plan for annual server refresh. This replaces the two oldest servers (6 years) and the maintenance costs have doubled in the last year.	18,000

Capital Improvements Fund, continued

5660 Computer Equip

Hardware upgrade for GIS/mapping computers	Three new PCs (64 –bit) to address performance and memory issues associated with running data-intensive programs (GIS, PIP, Maverick Maps, etc.). Improves performance and reliability of computer work done by Planning staff. Replaces 3 systems that can be used elsewhere (3.5, 2.5, and 1 year-old). The newest machine's operating system has been problematic from the outset, as documented by IT staff. Alternatives short of replacement have been considered and ruled out by IT. Large monitor replacement for Data Analyst detailed in 10215/5368.	6,900
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Fax Over IP solution	Fax Over IP solution. Allows faxes to be sent and received from the desktop. Would eliminate three Efax lines at \$60/month.	6,000
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Total 778,800

Total Capital Improvements Fund 2,628,742

Capital Improvements Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Revised Budget This Year 2010-11	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$6,003,849	\$6,108,620	\$6,326,338	Beginning Fund Balance	\$5,507,962	\$5,507,962	\$5,507,962
30,266	42,848		Surplus Property Income			
115,112	12,560	15,503	Interest Income	32,187	32,187	32,187
63,038			Grants and Donations			
2,582,500	2,672,209	3,109,354	Transferred from Other Funds	3,109,354	3,109,354	3,109,354
\$8,794,765	\$8,836,237	\$9,451,195	Total Resources	\$8,649,503	\$8,649,503	\$8,649,503
			Requirements			
			Capital Outlay			
\$368,879	\$1,201	\$108,500	Vehicles and Apparatus	\$183,721	\$183,721	\$183,721
	3,032	277,000	Training Center Props	17,500	17,500	235,050
136,595	847,364	2,054,094	Firefighting Equipment	489,127	489,127	523,417
5,751	22,275	59,881	Emergency Medical Equipment	27,145	27,145	27,145
19,082	265,309	1,318,602	Office Equipment	57,450	57,450	72,450
35,936	35,892	26,975	Building Equipment/Improv	77,000	77,000	77,000
35,877	48,819	24,500	Physical Fitness Equipment	42,082	42,082	42,082
25,355		5,000	Shop Equipment	27,475	27,475	27,475
1,403,738	310,394	24,299	Communications Equipment	283,602	283,602	283,602
182,847	894,501	694,120	Data Processing Software	378,000	378,000	378,000
472,085	343,749	181,070	Data Processing Equipment	778,800	778,800	778,800
2,686,145	2,772,536	4,774,041	Total Capital Outlay	2,361,902	2,361,902	2,628,742
		2,811,763	Contingency	2,950,000	2,950,000	2,683,160
2,686,145	2,772,536	7,585,804	Total Expenditures	5,311,902	5,311,902	5,311,902
6,108,620	6,063,701	1,865,391	Reserved for Future Expenditures	3,337,601	3,337,601	3,337,601
\$8,794,765	\$8,836,237	\$9,451,195	Total Requirements	\$8,649,503	\$8,649,503	\$8,649,503

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$32,921	\$34,184	\$47,912	\$44,743
Materials and Services	4,232	2,076	9,107	9,061
Total Expenditures	\$37,153	\$36,260	\$57,019	\$53,804

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Emergency Management Director	1.00	1.0	1.00	1.0
Total Full-Time Equivalents (FTE)	1.00	1.0	1.00	1.0

2011-12 SIGNIFICANT CHANGES

Personnel Services reflects annual wage and benefits for the Director budgeted at expected actual costs.

STATUS OF 2010-11 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 2011.** 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 2011 exercise and implementation of the post-exercise corrective action plan by June 30, 2011.
Status or Outcome: A full-scale windstorm exercise involving all of the OCEM partner agencies and many more local agencies and organizations was conducted in May 2011. An after-action report was developed and corrective actions were initiated.

Emergency Management Fund, continued

STATUS OF 2010-11 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, 2011, with a focus on enhancing the use of unified command and integrated operations on-scene, operation and administration of the MAC Group and TAG, and conduct of field and EOC staff training.
Status or Outcome: Implementation efforts have stalled due to a lack of public safety agency engagement and commitment. A meeting of the OCEM partner agency public safety and emergency management staffs was held late in the fiscal year to re-educate the staff and restart the process.

- **Develop and manage a contract to update Incident Command System (ICS) section-specific courses** used for training of OCEM and other agency EOC staffs.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Acceptance of course materials for the ICS Operations and Planning sections and subsequent course delivery to OCEM and other agency EOC staffs by June 30, 2011.
Status or Outcome: Course materials for the EOC Operations and Planning section classes were accepted and the initial offerings of both classes were completed.

- **Continue rewrite of the Washington County Emergency Operations Plan**, with the focus for fiscal year 2009-2010 being on debris management, urban search and rescue, and animals in disaster 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, 2011: Debris Management Annex; Urban Search and Rescue Annex; and Animals in Disaster Annex.
Status or Outcome: Work continued on the Urban Search and Rescue annex and Animals in Disaster annexes, but was not completed. The following annexes and appendices to the county plan were completed and approved: Debris Management; Catastrophic Mass Reception; Shelter, Care and Temporary Housing; Communications; Population Protection; HazMat Hazard; Flood Hazard; Earthquake Hazard; and Severe Weather Hazard.

- **Evaluate options and recommendations stemming from the contract study of countywide Citizen Corps Program management** and adopt and implement the preferred option.

Goal(s): III
Service Type(s): Essential
Measured By: Development and adoption of a plan to implement the study recommendations, which will enhance Citizen Corps program management and citizen involvement.
Status or Outcome: The Citizen Corps Council project was completed and the project report and recommendations accepted by the OCEM Executive Committee. The Committee approved implementation of the OCEM-Integrated Model Phase I recommendations.

Emergency Management Fund, continued

STATUS OF 2010-11 SERVICE MEASURES, CONTINUED

- **Manage contract to develop an intelligence and information-sharing protocol** and coordinate its adoption and use.

Goal(s): III
Service Type(s): Essential
Measured By: Completion and acceptance of a countywide intelligence and information-sharing protocol and use of the protocol by OCEM and other local agencies.
Status or Outcome: No progress. Protocol development was hindered by a lack of support from local law enforcement agencies and changes being made to information-sharing and alert notification processes at the federal level.

STATUS OF 2010-11 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): 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 agencies and many more local agencies and organizations was conducted. The exercise focused on a major windstorm scenario. All OCEM agencies exercised at the functional (EOC) or full scale (EOC and field) levels.

- **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): 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 3 of 5
Budget Description: As 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. However, no progress was made on implementing the Incident Management Enhancement Taskforce (IMET) report recommendations, including further delivery of the Washington County Emergency Response System course.

Emergency Management Fund, continued

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- **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): III
Budget Impact: OCEM partner agency commitment to funding a contracted update of ICS section-specific courses and EOC staff commitment to participation in the courses.
Duration: Year 1 of 2
Budget Description: Once the course rewrites are completed, 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. In addition, NIMS-based ICS courses for agency EOC staffs were developed and course delivery initiated.

- **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): III
Budget Impact: Resource neutral
Duration: Year 2 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 OCEM agency partners facilitated and supported a contract study examining options for establishing a Washington County Citizen Corps Council to oversee and guide the many Citizen Corps program activities in the county. The study's findings and recommendations were accepted by the OCEM Executive Committee and implementation of the OCEM-Integrated Model Phase I recommendations was approved.

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through more effective and efficient sharing of law enforcement, public health, homeland security, and other program intelligence/information.

Goal(s): III
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Contract project funded with homeland security grant funds managed by Washington County.
Partner(s): OCEM partner agencies, other local governments
Status or Outcome: Some progress was made in the daily sharing of intelligence information between law enforcement, fire, and emergency management. This progress was largely the result of cooperative efforts between TVF&R and the Beaverton Police Department to coordinate intelligence reporting and distribution. No progress was made on the project to evaluate current countywide practices and recommend process improvements.

Emergency Management Fund, continued

ADDITIONAL 2010-11 ACCOMPLISHMENTS

- A scope of work was developed and a contractor hired to assist the OCEM agencies in updating the OCEM Strategic Plan. Stakeholder surveys and interviews were conducted, staff and executive committee planning sessions were held, and a proposed revision to the strategic plan was prepared for review and acceptance by the OCEM Executive Committee.
- A countywide data call in support of a statewide energy assurance project was coordinated by the OCEM Director. The data included listings of critical infrastructure and backup electrical generation capabilities for all local governments in the county.
- The OCEM Director coordinated preparation of the countywide application for fiscal year 2010 Homeland Security Grant Program funds from the State Homeland Security and Citizen Corps program grants. The application was successful in securing over \$400,000 in grant funds for the OCEM partners and other agencies in Washington County.
- The OCEM Director spearheaded a project to review and rewrite the Oregon Omnibus Intercounty Mutual Aid Agreement, which has 12 signatory counties in Oregon. The rewrite included coordination with the attorneys, risk managers, and/or emergency managers of many of the signatory counties and the preparation of seven drafts. The final draft was presented to the Board of County Commissioners of all the signatory agencies for re-approval.
- Following the move of most of TVF&R's command, operations, finance, human resources, and administrative staffs to the new Command and Business Operation Center in Tigard, the OCEM staff worked with the TVF&R project management team to relocate all of its offices within the newly created North Operating Center in Aloha.

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.

- **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.

Emergency Management Fund, continued

2011-12 SERVICE MEASURES, CONTINUED

- **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.

- **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.

- **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.

- **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.

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.

Emergency Management Fund, continued

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

- **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

- **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

Emergency Management Fund

<i>Historical Data</i>				<i>Budget for Next Year 2011-12</i>		
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$37,153	\$36,261	\$57,019	Resources			
			Operating Transfers In	\$53,804	\$53,804	\$53,804
\$37,153	\$36,261	\$57,019	Total Resources	\$53,804	\$53,804	\$53,804
			Requirements			
\$32,921	\$34,184	\$47,912	Personnel Services	\$44,743	\$44,743	\$44,743
4,232	2,077	9,107	Materials and Services	9,061	9,061	9,061
\$37,153	\$36,261	\$57,019	Total Requirements	\$53,804	\$53,804	\$53,804

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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services			\$1,219,221	\$1,114,467
Materials and Services		\$17,000	30,000	
Capital Outlay	\$3,534	92,097	20,750	32,000
Ending Fund Balance	90,554	90,554		
Contingency			100,000	247,402
Total Expenditures	\$94,088	\$199,651	\$1,369,971	\$1,393,869

GRANT DESCRIPTIONS

Personnel Services for 2011-12 includes Staffing for Adequate Fire and Emergency Response (SAFER) grant funding for nine firefighters, which was awarded effective May 12, 2011. These firefighters will enable three additional emergency response engines to be deployed with four full-time personnel upon their graduation from the recruit academy in September 2011. The grant provides for two full years of personnel cost funding with a District matching requirement to commit to the third year of funding.

An additional grant of \$32,000 for information technology is also included.

Grants Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$90,564	\$90,554	\$90,555	Beginning Fund Balance	\$90,555	\$90,555	\$90,555
3,524	109,097	1,185,802	Grant Revenue	1,103,314	1,103,314	1,103,314
		93,614	Operating Transfers In	200,000	200,000	200,000
\$94,088	\$199,651	\$1,369,971	Total Resources	\$1,393,869	\$1,393,869	\$1,393,869
			Requirements			
		\$1,219,221	Personnel Services	\$1,114,467	\$1,114,467	\$1,114,467
	\$17,000	30,000	Materials and Services			
\$3,534	92,097	20,750	Capital Outlay	32,000	32,000	32,000
		100,000	Operating Contingency	247,402	247,402	247,402
3,534	109,097	1,369,971	Total Expenditures	1,393,869	1,393,869	1,393,869
90,554	90,554		Reserved for Future Expenditures			
\$94,088	\$199,651	\$1,369,971	Total Requirements	\$1,393,869	\$1,393,869	\$1,393,869

Retiree Medical Insurance Stipend Fund

Fund 46 • 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, 2002, 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$93,054	\$80,514	\$110,103	\$74,661
Ending Fund Balance	211,273	215,414	185,163	99,407
Total Expenditures	\$304,327	\$295,928	\$295,266	\$174,068

Retiree Medical Insurance Stipend Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$214,327	\$211,273	\$211,273	Beginning Fund Balance	\$173,360	\$173,360	\$173,360
4,200	1,370	708	Earnings from Investments	708	708	708
85,800	83,285	83,285	Transfer from Other Funds			
<u>\$304,327</u>	<u>\$295,928</u>	<u>\$295,266</u>	Total Resources	<u>\$174,068</u>	<u>\$174,068</u>	<u>\$174,068</u>
			Requirements			
\$93,054	\$80,514	\$110,103	Post Employment Health Program	\$74,661	\$74,661	\$74,661
211,273	215,414	185,163	Unappropriated Ending Fund Balance	99,407	99,407	99,407
<u>\$304,327</u>	<u>\$295,928</u>	<u>\$295,266</u>	Total Requirements	<u>\$174,068</u>	<u>\$174,068</u>	<u>\$174,068</u>

Debt Service Fund

Fund 30 • Debt Service Fund Type

FUND DESCRIPTION

The Bonded 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 on June 2, 2011.

The 2007 bonds mature in one million dollar increments, which began April 1, 2008, and continue through 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 2024. These bonds have an effective interest rate of 3.7% and coupons range from 3% to 4.375%. The third General Obligation Bond Series, issued in June 2009 for \$15,000,000, mature through 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 4.25% maturing from June 1, 2012 through June 1, 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
2011 Debt Service				\$1,734,840
2009 Debt Service, Series B		\$842,411	\$1,118,173	1,111,373
2009 Debt Service		1,326,269	1,446,000	1,417,200
2007 Debt Service	\$1,794,500	1,744,500	1,694,500	1,652,000
2000 Debt Service	814,875			
1999 Debt Service	707,200			
Fund Balance Reserved	544,418	1,207,841	825,287	1,209,818
Total Expenditures	\$3,860,993	\$5,121,021	\$5,083,960	\$7,125,231

MATURITY SCHEDULES

Fiscal Year	Series 2007 Bonds		Series 2009 Bonds		Series 2009 B Bonds		Series 2011 Bonds	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2011-12	\$1,000,000	\$652,000	\$960,000	\$457,200	\$570,000	\$541,373	\$865,000	\$869,840
2012-13	1,000,000	612,000	960,000	428,400	580,000	524,272	880,000	854,962
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
2016-20	5,000,000	2,060,000	4,800,000	1,374,000	3,390,000	2,092,212	4,925,000	3,746,312
2021-25	5,000,000	1,051,750	3,840,000	412,800	4,115,000	1,360,212	5,950,000	2,719,413
2026-31	2,000,000	127,500			4,025,000	435,814	9,070,000	1,336,775
	\$16,000,000	\$5,607,250	\$12,480,000	\$3,442,800	\$13,885,000	\$5,949,778	\$23,500,000	\$11,184,128

Debt Service Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$1,321,652	\$544,419	\$869,337	Beginning Fund Balance (Cash Basis) or	\$826,218	\$826,218	\$826,218
53,637	64,554	33,965	Working Capital (Accrual Basis)	109,658	109,658	109,658
18,568	12,570	9,265	Previously Levied Taxes Estimated to be Rec'd	9,268	9,268	9,268
		700	Earnings from Temporary Investments	52	52	52
615	99	215	Interest on Taxes	32	32	32
1,394,472	621,642	913,482	Tax in Lieu of Property Tax	945,228	945,228	945,228
		4,170,478	Total Resources, Except Taxes to be Levied	6,321,048	6,180,003	6,180,003
2,466,521	4,499,379		Taxes Necessary to Balance			
			Taxes Collected in Year Levied			
\$3,860,993	\$5,121,021	\$5,083,960	Total Resources	\$7,266,276	\$7,125,231	\$7,125,231
			Requirements			
			Bond Principal Payments			
\$680,000			1999 - Jan 15			
795,000			2000 - Jul 15			
1,000,000	\$1,000,000	\$1,000,000	2007 - Apr 01	\$1,000,000	\$1,000,000	\$1,000,000
	560,000	960,000	2009 - Mar 01	960,000	960,000	960,000
	555,000	560,000	2009B - Jun 15	570,000	570,000	570,000
			2011 - Jun 01	780,000	865,000	865,000
2,475,000	2,115,000	2,520,000	Total Principal	3,310,000	3,395,000	3,395,000
			Bond Interest Payments			
13,600			1999 - Jan 15			
13,600			1999 - Jul 15			
19,875			2000 - Jan 15			
			2000 - Jul 15			
397,250	372,250	347,250	2007 - Oct 01	326,000	326,000	326,000
397,250	372,250	347,250	2007 - Apr 01	326,000	326,000	326,000
	480,454	243,000	2009 - Sep 01	228,600	228,600	228,600
	285,815	243,000	2009 - Mar 01	228,600	228,600	228,600
	287,411	279,086	2009B - Dec 15	270,686	270,686	270,686
		279,087	2009B - Jun 15	270,687	270,687	270,687
			2011 - Jun 01	511,214	433,709	433,709
			2011 - Dec 01	511,214	436,131	436,131
841,575	1,798,180	1,738,673	Total Interest	2,673,001	2,520,413	2,520,413
			Reserves			
			Unappropriated Balance for Next Year			
		326,000	2007 - Oct 01	306,000	306,000	306,000
		228,600	2009 - Sep 01	214,200	214,200	214,200
		270,687	2009B - Dec 15	262,136	262,136	262,136
			2011 - Dec 01	500,939	427,482	427,482
544,418	1,207,841	825,287	Total Unappropriated Ending Fund Balance	1,283,275	1,209,818	1,209,818
\$3,860,993	\$5,121,021	\$5,083,960	Total Requirements	\$7,266,276	\$7,125,231	\$7,125,231

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.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Capital Outlay	\$194,119	\$4,19,261	\$818,704	\$625,000
Contingency			1,934,248	1,924,248
Ending Fund Balance	5,959,548	6,932,305		4,560,588
Total Expenditures	\$6,153,667	\$6,951,570	\$2,752,952	\$7,109,836

2011-12 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Fire Station Renovations	\$526,000	<p>Station 33 – Roof and sign replacement. \$53,000. No operating budget impact.</p> <p>Station 34 – New fence. \$8,000. No operating budget impact.</p> <p>Station 51 – Sign replacement. \$12,000. No operating budget impact.</p> <p>Station 52 – Driveway replacement. \$49,500. No operating budget impact.</p> <p>Station 58 – Fence installation. \$10,000. No operating budget impact.</p> <p>Station 60 – Driveway replacement. \$49,500. No operating budget impact.</p> <p>Station 62 – Roof replacement. \$125,000; rear apron replacement. \$58,000; sign replacement. \$12,500. No operating budget impact.</p> <p>Station 67 – Driveway and apron replacement. \$100,000. No operating budget impact.</p> <p>Station 69 – Driveway replacement. \$49,000. No operating budget impact.</p>
Training Center and Facilities Renovations	99,000	<p>Supply – Replace overhead doors on Supply building. \$20,000; replace HVAC unit \$20,000. Increased energy efficiency is expected operating budget impact.</p> <p>Training Center – Replace asphalt on south training site. \$59,000. No operating budget impact.</p>

Property and Building Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$5,982,171	\$5,959,548	\$6,869,075	Beginning Fund Balance - Working Capital	\$6,077,010	\$6,077,010	\$6,077,010
129,905	42,018	17,173	Earnings from Temporary Investments	32,826	32,826	32,826
	1,350,000		Transfers from Other Funds	1,000,000	1,000,000	1,000,000
41,590			Rental Revenue			
\$6,153,666	\$7,351,566	\$6,886,248	Total Resources	\$7,109,836	\$7,109,836	\$7,109,836
			Requirements			
			Capital Outlay			
\$49,285	\$48,975	\$66,705	Training Center	\$49,000	\$49,000	\$49,000
			Station 33	53,000	53,000	53,000
			Station 34	8,000	8,000	8,000
44,936	40,640		Station 35			
	37,450		Station 51	12,000	12,000	12,000
44,880	12,875	89,000	Station 52	49,500	49,500	49,500
			Station 58	10,000	10,000	10,000
	12,980	49,000	Station 60	49,000	49,000	49,000
		40,000	Station 61			
	12,050		Station 62	195,500	195,500	195,500
		49,000	Station 67	100,000	100,000	100,000
	7,213		Station 68			
	13,655		Station 69	49,000	49,000	59,000
5,679	153,499		Facilities			
		75,000	Supply	40,000	40,000	40,000
49,338	79,924	450,000	North Operating Center			
194,118	419,261	818,705	Total Capital Outlay	615,000	615,000	625,000
		1,934,248	Contingency	1,934,248	1,934,248	1,924,248
5,959,548	6,932,305	4,133,295	Reserved for Future Expenditures	4,560,588	4,560,588	4,560,588
\$6,153,666	\$7,351,566	\$6,886,248	Total Requirements	\$7,109,836	\$7,109,836	\$7,109,836

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. After the \$23,500,000 expected issuance on June 2, 2011, there will be \$5,000,000 issuance authority remaining. 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Materials and Services	\$119,491		\$250,000	
Capital Outlay	16,991,604	\$11,790,268	21,732,727	\$13,706,217
Contingency			10,654,633	1,844,150
Ending Fund Balance	22,153,113	10,852,844	9,943,107	10,702,237
Total Expenditures	\$39,264,208	\$22,643,112	\$42,580,467	\$26,252,604

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. Accordingly, station construction projects are budgeted for in the Capital Projects Fund, which is funded from general obligation bonds and investment earnings.

2011-12 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Building and Improvements, and Land purchases	\$12,611,217	<p>Station 56 and South Operating Center - New construction. \$5,855,386. Operating budget impact will be to reduce facility monthly lease of current site and transfer existing personnel and utilities and insurance from other locations.</p> <p>Station 65 - Relocate the station. \$3,153,208. No operating budget impact as personnel will relocate and new station will be more energy efficient.</p> <p>Station 68 - Relocation or rebuild of existing station. \$3,069,623. No operating budget impact as personnel will relocate and new station will be more energy efficient.</p> <p>New Fire Stations- Land Purchases. \$533,000. No impact on operating budget until new station is constructed.</p>
Fire Apparatus and District vehicles	\$1,095,000	<p>Tenders- \$900,000. Operating budget impact for both Tenders included in budget.</p> <p>Light Brush Engine- \$125,000. Operating budget impact included in budget.</p> <p>Heavy Rescue- \$70,000. Down payment. Final payment will be in 2012-13.</p>

Capital Projects Fund

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



Capital Projects Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$9,804,938	\$22,153,113	\$14,032,967	Beginning Fund Balance - Working Capital	\$26,092,306	\$26,092,306	\$26,092,306
96,866	91,092	47,500	Earnings from Temporary Investments	65,230	65,230	65,230
	398,907		Surplus Property			
			Miscellaneous	95,068	95,068	95,068
29,362,404		28,500,000	Proceeds from Debt Issuance			
\$39,264,208	\$22,643,112	\$42,580,467	Total Resources	\$26,252,604	\$26,252,604	\$26,252,604
			Requirements			
			Capital Outlay			
\$119,491		\$250,000	Bond Issuance Expenses			
12,658,517	\$10,207,831	18,783,727	Buildings and Improvements	\$12,078,217	\$12,078,217	\$12,068,217
	823,496	1,500,000	Land and Improvements	543,000	543,000	543,000
4,333,087	758,941	1,449,000	Fire Apparatus	1,095,000	1,095,000	1,095,000
16,991,604	11,790,268	21,732,727	Total Capital Outlay	13,716,217	13,716,217	13,706,217
17,111,095	11,790,268	21,982,727	Total Expenditures	13,716,217	13,716,217	13,706,217
		10,654,633	Contingency	1,834,150	1,834,150	1,844,150
22,153,113	10,852,844	9,943,107	Reserved for Future Expenses	10,702,237	10,702,237	10,702,237
\$39,264,208	\$22,643,112	\$42,580,467	Total Requirements	\$26,252,604	\$26,252,604	\$26,252,604

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Materials and Services	\$38,014	\$42,869	\$659,595	\$638,772
Ending Fund Balance	684,823	651,925		
Total Expenditures	\$722,837	\$694,794	\$659,595	\$638,772

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.

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 \$74,241,071 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

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$702,187	\$684,823	\$650,095	Beginning Fund Balance	\$635,340	\$635,340	\$635,340
14,258	4,424	4,500	Earnings from Temporary Investments	3,432	3,432	3,432
6,392	5,547	5,000	Insurance Refunds			
\$722,837	\$694,794	\$659,595	Total Resources	\$638,772	\$638,772	\$638,772
			Requirements			
\$38,014	\$42,869	\$659,595	Property & Liability Losses	\$638,772	\$638,772	\$638,772
684,823	651,925		Ending Fund Balance			
\$722,837	\$694,794	\$659,595	Total Requirements	\$638,772	\$638,772	\$638,772

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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$340,356	\$351,748	\$363,882	\$367,916
Materials and Services	2,520		10,000	10,000
Ending Fund Balance	353,225	2,191	2,285	
Total Expenditures	\$696,101	\$353,939	\$376,167	\$377,916

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, are 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 is 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.

Administrative fees of \$10,000 are budgeted for actuarial and legal services.

Pension Trust Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Revised Budget This Year 2010-11		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Resources			
\$1,002,973	\$353,225	\$1,964	Beginning Fund Balance (Cash Basis) or			
(306,872)	351	351	Working Capital (Accrual Basis)			
	363		Earnings from Investments			
		373,852	Miscellaneous Revenue			
			Transfer from Other Funds	\$377,916	\$377,916	\$377,916
\$696,101	\$353,939	\$376,167	Total Resources	\$377,916	\$377,916	\$377,916
			Requirements			
\$340,356	\$351,748	\$363,882	Pension Benefit Costs	\$367,916	\$367,916	\$367,916
2,520		10,000	Administrative Fees	10,000	10,000	10,000
342,876	351,748	373,882	Total Expenditures	377,916	377,916	377,916
353,225	2,191	2,285	Unappropriated Ending Fund Balance			
\$696,101	\$353,939	\$376,167	Total Requirements	\$377,916	\$377,916	\$377,916

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 plan for its firefighting volunteers. The District Finance Division 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 of \$53,611.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$44,840	\$32,375	\$764,399	\$992,346
Ending Fund Balance	737,935	801,161		
Total Expenditures	\$782,775	\$833,536	\$764,399	\$992,346

Volunteer LOSAP Fund

<i>Historical Data</i>			<i>Budget for Next Year 2011-12</i>			
Actual Second Preceding Year 2008-09	Actual First Preceding Year 2009-10	Adopted Budget This Year 2010-11	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$823,021	\$737,936	\$725,125	Working Capital (Accrual Basis)	\$893,995	\$893,995	\$893,995
(100,246)	51,073		Earnings from Investments	44,740	44,740	44,740
	5,253		Miscellaneous Revenue			
60,000	39,274	39,274	Transfer from Other Funds	53,611	53,611	53,611
\$782,775	\$833,536	\$764,399	Total Resources	\$992,346	\$992,346	\$992,346
			Requirements			
\$44,840	\$32,375	\$764,399	Pension Benefit Costs	\$992,346	\$992,346	\$992,346
737,935	801,161		Unappropriated Ending Fund Balance			
\$782,775	\$833,536	\$764,399	Total Requirements	\$992,346	\$992,346	\$992,346

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 To Total Market Value	Total Direct Tax Rate
	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value	Assessed Value	Market Value		
2010	\$37,743,268,296	\$59,934,879,438	\$1,291,172,910	\$1,302,193,317	\$54,963,237	\$62,488,050	\$1,193,592,740	\$1,194,549,230	\$40,282,997,183	\$62,494,110,035	64.46 %	\$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
2002	22,965,955,204	32,416,457,824	1,168,446,682	1,178,099,901	199,152,229	210,352,253	840,421,507	849,098,635	25,173,975,622	34,654,008,613	72.64	1.83
2001	21,601,875,201	29,409,944,697	1,182,778,771	1,201,425,179	95,555,476	116,241,390	711,629,007	833,056,257	23,591,838,454	31,560,667,523	74.75	1.59

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 has been 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
2010	\$ 74,662,973	\$ 70,399,625	94.29 %	\$ -	\$ 72,330,610	96.88 %
2009	70,168,538	66,017,433	94.08	3,302,424	69,319,857	98.79
2008	67,886,825	64,345,840	94.78	3,225,504	67,571,344	99.54
2007	62,860,513	59,799,046	95.13	2,977,330	62,776,376	99.87
2006	59,783,920	56,844,054	95.08	2,920,754	59,764,808	99.97
2005	56,843,613	53,918,038	94.85	2,909,035	56,827,073	99.97
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 ⁽¹⁾	47,090,397	97.08
2002	46,251,187	43,682,532	94.45	1,060,463 ⁽¹⁾	44,742,996	96.74
2001	37,636,823	35,530,538	94.40	1,030,065 ⁽¹⁾	36,560,603	97.14

Source: District financial statements, current and prior years

⁽¹⁾ County collection records only show detail going back seven years. Over time ten full years will be presented.

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	2010			2001		
	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	\$ 1,053,478	2.62 %	1	\$ 345,478	1.46 %
Nike, Inc.	3	429,873	1.07	3	248,032	1.05
Pacific Realty Associates	5	294,193	0.73	6	131,507	0.56
Maxim Integrated Products	8	155,112	0.39	5	162,534	0.69
Tektronix, Inc.	9	132,746	0.33	8	109,835	0.47
PS Business Parks	10	104,442	0.26			
EOP-Lincoln				9	64,409	0.00
Washington Square, Inc				10	50,706	0.00
Public utilities:						
Verizon Northwest, Inc.	2	436,478	1.08	2	272,270	1.15
Portland General Electric	4	355,704	0.88	4	174,176	0.74
Northwest Natural Gas Co	6	300,944	0.75	7	124,130	0.53
Comcast Corporation	7	212,605	0.53			
All other taxpayers		<u>36,807,421</u>	<u>91.37</u>		<u>22,023,761</u>	<u>93.35</u>
Total		<u>\$ 40,282,997</u>	<u>100.00 %</u>		<u>\$ 23,591,838</u>	<u>100.00 %</u>

Source: Washington County Department of Assessment and Taxation

⁽¹⁾ Data presented is for Washington County only. The District also levies taxes in Multnomah and Clackamas counties.

Tualatin Valley Fire and Rescue
Demographic and Economic Statistics
 Last Ten Fiscal Years

Fiscal Year	Population ⁽¹⁾	Per Capita Income ⁽²⁾ (Washington County)	Total Personal Income Washington County (in thousands)	School Enrollment ⁽³⁾ (Washington County)	Unemployment Rate ⁽⁴⁾ (Washington County)
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
2001	399,021	31,535	12,583,127	48,040	4.18
2000	394,680	30,222	11,928,019	45,776	3.90

⁽¹⁾ Portland State University

⁽²⁾ Worksource Oregon Employment Department

⁽³⁾ Beaverton School District No. 48 and Washington County School District Nos. 23J and 88

⁽⁴⁾ Worksource Oregon Labor Market Information System

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)	1997	2012
1-102	Pumper, Quantum (Reserve)	1996	2011
1-104	Pumper, Quantum (Reserve)	1997	2012
1-108	Pumper, Quantum (Reserve)	1997	2012
1-114	Pumper, Quantum (Reserve)	1997	2012
1-118	Pumper, Quantum	2000	2015
1-122	Pumper, Dash AWS	2002	2017
1-123	Pumper, Dash AWS	2002	2017
1-124	Pumper, Dash AWS	2001	2016
1-125	Pumper, Dash AWS	2001	2016
1-126	Pumper, Dash AWS	2001	2016
1-127	Pumper, Dash AWS	2000	2015
1-128	Pumper, Dash AWS (Reserve)	2000	2015
1-129	Pumper, Quantum (Reserve)	1997	2012
1-134	Pumper, Quantum	1998	2013
1-135	Pumper, Quantum	1998	2013
1-138	Pumper, Saber	2000	2015
1-139	Pumper, Saber	2000	2015
1-140	Pumper, Quantum	2004	2019
1-141	Pumper, Quantum	2004	2019
1-142	Pumper, Quantum	2004	2019
1-143	Pumper, Velocity PUC	2007	2022
1-144	Pumper, Velocity PUC	2008	2023
1-145	Pumper, Velocity PUC	2008	2023
1-146	Pumper, Velocity PUC	2008	2023
1-147	Pumper, Velocity PUC	2008	2023
1-148	Pumper, Velocity PUC	2008	2023
1-149	Pumper, Velocity PUC	2008	2023
1-150	Pumper, Velocity PUC	2008	2023
1-151	Pumper, Velocity PUC	2008	2023
1-207	Truck, Dash	1998	2013
1-209	Truck, Dash	2004	2019
1-212	Elevated Waterway, Dash	2002	2017
1-213	Elevated Waterway, Dash	2003	2018
1-214	Elevated Waterway, Dash	2003	2018
1-216	Truck, Dash Quint (Reserve)	2004	2019
1-217	Truck, Arrow XT Aerial	2009	2024
1-218	Truck, Arrow XT Aerial	2009	2024
1-323	Light Brush, Dodge 3500 4x4	1996	2011
1-324	Light Brush, Dodge 3500 4x4	1996	2011
1-329	Light Brush, 3500 4x4	1996	2011
1-332	Quantum Heavy Rescue	1998	2013
1-335	Tech Rescue Tractor	2006	2021
1-339	Hazmat, Pierce Saber	2004	2019
1-340	Mobile Command Unit, Lance	2006	2021
1-341	Hazmat, Lance	2005	2020
1-342	Hazmat, Dash CBRNE	2005	2020
1-401	Air/Rehab	2011	2026
1-402	Air/Rehab	2011	2026
1-412	Medic, International	1991	2006
1-413	Heavy Brush Int'l 7400 4x4	2006	2021
1-414	Heavy Brush, Int'l 7400 4x4	2006	2021
1-415	Heavy Brush, Int'l 7400 4x4	2006	2021
1-416	Heavy Brush, Int'l 7400 4x4	2006	2021
1-417	Heavy Brush, Int'l 7400 4x4	2006	2021
1-450	Medic, Northstar Ambulance	2008	2023
1-451	Medic, Northstar Ambulance	2008	2023
1-452	Medic, Northstar Ambulance	2008	2023
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 Fund Administration
- 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
- 063 Station 63 - Skyline
- 064 Station 64 - Somerset
- 065 Station 65 - West Slope
- 066 Station 66 - Brockman Road
- 067 Station 67 - Farmington
- 068 Station 68 - Oak Hills
- 069 Station 69 - Cooper Mountain
- 110 Civil Service Commission
- 120 Board of Directors
- 150 Fire Chief's Office
- 155 North Operating Center
- 160 Central Operating Center
- 170 Logistics Administration
- 175 Communications and Technology
- 200 Integrated Operations Administration
- 210 Finance
- 215 Information Technology
- 220 Supply
- 230 Recruits
- 280 Relief Pool

Chart of Accounts, continued

300	Volunteer Administration
304	Human Resources
316	Support Volunteers
402	Training/Safety
420	External Training
421	EMS/Health/Wellness
451	Media Services
500	Planning
571	Fleet Maintenance
582	Facilities Maintenance
600	South Operating Center
620	Water Rescue
621	Wildland Team
622	Technical Rescue
625	HazMat
750	Emergency Management

Object Codes – General Ledger

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
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

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

Chart of Accounts, continued

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 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
- 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

Chart of Accounts, continued

Supplies

- 5300 Office and Station 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

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

Chart of Accounts, continued

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 & Subscriptions
5501 Volunteer Association Dues
5502 Certifications & 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

Debt Service

5700 Debt Service Principal
5701 Debt Service Interest

Other

5800 Transfer Out
5900 Contingency

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

0105 Accreditation Program

0241 Washington County Sheriff (OCEM)
0242 City of Beaverton (OCEM)
0243 City of Hillsboro (OCEM)
0244 City of Tigard (OCEM)
0245 Washington County LUT (OCEM)

0300 Volunteer Academy

0500 Investigation Call Out
0600 Code Enforcement
0700 Investigation Reports
0800 Apartment Program
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
1400 Fire Prevention New Construction

3010 MACC Grant
3103 SAFER Grant

3203 Shear Dynamics 2011
3204 Railroad Incident 5/5/11
3205 Town CRI-OR (POD Exercise) 6/9/11

3306 2 Rehabilitation Units
3308 Reserve BC Unit/Code 3 Response
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)

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
3427 Lake Oswego Fleet Enterprise Program
3428 Gladstone Fleet Enterprise Program
3429 Mannequin Program

Chart of Accounts, continued

3502 Station 53 Construction
3503 Station 56/South Operating Center
3504 Station 58 Construction
3505 Station 65 New Construction
3506 Station 68 New Construction
3507 Compressor Room - TC
3509 Bethany Station Construction
3512 Station 59 New Construction

3604 SCBA Purchase, Repair & Maintenance
3605 CBOC Expenses (Non-capital)
3606 CFBT Prop at Training Center
3607 Metro Fire Planners Conference
3650 Mobile Computer Technology Upgrade

3701 Bethany Land Purchase
3703 Clinton Street Parcel #5 Purch/Demo

Type

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, that 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.
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.
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.

Glossary, continued

Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years' actual revenues, expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary 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.
CPSE	Center for Public Safety Excellence.
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.

Glossary, continued

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.
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 (i.e. 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. Examples are 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."
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 (i.e. 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 determine 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.

Glossary, continued

Fund Balance	The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
General 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.
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	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
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.
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 to better serve their service areas. Each Operating Center acts as a headquarters for personnel from the Fire Marshal's office, a Public Affairs Officer, the region's Division/Battalion Chiefs, and support staff.
Operating Expenses	Expenses for general governmental purposes.

Glossary, continued

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.
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 and 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, which 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.
Rescue Pumper	Formerly called a Peak Activity Unit. Apparatus staffed during times of peak incident occurrence that are utilized as backfill coverage for stations responding to calls, scheduled for training, or for administrative leave.
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 Fire Department in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Revenue	The term designates an increase to a fund's assets that: <ul style="list-style-type: none">▶ Does not increase a liability (e.g., proceeds from a loan);▶ Does not represent a repayment of an expenditure already made;▶ Does not represent a cancellation of certain liabilities;▶ Does not represent an increase in contributed capital.
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.
Skyline Fire District	A rural fire protection district located in the western part of Multnomah County, which was staffed solely by volunteers and became a part of TVF&R on July 1, 1995.
SOG	Standard Operating Guidelines.
Special Revenue Fund	A fund used to account for revenues from specific taxes or other 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.
Support Volunteer	A group of “on-call” citizens, who assist with various department functions, i.e. maintain and operate the antique fire apparatus, provide rehabilitation services at incidents, assist the Community Service Division at various events, and perform clerical duties.
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), i.e. 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.

Glossary, continued

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 2010, replacing a PBX phone switch, that reduced telephone service costs and added new-found efficiencies at the desktop to manage phone and messaging services.
Volunteer	A group of trained citizen firefighters who are "on call" to augment the District's career firefighters.
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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