



A Rural Fire Protection District, Aloha, Oregon



Annual Budget Document Fiscal Year 2010-11

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

**2010-11
Annual Budget Document**

Cover photo courtesy of Brian Barker, TVF&R

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Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Oregon**

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature of the President of the GFOA.

President

A handwritten signature of the Executive Director of the GFOA.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award to Tualatin Valley Fire and Rescue, Aloha, Oregon, for its annual budget for the fiscal year beginning July 1, 2009. 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

Dan DeHaven, Management Analyst

Susan Boyle, Administrative Supervisor

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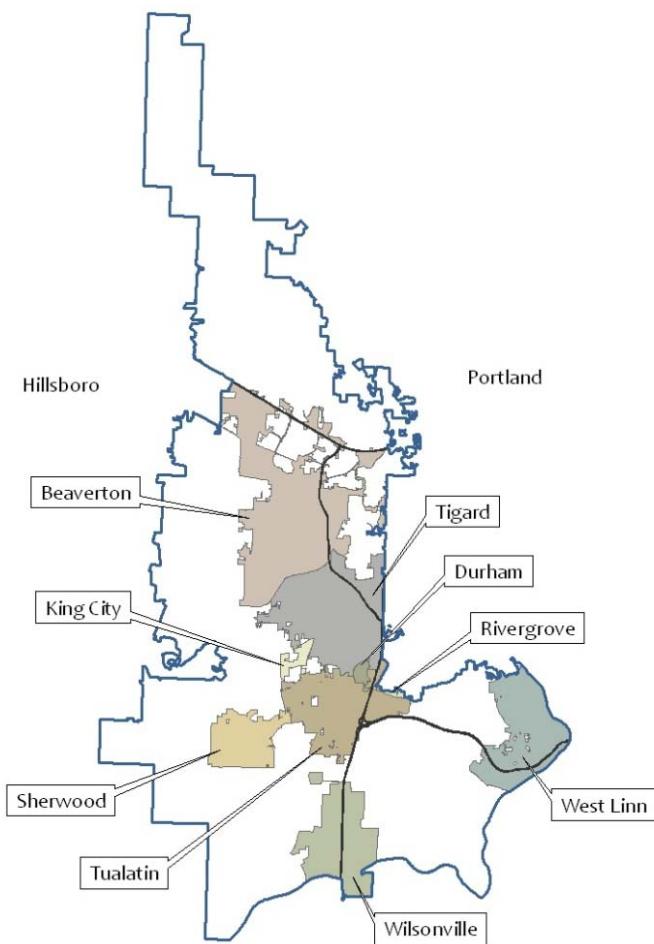
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District Overview

TUALATIN VALLEY FIRE & RESCUE

Tualatin Valley Fire & 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.



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 value and population densities. During 2010-11, the District will move 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.

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

The District's total service area is approximately **210 square miles**. It provides services to northeast **Washington County**, northwest **Clackamas County**, and the western edge of **Multnomah County**. Tualatin Valley Fire & Rescue is a **special service district** supported by the property owners within its boundaries, serving an estimated population of **440,339**.

The District will have approximately **457.38** employees (446.38 General Fund and 11 Grant Fund), supplemented by approximately 100 volunteers. Fire and rescue services are provided from 21 career and volunteer fire stations, 17 fire engines, three ladder trucks, three aerial pumbers, two hazardous materials response units, two technical rescue units, one heavy CBRNE unit, seven water tenders, nine brush rigs, and several other pieces of equipment, including three medics, four cars and three water rescue, a mobile command unit, and a large fleet utilized to supplement response needs.

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.

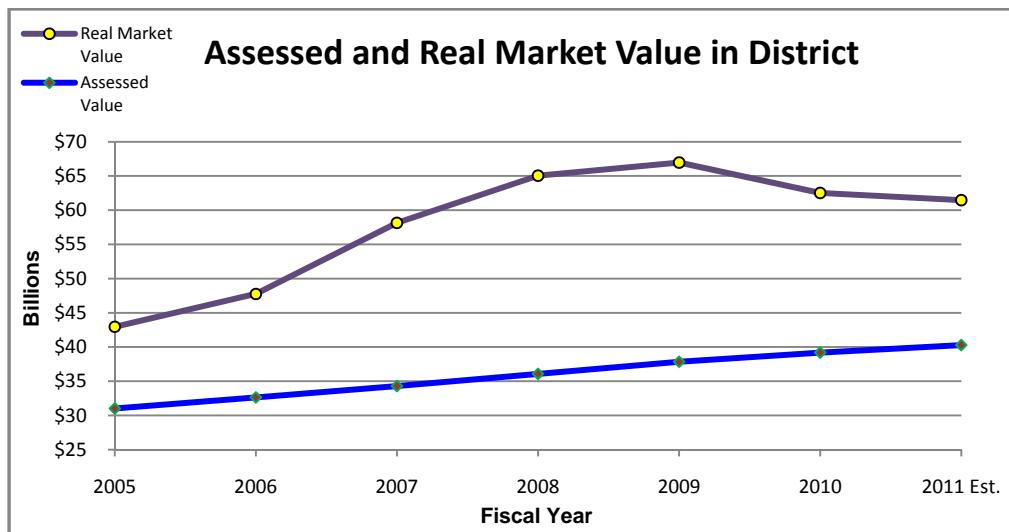
ECONOMY

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 10.6 percent across the state as of April 30, 2010, continues to cause concern across the state and local area.

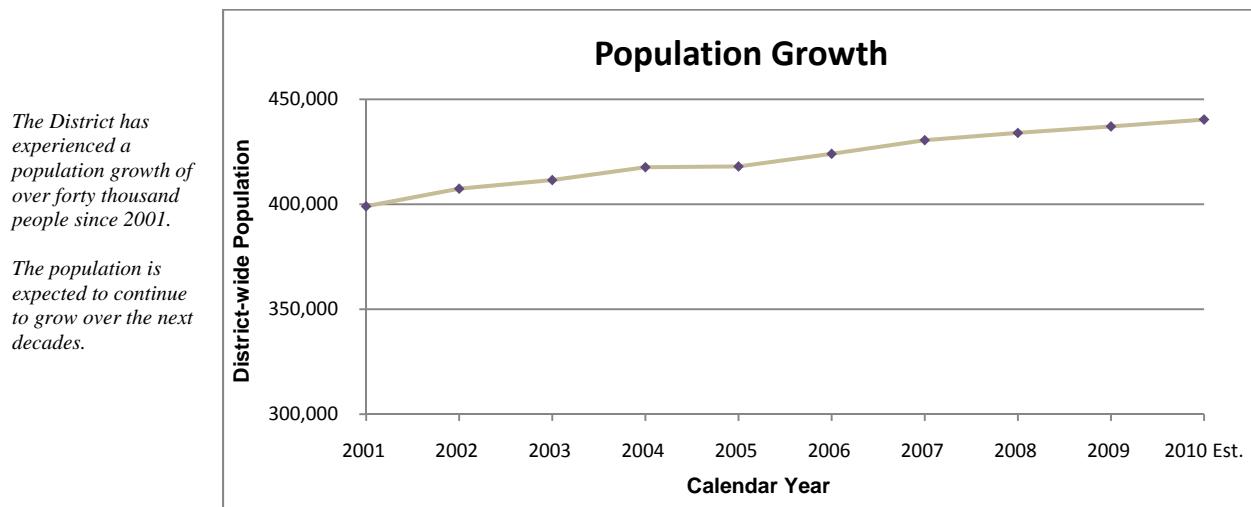
By law, increases in assessed valuation of existing property are limited to 3% a year. Accordingly, growth beyond 3% in the District's assessed valuation must come from continued development within its service boundaries. Assessed value grew almost 3.55% for the property tax year 2009-10, but it is conservatively forecasted to grow at only 2.8% for 2010-11, 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.

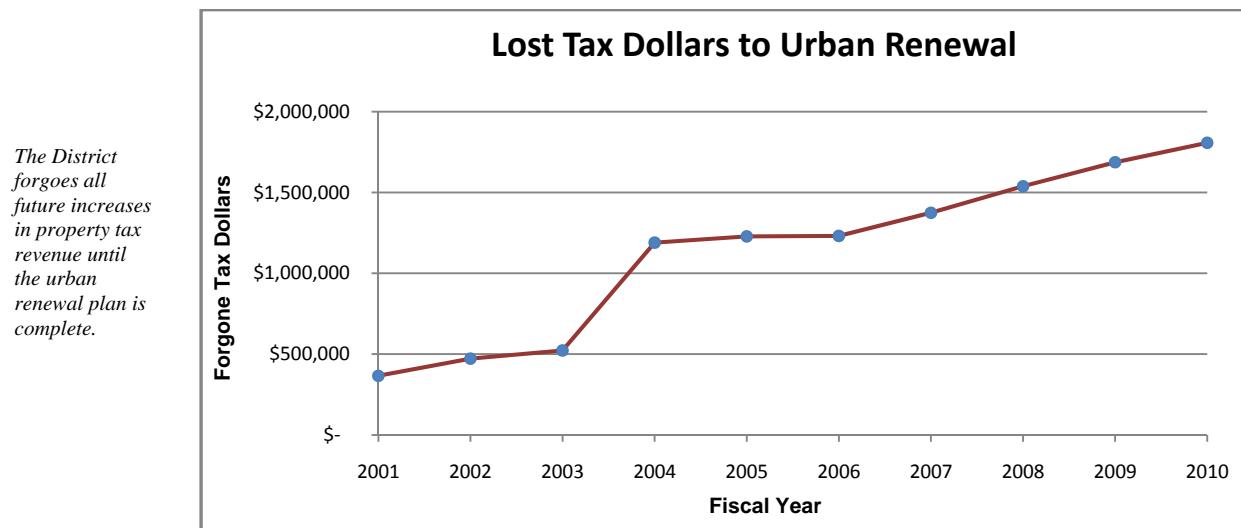


District Overview, continued

POPULATION



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



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, 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 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 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.

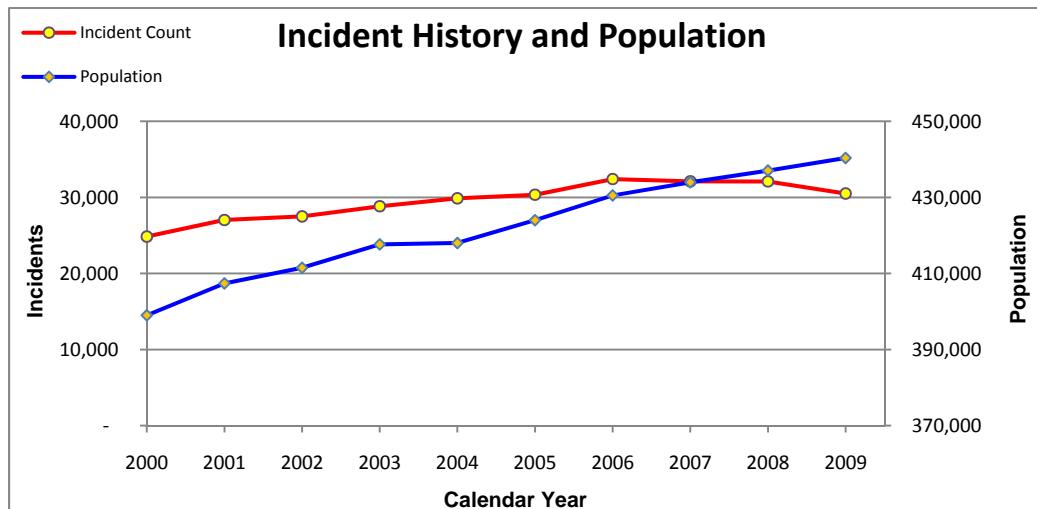
To deal with emergencies, both fire and medical, the District staffs a team of professional firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. Approximately **181** professional firefighters are certified as **advanced life support (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.

District Overview, continued

EMERGENCY INCIDENTS

The District's responses to emergency incidents over the past 10 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).

While the District experienced a 5% overall decrease in call volume in 2009, the Call Type trends within the dataset are consistent. The District continues to experience less working structure fires, while the majority of the call volume centers around emergency medical service (EMS) and general service calls. In addition, the District can clearly see the impact of opening Station 50. Three of the stations that border Station 50's First-Due Area (Stations 35, 66, and 69) all experienced a reduction in total call volume once Station 50 was placed into service in January 2009. While the District continues to research the overall call volume reduction from last year, the District believes that it has had an impact on the issue from continued code enforcement, prevention efforts, and educational campaigns. Lastly, the District would be remiss if not to recognize the modern fire protection systems and modern building technologies that are present in a large portion of the District's building inventory. Nonetheless, it is the District's 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 usage 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 allows 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. In the 2010-11 budget, continued investment in props to practice live fire training are proposed.

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 Role and Executive Functions
- Operations
- Fire Marshal's Office
- Purchasing
- Maintenance
- Community Services

MISSION STATEMENT

Tualatin Valley Fire & Rescue's mission is to provide exceptional emergency prevention, preparedness, and response services through cost-effective innovation, individual excellence, and outstanding customer service.

VISION STATEMENTS

Building on the mission statement, the membership was asked to identify vision statements, thus establishing targets of excellence for the future. The following were among the identified **vision statements**:

- Where safety from fire and medical emergencies is increasingly achieved through prevention, yet when emergencies occur, the speed and quality of response is always outstanding.
- Where every home and business is equipped with effective life safety technology and maintained in a manner that assures early detection and warning if fire occurs.
- Where every neighbor and every business does their part and participates with the District in an active emergency preparedness partnership.
- Where cooperative resource sharing and collaborative partnerships ensure both a highly effective emergency response system and an efficient one as well.
- The District anticipates, influences, and adapts to change in order to ensure that excellent service is continually available to every community it serves.

TVF&R remains aligned to the single purpose of serving the greater community good, where the actions of every member models the highest values of public service and, together, it is recognized as an organization that exemplifies the concept of good government.

District Overview, continued

ORGANIZATIONAL VALUES

The Board, management, and members of TVF&R are committed to upholding the following **values**:

- We value honesty and integrity.
- We value responsibility, and initiative by every individual and by our organization as a whole.
- We value a workforce that reflects the diversity of our community. We value respect and tolerance.
- We value teamwork and the strength of decisions developed through open and collaborative processes.
- We value 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 collaborative labor/management relations.
- We value development of future leaders, leadership excellence, and performance accountability.
- We value cooperation with neighboring responders so that great service and efficiency are never hampered by territorialism or parochialism.
- We value a healthy and safe working environment.

District Overview, continued

BUDGET COMMITTEE AS OF JUNE 30, 2010

<i>Board Members</i>	<i>Term Expiration</i>
Robert C. Wyffels, <i>President</i>	June 30, 2013
Carol A. Gearin, <i>Vice-President</i>	June 30, 2011
Brian J. Clopton, <i>Secretary-Treasurer</i>	June 30, 2011
Clark I. Balfour, <i>Member</i>	June 30, 2013
Gordon L. Hovies, <i>Member</i>	June 30, 2013
<i>Citizen Members</i>	
Randy J. Lauer, <i>Member</i>	June 30, 2011
Daniel M. Lewis, <i>Member</i>	June 30, 2012
Paul A. Leavy, <i>Member</i>	June 30, 2012
Michael D. Smith, <i>Member</i>	June 30, 2010
Jon R. Walsh, <i>Member</i>	June 30, 2010

DISTRICT STAFF

- **Jeffrey D. Johnson**, Fire Chief/Administrator (through August 31, 2010)
- **Michael R. Duyck**, Fire Chief/Administrator (effective September 1, 2010)
- **Dustin E. Morrow**, Deputy Chief
- **Debra L. Guzman**, Chief Financial Officer
- **Kirk A. Hale**, Assistant Chief (through August 31, 2010)
- **Mark E. Havener**, Assistant Chief (as of July 19, 2010)
- **Jeff S. Jones**, Assistant Chief (as of July 1, 2010)

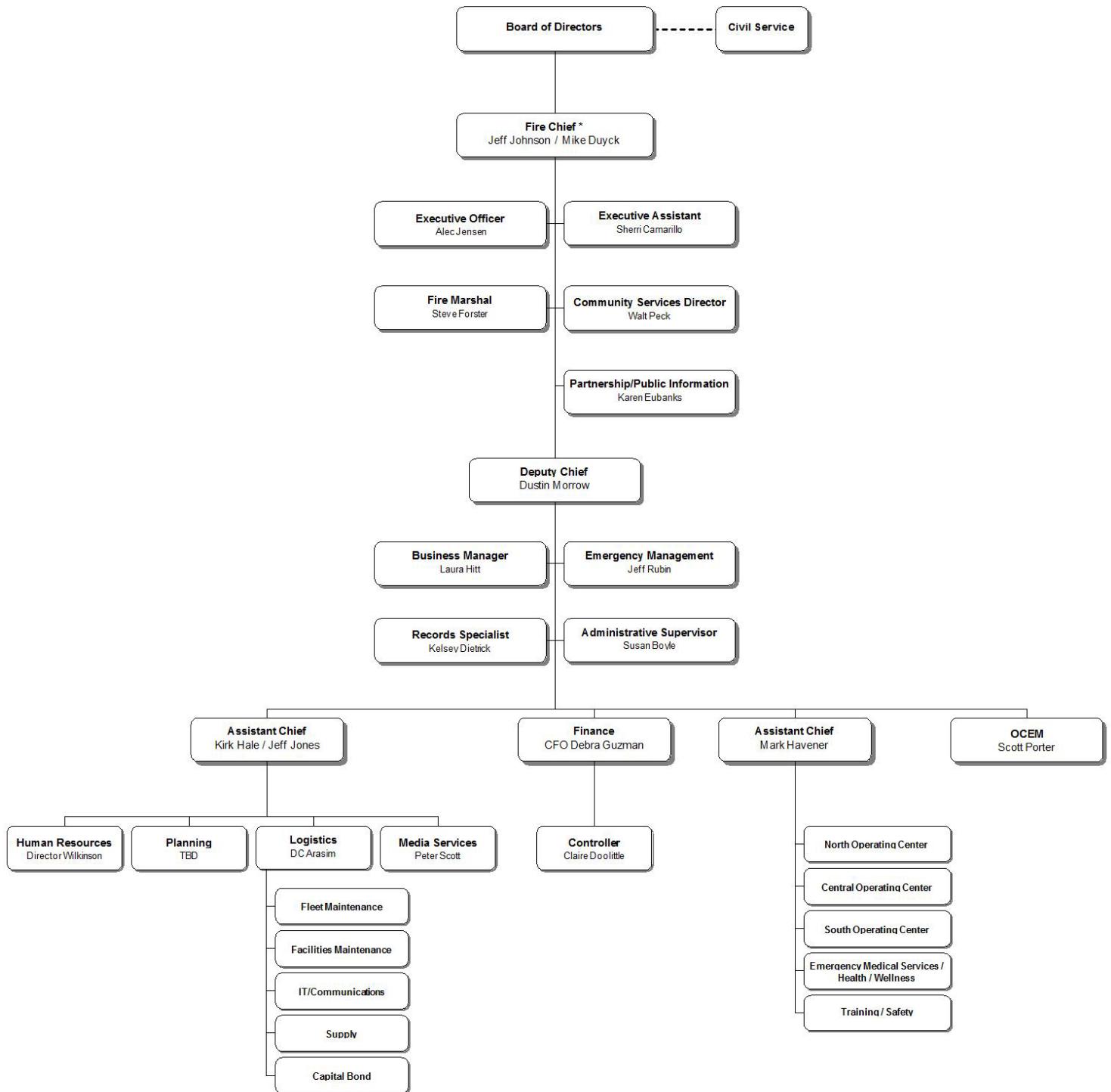
TVF&R is an internationally accredited agency.



**Commission on
Fire Accreditation
International**

District Overview, continued

ORGANIZATIONAL CHART



* Chief Johnson remains Fire Chief until August 31, 2010; Chief Duyck to be sworn in as Fire Chief on September 1, 2010.

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Message from the Fire Chief

JUNE 22, 2010

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

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

I am pleased to transmit to you the 2010-11 proposed budget for Tualatin Valley Fire and Rescue, a Rural Fire Protection District (District), for your review at the legally required public budget hearing. Consistent with the District's mission statement and strategic plan, we have prepared this budget with priorities and resources directed toward the continuing accomplishment of our 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 of the District's services.

ORGANIZATIONAL GOALS & OUTCOMES

- III. Enhance preparedness for catastrophic and unforeseen events.
- IV. Ensure the health and safety of all members.
- V. Develop and enhance a workforce that honors and respects our individual and group differences and reflects the community we serve.
- VI. Promote craftsmanship, innovation, and excellence throughout the organization.
- VII. Leverage use of existing resources for the greatest community good.
- VIII. Ensure ongoing financial and business operations stability and predictability.

These goals drive our process of resource allocation and balancing of needs during every budget process. Every budget year brings unique challenges as we strive to provide the most effective firefighting, emergency medical service, rescue, and prevention programs to our citizens, while maintaining fiscal efficiencies in order to serve our duty as our taxpayers' government.

Message from the Fire Chief, continued

BUDGET OVERVIEW

In spite of a continued slow economy and relatively high unemployment levels, the District's primary source of revenue (property taxes) has been less affected to date than we expected. While real market value (RMV) of taxable property has suffered, assessed valuation (AV) increased in 2009-10 by 3.55%. Nonetheless, in the 2010-11 proposed budget, we continue to be cautious in our projections and have decreased our projected combined assessed valuation growth rate (combination of new growth and increases in value) to 2.8%.

Property taxes are essentially the sole funding source for the District and are not directly linked to the economic cycle. (*In prior years, through voter initiatives, the assessed value was delinked from the market value of property.*) In 2009-10, concerns about the collection rate led us to drop our projected collection rate from 94% to 92%. Based upon the continued strength of the collections and information received from the Washington County Assessor, the proposed collection rate is back to 94% for fiscal year 2010-11. We will continue to proactively monitor our collection rates and review assessed valuation actual percentage change results in October 2010, when we receive the data for the 2010-11 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. With continued conservative fiscal management and voter support, I believe the District's current financial strength will enable it to manage through this economic cycle, support the operations of the District, and continue to provide essential services to our citizens.

The proposed 2010-11 budget also prepares for a restructuring of District operations, which will integrate our Operations, Community Services, and Fire Prevention divisions. Integrating these functions and staff into three geographically-based Operating Centers will strengthen the District's ability to reduce community risk and provide optimum service in the future. The Operating Centers will not only help ensure connectivity to our community, cities, civic groups, and partner agencies, but also provide 'scalability' for potential growth in the future. Currently, the District's 21 fire stations are assigned to either a North or South division. If the District is successful in obtaining a federal grant to fund additional firefighters and battalion chiefs, this model will expand to three divisions.

The District's firefighters, and Training and Fire Prevention members are represented by Local 1660. The current labor contract extends through June 30, 2012, which covers the deployment of one person response cars and two person medic units beginning May 2010. While the second year of the contract provides for a zero percent wage range increase based upon CPI-W, a series of lump sum payments totaling \$617,875 will be made to more senior members of the union this year. Additionally, as an incentive to increase personal savings for retirement, the District's match for union employees contributing sufficient amounts will be increased by 2% of base pay. Non-union employee salary ranges have also been held to a zero percent change in recognition of the local economy and District policy to match market salary ranges.

The District has budgeted for a new SCBA Technician in lieu of outsourcing services as we seek to improve the entire Respiratory Protection Program to include the deployment of new SCBA units, annual maintenance, fit testing, and compressor maintenance. A new Human Resources Manager has been proposed in order to provide additional depth in critical HR management areas such as labor contracts, internal investigations, and coordination of civil service and non-civil service recruitment. An additional Fleet Technician, to be supported by external fleet contracts, has been budgeted on a limited duration basis to meet demand and provide depth and additional mobile capabilities within the District. Other increases in union and firefighting staff are within the relief pool and recruit academy, as well as the Grant Fund. The District has applied for a SAFER Grant to add nine firefighters and two battalion chiefs. This will allow us to add a fourth firefighter to three additional engine companies and create a third division (and Operating Center) to reduce the ratio of stations currently managed by battalion chiefs.

The District has conservatively forecasted medical insurance cost increases for the proposed budget year. 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 biennium's rates are expected to increase significantly. Originally, the actuaries had advised governments to expect a 6-7% increase, however recent actuarial policy changes adopted by the PERS board have indicated the increase could be less. The District will receive information in October 2010 regarding the rates to be charged for the two year period beginning July 1, 2011. We have already begun increasing our budgeted rates in preparation, rather than waiting to absorb an estimated 5% of payroll cost increase in a single budget year. The difference is

Message from the Fire Chief, continued

allocated to the District's PERS rate reserve fund so as to minimize the impact of the rate increases forecasted for the 2011, 2013, and 2015 bienniums and protect core services.

As an organization whose funding is almost completely dependent upon property taxes, the District relies upon continued support of a five-year local option levy of 25 cents per \$1,000 (AV), which supplements our permanent levy rate of \$1.5252 per \$1,000 (AV). This levy, first approved by our voters in fiscal year 2001-02, was renewed, for the third time by voters in November 2008. This ensures relative financial stability through fiscal year 2014-15.

The District's budget also provides for continued project management of the District's capital bond program. The District has sold three issues of general obligation bonds under the \$77.5 million dollar authority. Each sale has occurred so as to match projected construction and apparatus purchase timelines. There remains \$28.5 million dollars of issuance authority. The District expects to sell additional bonds in 2010-11, due to projected construction schedules. 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 2010-11 will be a period of significant organizational change for the District. We are nearing the end of the transition of the Fire Chief, and are fully engaged in the senior management transitions. Coupled with reorganizing the District to achieve strategic objectives, implementing the organizational structure will create significant change but allow us to continue to grow, and improve our service delivery and community connection, while developing and enhancing the skill set of our next wave of managers.

CFAI ACCREDITATION

In August 2000, Tualatin Valley Fire & Rescue achieved accreditation through the Center for Public Safety Excellence's Commission on Fire Accreditation International (CFAI). In March 2006, the District was re-accredited after an intensive and comprehensive self-assessment exercise and on-site peer review. The District's commitment to being an accredited organization ensures that our taxpayers are getting the best service possible as determined by national standards. The current five-year accreditation period is effective through August 31, 2010. 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. Our ongoing involvement in the reporting processes for maintaining CFAI certification requires that we annually monitor and assess our actual performance in all aspects of our business, including industry and self-defined standards and District-adopted goals.

SIGNIFICANT BUDGET ITEMS

Personnel. This budget represents a total of approximately 446.38 General Fund personnel and another 11 requested 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, and temporary staffing to allow current staff to continue to implement an Enterprise Resource Planning system (conversion of multiple separate accounting, inventory, work order, and other financial systems). We also continue funding for local option levy supported firefighters and support staff positions, and have proposed additional positions for complex functions in the business operation. The District has long-planned to add staff at key points in our long-term financial process, and has built reserves to provide appropriations for these personnel. While it may seem incongruent to add staff during a national and local economic slowdown, it is through our reserves, historical strong fiscal management, and foresight of our voters and elected officials that we are able to hire and prudently manage strategic resources for the greatest benefit of our taxpayers.

Apparatus Investment. Voter support of our local option levy and 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 average age. We have budgeted for two rehabilitation units, one medic unit, a fire investigation unit, and other fleet vehicles.

Message from the Fire Chief, continued

Facilities Remodels and Relocation. The budget reflects the completion of seismic reinforcement and building construction of the Command and Business Operations Center; the completion of seismic improvement at Station 34; the relocation and reconstruction of Station 65; the design, development, and construction start of Station 56; the relocation and rebuild of Station 68; and the beginning of the design and development for seismic reconstruction at Station 35 as well as the continuation of station construction projects in process.

BUDGET SUMMARY

This budget proposes our permanent tax rate of \$1.5252 per \$1,000 of assessed valuation for our operating levy, the local option levy of \$0.25 per \$1,000 of assessed valuation, and a levy for debt service for outstanding bond issues, which is estimated to total approximately 11 cents per \$1,000. We anticipate tax receipts of the levies at a 94% collection rate and assessed value growth of 2.8%.

We have proposed a budget that allows us to continue to deliver outstanding fire and rescue services to our citizens in a fiscally conservative and prudent manner. I recommend the 2010-11 fiscal year budget to you for your approval.

Sincerely,
Tualatin Valley Fire and Rescue



Jeffrey D. Johnson
Fire Chief/Administrator

Financial Overview

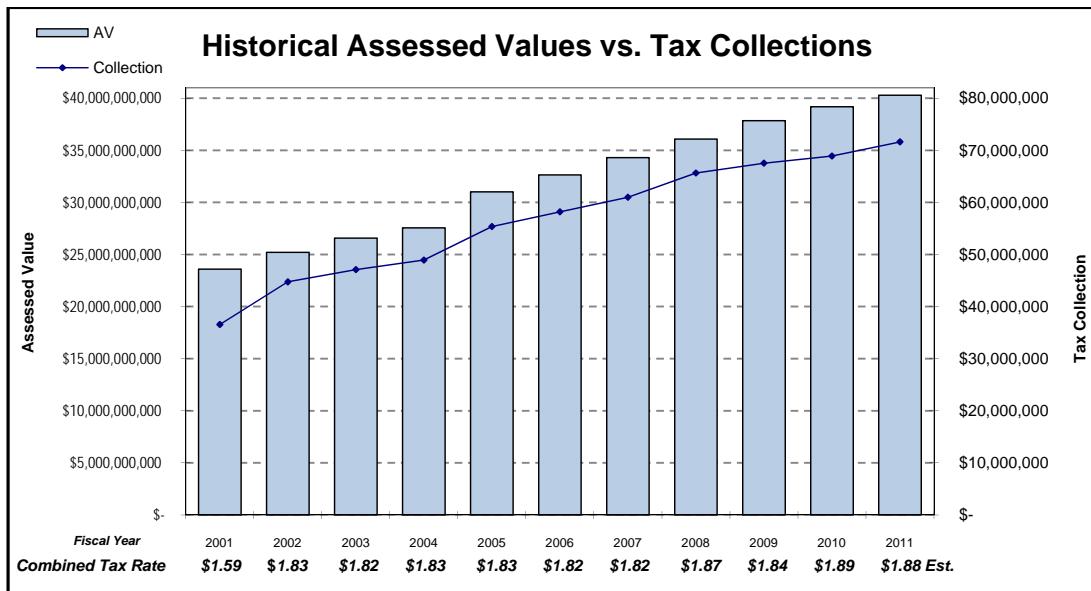
TAX RATES

General Fund – Permanent Rate	General Fund - Local Option Tax Levy	Bonded Debt
Expected Assessed Valuation: \$40,281,726,368	Expected Assessed Valuation: \$41,243,609,080	Expected Assessed Valuation: \$40,281,726,368
General Fund Tax Rate Levied: \$1.5252/\$1,000	General Fund Tax Rate Levied: \$0.25/\$1,000	Est. Bonded Debt Tax Rate: \$0.1101/\$1,000
Estimated General Fund Total Levy: \$61,437,689	Estimated General Fund Total Levy: \$10,310,902	Bonded Debt Total Levy: \$4,436,679
Expected Collection Rate: 94.0%	Expected Collection Rate: 94.0%	Expected Collection Rate: 94.0%
Expected Collections: \$57,751,428	Expected Collections: \$9,692,248	Expected Collections: \$4,170,478

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
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
2000	34,545,771	32,402,208	93.80	1,007,526	33,409,734	96.71

ASSESSED VALUES VS. TAX COLLECTIONS

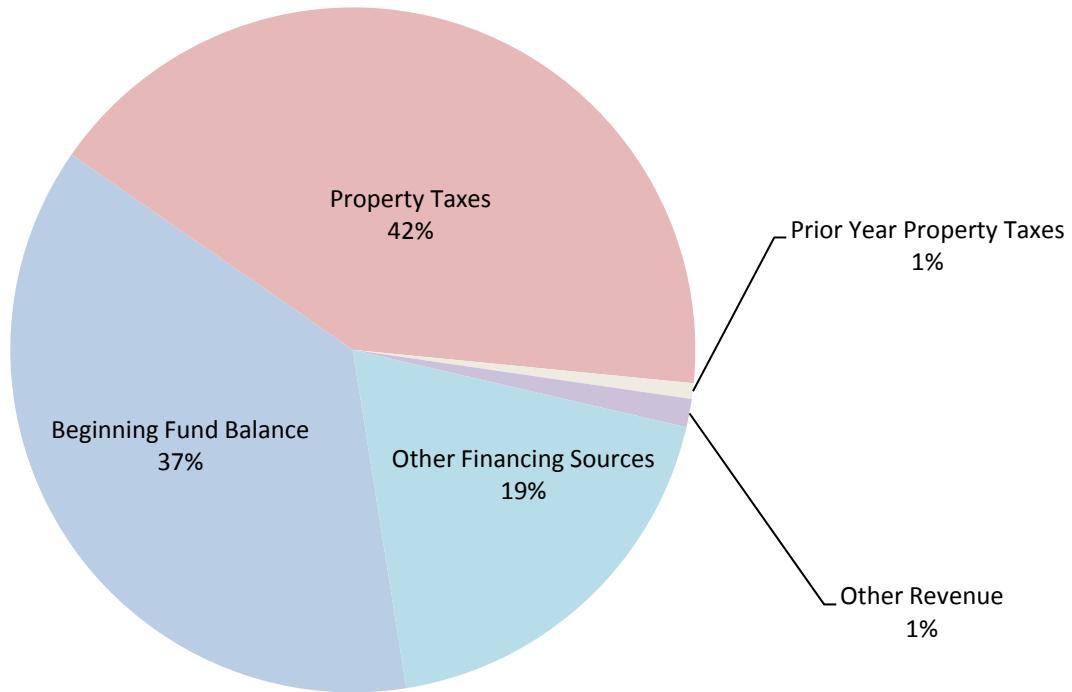


Financial Overview, continued

2010-11 BUDGETED RESOURCES

Resources	Beginning Fund Balance	Property Taxes	Prior Years Property Taxes	Other Revenue	Other Financing Sources	2010-11 Budget
Major Funds						
General	\$32,090,296	\$67,443,676	\$1,219,729	\$1,006,452		\$101,760,153
Capital Projects	14,032,967			47,500	\$28,500,000	42,580,467
Non Major Funds						
Apparatus	1,644,518			4,111		1,648,629
Capital Improvements	6,326,338			15,503	3,109,354	9,451,195
Emergency Management					57,019	57,019
Grants	90,555			1,185,802	93,614	1,369,971
Retiree Medical Ins. Stipend	211,273			708	83,285	295,266
Bonded Debt Service	869,337	4,170,478	34,180	9,965		5,083,960
Insurance	650,095			9,500		659,595
Property and Building	6,869,075			17,173		6,886,248
Pension Trust	1,964			351	373,852	376,167
Volunteer LOSAP	725,125				39,274	764,399
Total 2010-11 Budgeted Resources	\$63,511,543	\$71,614,154	\$1,253,909	\$2,297,065	\$32,256,398	\$170,933,069
Total 2009-10 Budgeted Resources	\$78,649,633	\$68,256,195	\$1,127,955	\$2,946,741	\$5,020,016	\$156,000,540
Total 2008-09 Actual Resources	\$59,310,002	\$66,319,084	\$1,250,065	\$1,747,677	\$32,714,714	\$159,470,126

2010-11 Budgeted Resources

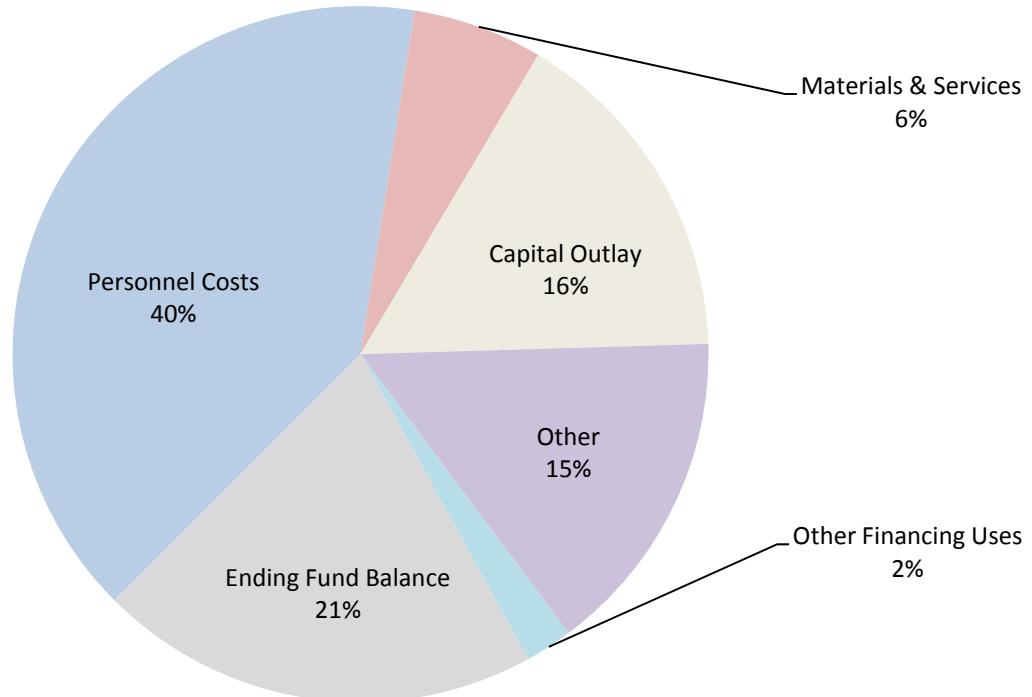


Financial Overview, continued

2010-11 BUDGETED REQUIREMENTS

Requirements	Personnel Costs	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2010-11 Budget
Major Funds							
General	\$65,857,483	\$9,365,775		\$5,838,104	\$3,756,398	\$16,942,393	\$101,760,153
Capital Projects		250,000	\$21,732,727	10,654,633		9,943,107	42,580,467
Non Major Funds							
Apparatus				500,000		1,148,629	1,648,629
Capital Improvements				4,774,041	2,811,763		9,451,195
Emergency Management	47,912	9,107					57,019
Grants	1,219,221	30,000	20,750	100,000			1,369,971
Retiree Medical Ins. Stipend	110,103					185,163	295,266
Bonded Debt Service				4,258,673		825,287	5,083,960
Insurance		659,595					659,595
Property and Building			818,705	1,934,248		4,133,295	6,886,248
Pension Trust	363,882	10,000				2,285	376,167
Volunteer LOSAP	764,399						764,399
Total 2010-11 Budgeted Requirements	\$68,363,000	\$10,324,477	\$27,346,223	\$26,097,421	\$3,756,398	\$35,045,550	\$170,933,069
Total 2009-10 Budgeted Requirements	\$62,197,632	\$9,875,685	\$36,946,939	\$21,698,820	\$5,020,016	\$20,261,448	\$156,000,540
Total 2008-09 Actual Requirements	\$54,306,766	\$7,965,783	\$19,875,402	\$3,316,575	\$3,265,453	\$70,740,147	\$159,470,126

2010-11 Budgeted Requirements



Financial Overview, continued

2010-11 FUND BALANCE BUDGETED

Resources	Beginning Fund Balance	Ending Fund Balance	Change in Fund Balance	Percent Change in Fund Balance
Major Funds				
General	\$32,090,296	\$16,942,393	(\$15,147,903)	-47.2%
Capital Projects	14,032,967	9,943,107	(4,089,860)	-29.1%
Non Major Funds				0.0%
Apparatus	1,644,518	1,148,629	(495,889)	-30.2%
Capital Improvements	6,326,338	1,865,391	(4,460,947)	-70.5%
Emergency Management				0.0%
Grants	90,555		(90,555)	-100.0%
Retiree Medical Ins. Stipend	211,273	185,163	(26,110)	-12.4%
Bonded Debt Service	869,337	825,287	(44,050)	-5.1%
Insurance	650,095		(650,095)	-100.0%
Property and Building	6,869,075	4,133,295	(2,735,780)	-39.8%
Pension Trust	1,964	2,285	321	16.3%
Volunteer LOSAP	725,125		(725,125)	-100.0%
Total 2010-11 Budgeted Resources	\$63,511,543	\$35,045,550	(\$28,465,993)	-44.8%

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 2010-11 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 few 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 2010-11, such that the fund will have no decrease in fund balance. The Capital Improvements Fund's fund balance had been building to fund sizeable purchases in 2010-11 and is expected to decline as the District purchases ERP software, furniture, and all audio visual and data communications equipment for the new Command and Business Operations Center, and the equipment for the Respiratory Protection program including replacement self-contained breathing apparatus. The Property and Building fund represents a planned funding source for projects not anticipated to be fulfilled through the bond program. The Capital Projects Fund represents the usage of bond proceeds on projects authorized by the voters. After usage of the first \$59 million of bond proceeds, the District expects to issue additional bonds under the remaining \$28.5 million bond authority granted by the voters in November 2006, and has budgeted commensurately. 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 2010-11 through General Fund transfers as all Trust assets are essentially 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.

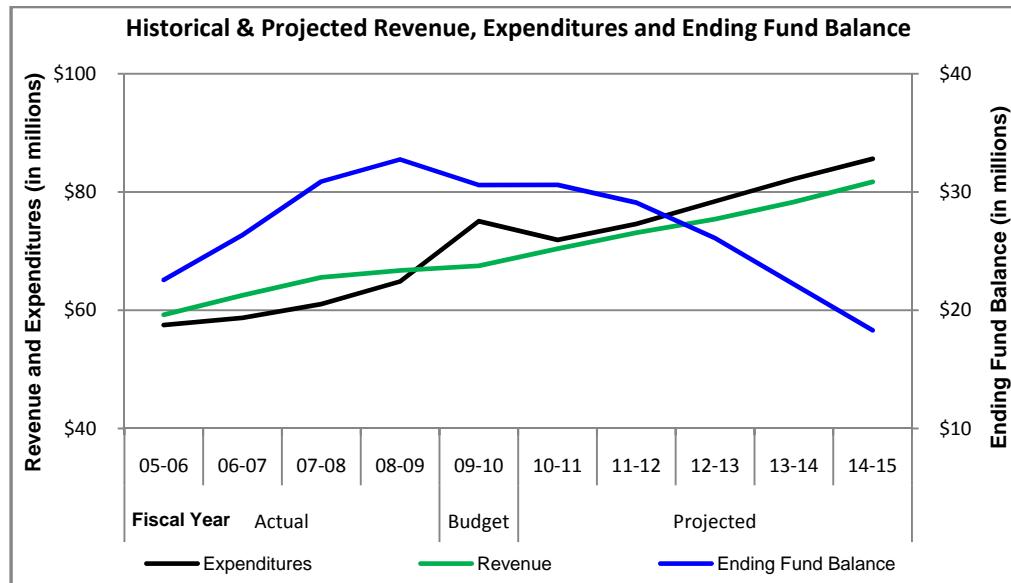
Financial Overview, continued

FINANCIAL FORECAST – GENERAL FUND

	2010-11	2011-12	2012-13	2013-14	2014-15
Beginning Fund Balance	\$32,100,000	\$30,600,000	\$29,100,000	\$26,100,000	\$22,200,000
Property Tax Revenue	69,000,000	71,600,000	73,900,000	76,800,000	80,100,000
Investment and Interest Income	400,000	400,000	400,000	400,000	400,000
Charges for Services	700,000	800,000	800,000	800,000	800,000
Insurance Refunds	200,000	200,000	200,000	200,000	300,000
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$102,500,000	\$103,700,000	\$104,500,000	\$104,400,000	\$103,900,000
Personnel Costs	\$59,600,000	\$61,900,000	\$65,200,000	\$68,400,000	\$71,300,000
Materials and Services	8,400,000	8,700,000	9,100,000	9,500,000	9,900,000
Transfers Out	3,900,000	4,000,000	4,100,000	4,300,000	4,400,000
Total Expenditures	71,900,000	74,600,000	78,400,000	82,200,000	85,600,000
Ending Fund Balance	\$30,600,000	\$29,100,000	\$26,100,000	\$22,200,000	\$18,300,000
Months of Fund Balance	5.1	4.7	4.0	3.2	2.6

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, and 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 manage 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 22, 2010

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 2010-11, beginning July 1, 2010, and ending June 30, 2011, 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 2010-11 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. 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.

Message from the Chief Financial Officer, continued

As previously noted, 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.

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	2009-10 Budget	2010-11 Budget	Increase (Decrease)
Personnel Services	\$62,197,632	\$68,363,000	\$6,165,368
Materials and Services	9,875,685	10,324,477	448,792
Capital Outlay	36,946,939	27,346,223	(9,600,716)
Debt Service	3,913,181	4,258,673	345,492
Operating Transfers Out	5,020,016	3,756,398	(1,263,618)
Operating Contingency	17,785,639	21,838,748	4,053,109
Ending Fund Balance	20,261,448	35,045,550	14,784,102
Total Expenditures	\$156,000,540	\$170,933,069	\$14,932,529

The proposed budget requirements for fiscal year 2010-11 for all funds totals \$170,933,069, which is \$14,932,529 higher than the \$156,000,540 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.

2010-11 SIGNIFICANT CHANGES

PERSONNEL SERVICES

Personnel Services increased 9.9% over all funds or \$6,165,368 across all funds. The majority of the change in personnel services results from the General Fund, which increased 8.0% or \$4,882,705, and the Grants Fund which was increased \$1,219,221. The General Fund's increase is attributable to a combination of factors. While the union contract based on CPI-W provides for a 0% range increase for all union personnel, and a similar 0% range increase is proposed for non union personnel, there was negotiated a total of \$617,875 in series of lump sum payments for union members with seniority of 10 years or more on the two different payment dates. No commensurate payment is proposed for non union personnel. In addition, because normal retirements and employee turnover coupled with the possibility of receiving funding through a SAFER grant for additional fourth firefighters on three additional engines may create the need for two four month long recruit training academies rather than the typical one budgeted, the FTE associated with that increased recruit academy projection is reflected as 2.8 additional FTE. Lastly, the relief pool was increased by 3.5 new people in order to provide the ability to fill shifts of firefighters off on injury, illness, pregnancy or military leave and Kelly shifts at a straight time rate versus requiring a firefighter to work overtime. Non union personnel were increased by a net of three positions in the General Fund. A SCBA Technician was added

Message from the Chief Financial Officer, continued

in Logistics Administration to support a revamped respiratory protection program in lieu of contracting for the same services on an increasing and long term basis and to support the deployment of new SCBA packs and bottles and to perform regular certification and testing of the air bottles and compressor systems; a Human Resources Manager replaced contracted assistance in labor and provides depth in management of investigations, and other critical HR needs; and lastly an additional fleet technician fully supported by external revenue from other local fire agencies who contract with the District for apparatus maintenance services was added. These total 9.3 positions added for a total of 446.38 full time equivalent employees in the General Fund budget.

Additionally, in order to encourage continued personal savings for retirement for firefighting staff, as part of the labor contract, an additional 2% incentive match for personal 457 contributions is budgeted as negotiated in the labor contract. Sufficient employee contributions must be made in order to receive the additional matching contributions consistent with the current matching program. Vacation Relief was also increased in recognition that our workforce has achieved greater seniority and access to vacation time off. We have increased the budgeted time off to better coincide with actual experience. The relief shifts may be filled with relief personnel at regular wages or if there are insufficient relief personnel, then at overtime rates. The District endeavors to manage this process with a high level of analytical and management attention. As the District prepares for a forecasted increase in the PERS rate of an estimated 5% of payroll rates for the 2011-13 biennium, the District increased its budgeted rate by 1% to 19.96% of payroll. The difference between the actual and budgeted rate will contribute to the PERS rate smoothing account in order to assist the District weather the future series of rate increases to the PERS system as projected by the PERS actuaries. For both union and non union employees, medical insurance was increased based upon conservative projections for potential increases under the labor contract and a post health care reform non union renewal whereby costs for provisions for enhanced dependent coverage are unknown. The District notes that all employees share in the costs of their health care premiums and premium increases through monthly insurance co-payments.

The District has applied for funding through a SAFER grant process to add fourth firefighters on remaining engine companies in the District and support two Battalion Chief positions. These 11 personnel are accounted for in the Grant Fund. If awarded the grant, the District would receive reimbursement for straight time wages for the grant funded staff. Three stations, Stations 60, 68, and 69, would increase from 9 to 12 personnel, and the two Battalion Chiefs would allow the implementation of a third battalion to improve the span of control for station management.

MATERIALS AND SERVICES

Materials and Services increased \$448,792 overall. The General Fund reflects an overall increase of \$305,661 as a result of higher maintenance and repair costs for buildings and improvements, custodial services and moving expenses associated with the new Command and Business Operations Center building; and board member election costs and EMS recertification expenses which are budgeted every two years. The Capital Projects Fund reflects an increase of \$250,000 as bond issuance expenses are budgeted in 2010-11 as the District expects to issue the next phase of general obligation bonds to match construction expenditures. Both the Grant Fund and Insurance Fund have budgeted decreases in Materials and Services.

CAPITAL OUTLAY

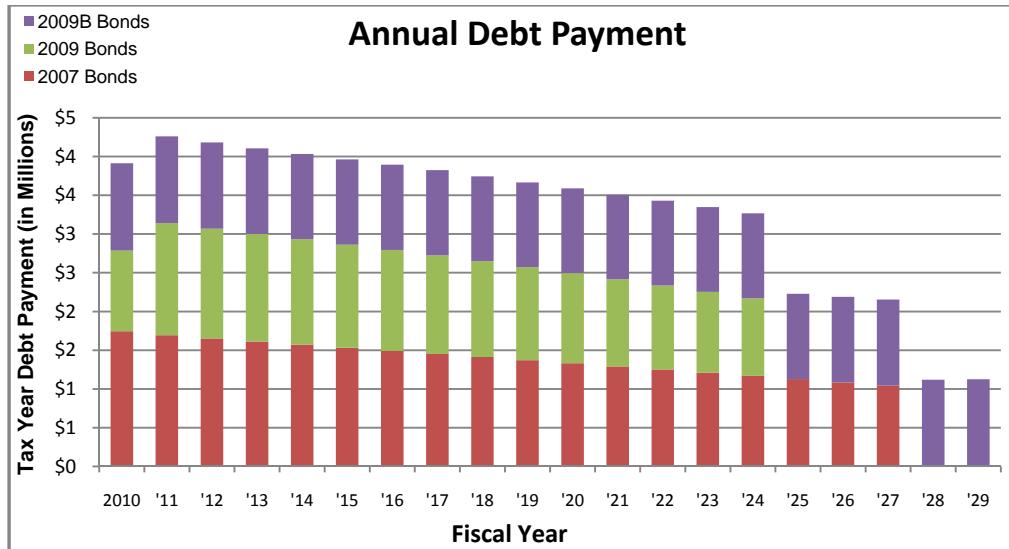
Capital Outlay decreased \$9,600,716 or approximately 26.0% to a total of \$27,346,223. Overall capital budget requests in the Capital Improvement Fund's capital outlay increased \$1,226,402 to a total of \$4,774,041, to reflect planned expenditures for the respiratory protection program and the complete replacement of the self contained breathing apparatus and air bottles; the first phases of a new compartmentalized fire training prop; the purchase of the final phases of the software conversion project, and the office furniture, telecommunications and audio visual equipment for the Command and Business Operations Center. The Capital Projects Fund in the prior year budget was significantly higher due to the budgeted purchase of the Command and Business Operations Center building. In addition, each year of the Capital Bond construction program includes the budget for the station construction planned and land purchases expected to be made. The 2010-11 budget includes the expected construction costs for seismically reinforcing and finishing out the Command and Business Operations Center which will serve as the District's Fire Operations Center in an emergency with provisions for operations in cases of no external power or other disasters, \$1,500,000 for fire station land, \$18,783,727 toward station construction projects for stations 34, 35,

Message from the Chief Financial Officer, continued

56, 58, 59, 65, 68, and the Command and Business Operations Center and \$1,449,000 toward fire apparatus including two rehabilitation units, one medic unit and a fire investigation and battalion chief unit.

DEBT SERVICE

Total budgeted debt service expenditures are scheduled to increase by \$345,492 to meet 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 and the Series 2009 B bonds sold in June of 2009.



TRANSFERS

Transfers are decreased by \$1,263,618 to \$3,756,398, reflecting planned fewer transfers to capital funds. Transfers are made to the Capital Improvement Fund, Emergency Management Fund, Grant Fund, Retiree Medical Insurance Stipend Fund, Pension Trust Fund and the Volunteer LOSAP Fund. The Capital Improvements Fund receives \$3,109,354 of transfers from the General Fund, and the Pension Trust Fund will receive up to \$373,852 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.

CONTINGENCIES

Contingencies across all funds are budgeted at \$21,838,748 for 2010-11, up \$4,053,109 from the prior year. The Capital Projects Fund comprises an increase of \$10,579,825 in contingency as the final amount of the bond sale and the timing of final bond projects has not been scheduled at budget preparation. The Property and Building Fund's contingency was decreased by \$6,015,984 as the credit markets have settled since the prior year and it is not expected the District would have to use the Property and Building fund as an interim financing before a bond sale. 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, \$16,942,393; the Apparatus Fund, \$1,148,629; the Capital Improvements Fund, \$1,865,391; the Bonded Debt Service Fund, \$825,287; the

Message from the Chief Financial Officer, continued

Retiree Medical Insurance Stipend Fund, \$185,163, the Property and Building Fund at \$4,133,295, and the Capital Projects Fund at \$9,943,107. The District seeks a stable General Fund balance and conservatively forecasts the actual ending fund balance to be approximately \$30,612,294, which equates to an estimated five months of operating funds.

DEBT ADMINISTRATION

Debt outstanding consists of Series 2007, Series 2009, and Series 2009B General Obligation Bonds. The District sold \$20,000,000 of Series 2007 bonds in April 2007, and there is \$17,000,000 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 \$13,440,000 is outstanding. These bonds will mature in 2024. The District sold \$15,000,000 of Series 2009B bonds in June 2009, of which \$14,445,000 remain outstanding as of July 1, 2010 and the bonds will mature in 2029.

The District's legal debt limit is approximately \$790,000,000. 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 several 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.

BUDGET SUMMARY FOR REVENUES

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

Revenues	2009-10 Budget	2010-11 Budget	Increase (Decrease)
Beginning Fund Balance	\$78,649,633	\$63,511,543	(\$15,138,090)
Property Tax, Current Year	68,256,195	71,614,154	3,357,959
Property Tax, Prior Year	1,124,883	1,253,694	128,811
Other Taxes and Interest on Tax	44,477	47,708	3,231
Interest on Investments	889,999	393,902	(496,097)
Program Revenue	137,000	266,460	129,460
Service Contracts	270,000	168,600	(101,400)
Regional Hazardous Response	5,500	5,500	0
Special Service Charges	45,440	50,319	4,879
Training Center Revenues	54,897	28,710	(26,187)
Rental Income	91,500	122,779	31,279
Donations and Grants	1,380,000	1,185,802	(194,198)
Transfers from Other Funds	5,020,016	3,756,398	(1,263,618)
Proceeds from Debt Issuance	0	28,500,000	28,500,000
Other Revenues	31,000	27,500	(3,500)
Total Revenues	\$156,000,540	\$170,933,069	\$14,932,529

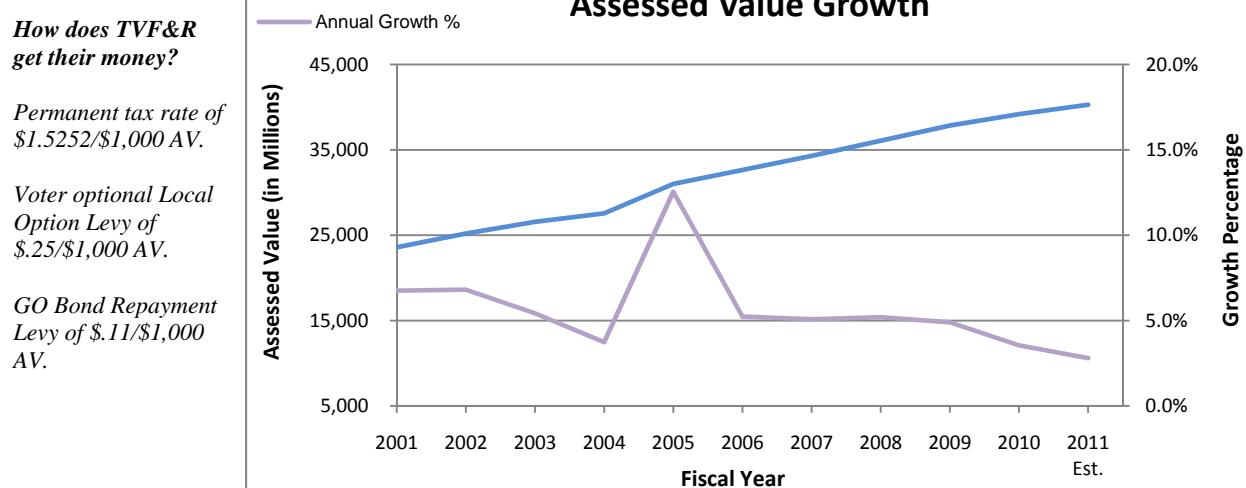
Message from the Chief Financial Officer, continued

BEGINNING FUND BALANCE

Beginning Fund Balance has decreased 19.2% to \$63,511,543 for all funds. The General Fund's budgeted beginning fund balance was increased by \$1,505,204, 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 \$504,339, as we will not use this fund's savings for fire apparatus until the end of the bond program. The Debt Service increased \$549,603 reflecting the prior year's levy to ensure sufficient fund balance in order to make the first bond payments for the \$29,000,000 of bonds sold in fiscal year 2008-09. The decrease in the Capital Project fund beginning fund balance of \$17,054,341 reflects the expenditure of the bond proceeds on budgeted projects, largely the purchase of the Command and Business Operations Center, three fire stations, and fire apparatus.

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 as well. For 2009-10, the Washington County Assessor estimated the Average Maximum Assessed Value was 66.02% of Average Real Market Value for residential property. For purposes of our 2010-11 budget, we assumed a 2.8% 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 94.0% 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.



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 \$40.3 billion in assessed valuation are expected to provide approximately \$57,751,428 in collections. The local option levy of \$.25 per thousand dollars of assessed valuation of an estimated \$41.2 billion is expected to provide collections of \$9,692,248. 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 \$4,436,679 for our general obligation bonds. This bond levy is expected to result in a levy rate of 11 cents per thousand dollars of assessed valuation and approximately \$4,170,478 in collections.

Message from the Chief Financial Officer, continued

PROPERTY TAX-PRIOR YEAR

Total taxes outstanding totaled \$3,252,563 at the fiscal year ended June 30, 2009. At the beginning of the previous fiscal year, that amount totaled \$2,473,346. Of the June 30, 2009 amount, \$2,293,868 was for taxes levied during that fiscal year, while \$958,695 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2010 receivables.

INTEREST ON INVESTMENTS

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated .25% versus .5-1% in the prior year. 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 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 2010-11 are lower than the actuarial projections. The Pension Trust fund has been liquidated to cash equivalent type investments in fiscal year 2010 as it was in its final year of funding from Trust assets.

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.

PROGRAM REVENUE

These revenues are primarily from apparatus maintenance (\$157,500) and the EMS/Health/Wellness program (\$108,960). 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.

SERVICE CONTRACTS

The EMS/Health/Wellness program is scheduled for \$78,600 in contract revenues with other agencies for health services and \$90,000 of contract fees related to ambulance franchise collaborative agreements for a total of \$168,600.

SPECIAL SERVICE CHARGES

Accounting Service Fees reflects changes to external agreements.

TRAINING CENTER REVENUES

Training Center revenues reflect external training for cost shared programs in hazardous materials training.

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.

Message from the Chief Financial Officer, continued

TRANSFERS FROM OTHER FUNDS

A major revenue source for six 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 six funds, where they are listed as a resource. These transfers provide operating resources to the Capital Improvements Fund, the Emergency Management Fund, Grant Fund, the Retiree Medical Insurance Stipend Fund, the Pension Trust Fund, and the Volunteer LOSAP Fund.

PROCEEDS FROM DEBT ISSUANCE

The District plans to sell one or two more series 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 \$28,500,000 of issuance authority to complete the projects.

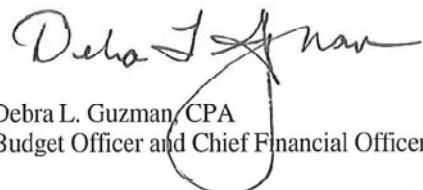
SUMMARY

The adopted budget for fiscal year 2010-11 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2010-11 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 2010-11 budget.

Sincerely,

Tualatin Valley Fire and Rescue



Debra L. Guzman, CPA
Budget Officer and Chief Financial Officer

Resolution to Adopt Budget

RESOLUTION 2010-05

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT TO ADOPT 2010-2011 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, 2010 and ending June 30, 2011, was approved by the District Budget Committee on May 20, 2010;

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, there was a request to transfer appropriations from the Integrated Operations Division Centers to the Fire Chief’s Office for management of projects; and

WHEREAS, station construction was not completed for stations 34 and 58 and both starting equipment and capital items budgeted in 2009-10 budget should be carried over to the 2010-11 fiscal budget year for the General Fund and Capital Improvements Fund; and

WHEREAS, additional information created changes in budgeted items in Information Technology; and

WHEREAS, turnouts for the second recruit academy were inadvertently left out of the budget and the adjustment to the budget in Recruits needed is \$48,000; and

WHEREAS, in consideration of economic conditions, the Board of Directors will eliminate out of state travel from its budget, reducing materials and services by \$8,415; and

WHEREAS, the estimated bids for the reroofing project at the Blanton Street site are \$100,000 higher than the \$350,000 budgeted in the Property and Building Fund requiring a budget increase; 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 2010-11 fiscal year in the amount of \$135,887,519, and which is now on file in the Administration Office at 20665 Southwest Blanton Street, Aloha, Oregon; and

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2010, for the purposes shown are hereby appropriated as follows:

Resolution to Adopt Budget, continued

GENERAL FUND

By Fund

Personnel Services	\$65,857,483
Materials and Services	9,365,775
Transfers	3,756,398
Contingency	<u>5,838,104</u>
Total	\$84,817,760

By Function

Command Division	
Personnel Services	\$ 2,855,387
Materials and Services	<u>604,023</u>
Total	\$ 3,459,410
Integrated Operations Division	
Personnel Services	\$ 55,304,434
Materials and Services	<u>3,545,231</u>
Total	\$ 58,849,665
Finance Division	
Personnel Services	\$ 1,257,464
Materials and Services	<u>534,945</u>
Total	\$ 1,792,409
Business Operations Division	
Personnel Services	\$ 6,440,198
Materials and Services	<u>4,681,576</u>
Total	\$ 11,121,774
District Non-Organizational	
Transfers	\$ 3,756,398
Contingency	<u>5,838,104</u>
Total	\$ 9,594,502

Resolution to Adopt Budget, continued

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 2,520,000
Debt Service - Interest	<u>1,738,673</u>
Total	\$ 4,258,673

APPARATUS FUND

Contingency	\$ 500,000
Total	\$ 500,000

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 4,774,041
Contingency	<u>2,811,763</u>
Total	\$ 7,585,804

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 47,912
Materials and Services	<u>9,107</u>
Total	\$ 57,019

GRANTS FUND

Personnel Services	\$ 1,219,221
Materials and Services	30,000
Capital Outlay	20,750
Contingency	<u>100,000</u>
Total	\$ 1,369,971

RETIREE MEDICAL INSURANCE STIPEND FUND

Personnel Services	\$ 110,103
Total	\$ 110,103

INSURANCE FUND

Materials and Services	\$ 659,595
Total	\$ 659,595

Resolution to Adopt Budget, continued

CAPITAL PROJECTS FUND

Materials and Services	\$ 250,000
Capital Outlay	21,732,727
Contingency	<u>10,654,633</u>
Total	\$ 32,637,360

PROPERTY AND BUILDING FUND

Capital Outlay	\$ 818,705
Contingency	<u>1,934,248</u>
Total	\$ 2,752,953

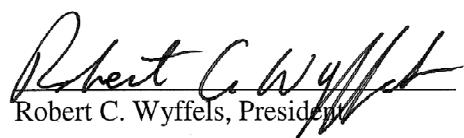
PENSION TRUST FUND

Personnel Services	\$ 363,882
Materials and Services	<u>10,000</u>
Total	\$ 373,882

VOLUNTEER LOSAP FUND

Personnel Services	\$ 764,399
Total	\$ 764,399

APPROVED AND ADOPTED, on June 22, 2010



Robert C. Wyffels
Robert C. Wyffels, President

ATTEST:



Clark I. Balfour
Clark I. Balfour, Secretary - Treasurer

Resolution to Levy Taxes

RESOLUTION 2010-06

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 \$4,436,679 for bonds, and that these taxes are hereby imposed and categorized for tax year 2010-11, upon the assessed value of all taxable property with the District.

Subject to the General Government Limitation:

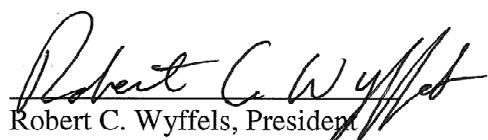
General Fund Levy:	\$1.5252/\$1,000
Local Option Tax Levy:	\$.25/\$1,000

Excluded from the General Government Limitation:

Debt Service Fund Levy	\$ 4,436,679
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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 22, 2010



Robert C. Wyffels, President

ATTEST:



Clark I. Balfour
Clark I. Balfour, Secretary/Treasurer

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Strategic Plan

STRATEGIC PLAN 2009

The District updated its Strategic Plan in 2009. A full copy of the plan may be accessed at http://www.tvfr.com/about/pdfs/TVFR_Strategic_Plan-2009.pdf.

Key excerpts are presented as part of the budget document, reflecting the District's belief that budget resources should follow strategies to make improvements.

The plan was designed to:

- Update the mission, principles, vision, and organizational values of TVF&R.
- Clarify and establish new goals for the duration of this plan.
- Define the outcomes against which the District shall measure its performance.
- Describe change strategies to help ensure outcomes are accomplished.
- Provide guidance for managers throughout the organization to develop supporting budgets and tasks to ensure fulfillment of the Strategic Goals.

This new strategic plan draws a distinction between the **Leadership Foundation**, which defines where we are going, and the **Management Tools**, which define how we get there. Bridging those two elements is a **Status Report**, defining the degree to which the goals identified in the plan are being achieved.

The **Leadership Foundation** outlines the District's Vision and Principles, Organizational Values, and Strategic Goals and Outcomes.

The **Status Report** consists of the District's assessment of the status of its goals and its "report card."

The **Management Tools** are the divisional strategies for change grouped by Goal and Division.

OUR CORE PRINCIPLES

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

SAFETY AND PERFORMANCE - The center of the Bull's Eye is a reminder that 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 performance level possible.

CUSTOMER SERVICE - We recognize that serving our community is a privilege. Whether it's a true emergency incident or a situation where a citizen has simply exhausted their personal resources, we should exceed the expectations of every citizen with whom we come in contact.

PROFESSIONALISM - Specifically, at TVF&R, this means conducting ourselves in a manner that brings credit to the organization and the fire service while on duty 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 "to provide exceptional emergency prevention, preparedness, and response services through cost effective innovation, individual excellence, and outstanding customer service."



Strategic Plan, continued

STRATEGIC GOALS AND OUTCOMES

The following Strategic Goals and Outcomes are the statements that in a traditional strategic plan are known as “Goals and Objectives” but have been labeled as “Goals and Outcomes” here to emphasize that this level in the planning hierarchy is where the organization-wide impact measurements are taken.

There is a temptation in governmental management to confuse effort with outcomes, to treat the *amount* of activity as the end result. To use a simple example, the number of calls taken or the number of trainings conducted are measures of activity, while the speed and quality of emergency response or the number of trainees who act differently in a positive way are measures of impact. While activity counts are important management information, describing how *much* we do is not the same as identifying the degree to which what we do makes a difference.

To that end, we have defined a short list of goals and outcomes and asked members of TVF&R to think strategically about contributions that can be made to achieve them. The decisions used to create the goals and outcomes include the requirements that they be:

- **Aligned with the mission, values, and core principles.** The point of the goals and outcomes is to define specific, measurable results that indicate movement toward realizing the organization’s mission, principles, vision, and values.
- **Outcomes that are specifically measurable.** Each 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 outcomes 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 goals 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.

The following shows the eight strategic goals and the associated measurable outcomes defined in this plan. Together, these statements define the impact we intend to achieve and identifies how we intend to measure the degree to which those impacts have been accomplished organization-wide. In short, this explains our strategic purpose and builds in accountability measures for determining if that purpose is being fulfilled.

COMMUNITY GOALS & OUTCOMES

Reduce the number and severity of emergency incidents.

- Arrive at 75% of emergency incidents within six minutes and forty seconds of being dispatched in Category A areas.
- Reduce the rate and severity of fires per 10,000 estimated population.
- Reduce the rate of EMS calls per 10,000 estimated population.
- Reduce severity of specific EMS calls with measurable outcomes.
- Reduce the percentage of calls where false alarms, inaccurate location or situations are present.

Strategic Plan, continued

Increase citizens' participation in their safety and preparedness, and knowledge of the District's services.

- Increase percentage of adults who report having awareness of Fire and Life Safety and Emergency Preparedness.
- Increase percentage of adults who report taking action on Fire and Life Safety and Emergency Preparedness.
- Increase percentage of children who demonstrate basic fire safety awareness.
- Increase percentage of adults who can identify TVF&R's role in the community.

ORGANIZATIONAL GOALS & OUTCOMES

Enhance preparedness for catastrophic and unforeseen events.

- Improve the District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events.
- Measurably and sustainably enhance the District's structural and non-structural seismic mitigation status.
- Enhance regional emergency management capabilities by fostering appropriate training, challenging exercises, and implementation of and compliance with the National Incident Management System (NIMS) by all regional partners.

Ensure the health and safety of all employees and volunteers.

- Reduce the number and severity of on- and off-the-job illnesses and injuries that TVF&R employees and volunteers experience each year.
- Increase the number of employees and volunteers who understand and participate in the District's internal educational programs.

Develop and enhance a workforce that honors and respects our individual and group differences and reflects the community we serve.

- Increase the percentage of employees and volunteers who speak a second language.
- Increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of our community.
- Reduce the percentage of customer interactions where the quality of communication or response is significantly impaired by barriers associated with racial, ethnic, cultural, or language challenges.
- Increase member awareness regarding the strengths a diverse workforce brings to the District and how to work successfully together to maximize the benefits of this workforce.

Promote craftsmanship, innovation, and excellence throughout the organization.

- Maintain or improve CFAI¹ accredited agency status, CFOD², the current ISO³ rating, the GFOA⁴ status, the State Fire Marshal's Office "exempt jurisdiction" status, local fire code adoption including multi-family appendices, and compliance with DPSST⁵ and NIMS⁶.
- Improve overall performance based upon the processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.
- Increase the percentage of TVF&R members who have initiated or achieved four-year and advanced degrees.

¹ Center for Public Safety Excellence Commission on Fire Accreditation International

² Chief Fire Officer Designation

³ Insurance Services Office

⁴ Government Finance Office Association

⁵ Department of Public Safety Standards and Training

⁶ National Incident Management System

Strategic Plan, continued

Leverage use of existing resources for the greatest community good.

- Develop and maintain partnerships that create efficiencies.
- Maintain or improve the value of state, federal, and foundation grants that enhance TVF&R's ability to better serve customers.
- Develop greater diversification of revenue sources.
- Increase the percentage of environmentally friendly practices for daily operations.

Ensure ongoing financial and business operations stability and predictability.

- Maintain approximately five months of operating funds in the ending fund balance to support the District's dry period financing requirements.
- Ensure overall expenditures do not exceed the growth rates of primary revenue sources.
- Measure actual financial performance against the financial modeling and forecasting tools.
- Maintain the District's financial and credit ratings at levels that are equal to, or better than, 2008 levels.
- Ensure voter confidence in TVF&R's efficient and effective use of resources remains equal to, or better than, the 2006 survey benchmark.
- Pursue legislation to ensure that property taxes are used for intended local government purposes.

ORGANIZATIONAL REPORT CARD

COMMUNITY GOALS

I. Reduce the number and severity of emergency incidents.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Arrive at 75% of emergency incidents within six minutes and forty seconds of being dispatched in category A areas.• Reduce the rate and severity of fires per 10,000 estimated population.• Reduce the rate of EMS calls per 10,000 estimated population.• Reduce severity of specific EMS calls with measurable outcomes.• Reduce the percentage of calls where false alarms, inaccurate location or situations are present.	 <i>Blue</i>

TREND SUMMARY

While overall outcomes are mixed, there was a significant reduction of fires in 2007. Total fire incidents (structure, outdoor, and vehicle) decreased by 41%. Structure fires dropped 15%; excluding one and two family dwellings, the drop was 30%. Fires in multi-family housing, our target prevention and education occupancy, decreased 27% from 2006 levels. Although fires have declined, the number of EMS calls, which comprises nearly 80% of dispatched call volume, is slowly increasing each year. Based on 2008 population information, EMS calls increased by 4.2%, while population increased by only 1.1%. The severity of measurable EMS calls stands out as a positive outcome, as the District cardiac save rate is currently one of the highest in the country and is continuing to trend upwards. Residential false alarms are steadily decreasing, down 17% last year. However, commercial false alarms are up 6% over last year. Lastly, response times remained relatively flat over the last year.

Strategic Plan, continued

RECENT INNOVATIONS

The 2009 revision of the District's Standards of Coverage for Emergency Response experienced a substantive change. Based on new methodology for reporting raw data and after analyzing three years of response data, the baseline and benchmark performance objectives have changed. This will allow for more objective analysis to take place, and coupled with better response performance data collection methods will improve accuracy of strategic resource deployment planning.

To help reduce the rate and severity of EMS calls, the District is participating in the Cardiac Arrest Registry and conducting further studies in stroke patients and c-spine care, which will help the District determine better infield treatment plans.

To more accurately measure the severity of fires, the District has begun to record fire loss versus assessed value. The District has also significantly increased the number of facilities that receive inspections and launched campaigns to increase the installation of fire sprinkler systems in all structures, including single-family homes.

DATA ANALYSIS CONSIDERATIONS

In calendar year 2009, significant improvements in data collection and analysis are taking place. New incident reporting software will allow the District to capture better data than in the past. In addition, the August 2008 PSU population study provided demographics and specific population numbers by geographical area, which allows for a more accurate measurement of calls per capita. Lastly, a variety of efforts are underway to capture call response time data with greater accuracy.

CHALLENGES

A significant challenge for this goal is the impact of the growing population throughout the District. The 2008 PSU study projects the population to be as high as 568,195 by the year 2020. With this sustained growth, comes increased density that can adversely impact incident response in many ways, including increased traffic/slower response times, increased demand, less fire separation between structures, etc.

Due to several fire station construction bond projects occurring over the next calendar year, it is anticipated that emergency reflex and response times will be longer due to crews operating in temporary structures. In some cases, these facilities are not as optimally located as the permanent station location.

Another major challenge will be the aging population. Patients over the age of 65 generate 36% more calls for service than those aged 18-65. In addition, whenever there is a reduction in State-funded health care services, there is a subsequent increase in demand on local EMS providers.

OPPORTUNITIES

The approval of a capital bond measure in November 2006 provided the District with the opportunity to improve, or re-site existing stations as well as add new stations. This will assist in reducing response times, thereby, reducing the severity of EMS and fire incidents in those areas. Also, a new computer-aided dispatch system (scheduled to go online in July 2009) at our communications center will greatly enhance our ability to dispatch the closest unit.

THE CALL FOR ACTION

To advance action toward reducing the rate and severity of emergency incidents, the District's leadership calls for strategies to address the following:

- Continue efforts to reduce response times, including innovative resource deployment, call stratification, station relocations/additions, improved response, and data technologies, etc.
- Develop and implement false alarm, inaccurate location, and situation found reduction strategies.
- Expand District prevention efforts aimed at EMS calls. 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 prevention.

Strategic Plan, continued

II. Increase citizens' participation in their safety and preparedness, and knowledge and support of District's services.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Increase percentage of adults who report having awareness of fire/life safety and emergency preparedness messages.• Increase percentage of adults who report taking action on their safety and preparedness.• Increase percentage of children who demonstrate basic fire safety awareness.• Increase percentage of adults who can identify TVF&R's role in the community.	 No Change

TREND SUMMARY

Survey findings indicate no substantial increase in the trend for this goal. Results of a 2008 citizen survey¹ indicate the percentage of citizens who identify TVF&R as the fire service provider held steady at a very high level (75%). A slight decline occurred in respondents who identified TVF&R as an EMS provider (58% versus 63%). The percentage of respondents who recall seeing news and information about TVF&R also declined somewhat, although television, newspapers, and direct mailings remain the most recalled sources from those who do. Initial baseline measurements for citizen safety and preparedness were established within the survey and will be used in future surveys to demonstrate the impact of public education efforts.

Anecdotal evidence indicates community/educational event attendance and the annual newsletter distribution numbers have increased. Program analysis indicates an increase in the number of children exposed to specific key safety messages and who demonstrated learned behavior while in the Safety House or at preschool and Safety Town appearances. Also, the District has been proactive in communicating information about the District's activities specific to bond-funded capital projects and the local option levy renewal request.

RECENT INNOVATIONS

To positively impact cardiac survival rate, staff is using a web-based citizen survey, incident/patient data, and medical research to design the components of a multi-year CPR/AED educational campaign. Potential partners include healthcare providers and media agencies.

Research-based key safety messages for children are being reinforced in the updated fire station tour manual and materials, on the exterior artwork on the Safety House, and in the safety posters added to the station and office hallways. TVF&R's external web site was also redesigned to be more intuitive and easier for the public reader.

DATA ANALYSIS CONSIDERATIONS

Little objective data exists to quantify the actual results of prevention and public education efforts beyond what citizens report about their awareness and actions. A multi-year, cross-divisional analysis will be conducted to determine any correlation between a perceived decline in multi-family occupancy fires and the educational efforts targeted to that high-risk population.

TVF&R has started tracking detailed metrics from the District's web site to understand what interests visitors and inform staff on the usefulness of web-based resources. In general, TVF&R will continue to use research to target at-risk audiences, measure to what extent citizens understand and concur with TVF&R's vision, and indicate what resonates with the public.

Also, data is being tracked monthly on the number and dollar value (ad equivalency) of television news stories involving the District.

¹ 2008 Campbell Delong Resources, Inc. – 2008 Community & Voter Survey

Strategic Plan, continued

CHALLENGES

Given the aforementioned survey findings, TVF&R will need to solicit opportunities to translate to the public the value of TVF&R as an EMS provider.

Population growth, migration, and rapid turnover in commercial occupancies and residential communities (especially apartments) will continue to be a factor. It should remain a priority to continually disseminate the fundamental messages to inform new audiences.

With focus on educationally-based prevention strategies increasing for the District, further consideration must be given to how resources are allocated to this function. The decision to move the Public Education program from Community Services into Fire Prevention is an important step in the right direction.

OPPORTUNITIES

Grant funds and strategic partnerships will help leverage and expand TVF&R's reach toward identified risk areas. As resources allow, the District should pursue using emerging web-based tools (e.g., e-newsletters, RSS feeds, podcasts, etc.) to share information and educational messages, the highlight of which being they are invited messages and can be narrowly targeted to risk audiences.

The survey findings reiterated the correlation between citizens' personal contact with TVF&R and their support, which reinforces the importance of direct community interaction (e.g., open houses, neighborhood meetings, etc.). Also, it is important to keep the Community Academy alumni engaged to strengthen relationships and potential partnerships.

THE CALL FOR ACTION

To advance action toward increasing citizens' participation in their safety and preparedness, and knowledge of the District's services, the District's leadership calls for strategies to address the following:

- Develop and focus the District's communications strategies and resources around key safety and preparedness initiatives.
- Develop strategic partnerships that will best leverage District resources on safety and preparedness campaigns and other identified communication priorities, including the capital bond projects.
- Increase the proactive delivery of information and education materials through web technologies, while enhancing the community's awareness and use of TVF&R's web-based resources.
- Replicate the methodology of the apartment manager program (data review, problem identification, research, strategy development, implementation, evaluation) for other targeted risk groups.

III. Enhance preparedness for catastrophic and unforeseen events.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Improve the District's ability to prepare for, respond to, and recover from major emergencies and catastrophic events.• Measurably and sustainably enhance the District's structural and non-structural seismic mitigation status.• Enhance regional emergency management capabilities by fostering relative training, challenging exercises, and implementing and complying with the National Incident Management System (NIMS) by all regional partners.	 Better

Strategic Plan, continued

Organizational Goals

TREND SUMMARY

Employees as a whole describe low levels of personal preparedness; likely better than the general public, but also likely less than adequate in the event of a true disaster. Recent exercise performance indicates many areas in need of improvement; this is in part testament to the District's commitment to challenging exercises that are designed to identify gaps.

RECENT INNOVATIONS

A preparedness survey for all District employees was performed in May 2008, with greater than 80% participation among all District staff. Real events provided some opportunities for District Incident Management Team (IMT) members to experience more protracted incidents than they typically see, including a ten-day deployment to Columbia County in response to a severe storm and flood in December 2007. A Washington County earthquake exercise in June 2008, gave the District the chance to function under Disaster Operations (no centralized communications, with the entire District working without the 800-MHz trunked radio system, as well as cellular and landline phones), for the first time in five years and only the second time ever. The District is playing a leadership role in the 'Incident Management Enhancement Task Force' (IMET) for Washington County, whose focus is on improving interagency coordination.

DATA ANALYSIS CONSIDERATIONS

The 2008 preparedness survey provided a substantial baseline. After-action reports from recent exercises, particularly Tipoff (June 2006) and Seismic Slam (June 2008) have identified considerable needed corrective actions. Structural seismic mitigation is part of all new District construction and remodels of existing buildings, and a non-structural mitigation process has been incorporated as well. IT and Communications program developments have allowed development of substantially more robust primary and backup systems, with additional planning on line for coming years.

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. Meaningful multi-agency exercises have been difficult to arrange with partnering agencies. In addition, agencies play at different levels without effective coordination. A statewide earthquake exercise scheduled for April 2009, has generated similar challenges in coordination on exercise conduct and level of play. Varying levels of regional commitment makes it difficult to accurately assess and improve on recurring challenges in incident response and interagency coordination, which have been the focus of the IMET initiative in Washington County. The results of the employee preparedness survey will be useful in guiding future actions, but it does indicate a disappointingly low level of employee emergency preparedness at home, among all ranks of District staff. The continued evolution of the IMTs presents opportunities and challenges. The District continues to add team members from external partners to enhance interagency coordination. In addition, the IMET initiative has a goal of developing multi-discipline, all-hazard teams, which the District supports. These factors complicate management of the IMT program.

OPPORTUNITIES

The employee preparedness survey generated high levels of participation and honest responses, and provides a more informed means of engaging District staff on preparedness. Two consecutive earthquake exercises will offer the rare opportunity to assess gaps and test improvements in quick succession: District participation in the statewide Cascadia Peril exercise (April 2009) provides an excellent opportunity to evaluate changes in backup communications systems, emergency staffing, damage assessment, and coordination between the District's Fire Operations Center (FOC) and Battalion Headquarters (BHQs). Challenging exercises reveal weaknesses and generate corrective action, but identifying challenges is itself the opportunity needed to address them. Completion

Strategic Plan, continued

of the multiyear ICS training regimen that forms the basis of most NIMS compliance allows more focus on function-specific training. The recently adopted Washington County Incident Management Enhancement Taskforce document lays out a flexible, scalable system to improve interagency, interdisciplinary, and inter-jurisdictional coordination, but will require steadfast commitment on the part of all agencies involved. Two of the District's smaller cities, Sherwood and Wilsonville, recently committed to building/expanding their emergency programs, have shown substantial progress with indications of sustainability.

THE CALL FOR ACTION

To advance action toward enhancing preparedness for catastrophic and unforeseen events, the District's leadership calls for strategies to address the following:

- Continue to foster collaborative efforts with interagency partners to effectively prepare for and manage major emergencies or catastrophic events.
- Promote countywide partnerships and training to enhance and expedite understanding and use of NIMS.
- Establish a District emergency disaster recovery plan for critical data and support operations.
- Establish a continuous quality improvement methodology for evaluating the level of preparedness for major emergencies and catastrophic events.

ORGANIZATIONAL GOALS

IV. Ensure the health and safety of all members.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Reduce the number and severity of on- and off-the-job illnesses and injuries that TVF&R members experience each year.• Increase the number of members who understand and participate in the District's internal educational programs.	 Better

TREND SUMMARY

In 2006, the District experienced a 28% decrease in the number of workers' compensation claims, along with a 39% decrease in the total cost incurred from those claims, compared to the previous year. In addition, 2006 showed a 51% decrease in the number of days lost to injury. This may indicate that a healthier, more safety-conscious workforce experiences injuries that are less severe (which may require less recovery time), or that the workforce does not experience injuries severe enough to be off duty. This is the third year of data collection of injury data and the trend is favorable.

Another positive trend (that includes all personnel) is relative to the internal WEalthCARE program. Employees are offered a 457 plan and year-to-date participation has reached 97% of all employees. This important baseline shows that employees are planning for their future and therefore increasing their likelihood of overall *health* now and after retirement. The District's goal, while not to ensure financial wealth for employees, is to provide the tools to encourage financial health.

RECENT INNOVATIONS

The District continues to enhance its comprehensive and innovative package of services and programs that are aimed at improving safety and ensuring a healthy work environment.

A new baseline for line personnel was established this past year for tracking work- and non work-related illness and injuries as well as tracking short-term disability (STD) and the duration on STD. This will be helpful information in supporting the trend for this goal as related to line personnel.

Strategic Plan, continued

Other innovations include the Wellness newsletter, posting daily stretching exercises, brown bag informative lunches, and a new cache of multi-media tools and resources. The latter innovation will allow mandatory compliance and educational information to be distributed to all District members in a convenient, cost-effective, and time-sensitive manner.

In late May 2007, major revisions to three of the District's Risk Management policies (which outline procedures for reporting and investigating unusual and near-miss events, injuries and accidents, and equipment loss and damage), were implemented and became applicable District-wide. All of the related forms were revised to include specific, consistent data points in order to increase the ability to identify and trend the causal factors that lead to the injury or accident.

DATA ANALYSIS CONSIDERATIONS

The District's insurance carrier currently prepares the District's annual on-the-job illness/injury report, therefore, the report does not include off-the-job injuries or on-the job injuries with no time loss. The District collects on-the-job injury/illness information including those with no time loss.

Still to be established are baselines for all employees on off-the-job injuries/illness with time loss as well as on and off the job injuries/illness with no time loss. Baselines for other trends are currently being established through the wellness initiative and information from the Employee Assistance Program provider.

CHALLENGES

Time, money, attitude, buy-in, and understanding are all potential barriers to staying physically and mentally fit. It will be an ongoing challenge to overcome these barriers and motivate members to practice *healthy* lifestyle choices to ensure healthy, injury-free careers. Ultimately, these positive choices will encourage physical, mental, and financial wellness long into their retirement.

A large percentage of health and safety data tracking and focus is for line personnel, therefore, establishing baselines for non-line personnel is needed to see the impact the efforts toward achieving this goal has on all members.

OPPORTUNITIES

Further, refining the methods to track employee illness, injuries, accidents, near misses, and specific causal factors will lead to a better understanding of how to prevent incidents and foster a safer working environment.

THE CALL FOR ACTION

To advance action toward ensuring the health and safety of all members, the District's leadership calls for strategies to address the following:

- Establish baselines for measuring injuries and illnesses including those with no time loss and methods to identify what preventive measures should or could have been taken for both work and non-work related injuries for all personnel.
- Establish an opportunity for feedback and develop baselines to determine impact of current programs, as well as numbers of members who participate in those programs while protecting confidentiality.
- Continue to implement innovative ideas for improving overall physical, mental, and personal financial stability for all members.
- Decrease the overall severity and rate of illnesses and injuries for all personnel through prevention education.
- Continue to measure the percentage of employees who participate in retirement preparation and savings plans.

Strategic Plan, continued

V. Develop and enhance a workforce that honors and respects our individual and group differences and reflects the community we serve.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Increase the percentage of members who speak a second language.• Increase organizational diversity to better reflect the racial, ethnic, cultural, language, and gender diversity of our community.• Increase employee awareness regarding the strengths a diverse workforce brings to the District and how to work successfully together to maximize the benefits of this workforce.	 <i>Worse</i>

TREND SUMMARY

Some progress has been made in areas applicable to the first and third outcomes over the last ten years. During the past year, gender and ethnic diversity of employees has decreased slightly, while the number of second language program employees has increased by one. Training on accepting and valuing employee differences was conducted approximately a year-and-a-half ago. Because some line employees were unable to attend, additional training sessions will be scheduled.

RECENT INNOVATIONS

The most recent innovation is the chartering of the Outreach Committee - a group of employees who understand "outreach" as an integral part of the District's strategies for the future.

DATA ANALYSIS CONSIDERATIONS

Benchmark data shows that the District's current workforce considered "protected class" (by ethnicity, not gender) increased from 13.8% in 1999, to 21.1% in 2008. With the Portland State University demographic study conducted for us last year, we are able to measure the District's diversity against that of the community we serve.

Not all TVF&R employees have direct "customer contact" every day as an essential part of their job. Firefighters, Battalion Chiefs, and Fire Prevention employees (not including Administrative staff) come face-to-face with our community members every day and serve them as our customers. Training Division employees and Administration employees do interface with the community on a regular basis, but not in the same way as our Line and Prevention staff do.

The PSU study shows that 1.1% of our community population is Black; our District statistic is 0.7% Black (two line employees). There are currently no Black employees in Fire Prevention or anywhere else within the District.

The demographic study also shows 8.1% of the community is Hispanic and these numbers are expected to grow. Currently, the line has eleven Hispanic employees and Fire Prevention has none, for a total of 3.9%. Our Administration offices have no Hispanic employees. This is far from reflecting our community.

Asian/Pacific Islanders are the third group we measure, with 7.2% of our community identified in this group. Within our customer contact Divisions (Line and Prevention) only 1% of our employees are Asian or Pacific Islander. When you include Administrative employees, our results are better because we have six Administrative employees who are Asian/Pacific Islanders. Nonetheless, increasing the number of employees who are Asian/Pacific Islanders and who have direct customer contact will be an important area for us to address. This data will continue to be reviewed annually.

CHALLENGES

As the District's population increases, it is increasingly important to understand the community's diversity to provide effective service. TVF&R needs to grow and recognize that diversity has many meanings. It is also important to utilize the same tools in understanding diversity internally as well as externally.

Strategic Plan, continued

OPPORTUNITIES

Although the District has an incentive program for employees who utilize their second language with the community, few employees have chosen to participate. The District continues to fine tune this program and establish methods to measure the program and its benefit to the community.

Plans for a more focused recruitment strategy will also play a critical role in increasing organizational diversity. Presently, female firefighters are being surveyed to better understand what prompted them to seek employment at TVF&R, as well as “the good, the bad, and the ugly” of their jobs. In addition, staff plans to perform a survey of high school and community college students to assess their motivation for pursuing firefighting careers. Diversity acceptance training planned for 2009 is being restructured and will be presented throughout the next year.

THE CALL FOR ACTION

To develop and enhance a diverse workforce that honors and respects our individual and group differences and reflects the community we serve, the District's leadership calls for strategies to address the following:

- Continue to investigate the barriers that keep women and minorities from pursuing careers in the fire service. Identify places where TVF&R can provide education on fire service careers in order to remove perceived barriers.
- Establish a recruiting plan to develop a workforce that is more reflective of the community TVF&R serves.
- Provide training opportunities to broaden and strengthen employee understanding of diversity and how to create a stronger organization.
- Better promote the second language incentive program and develop a system for measuring program utilization.

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">• Maintain or improve CFAI accredited agency status, CFOD, the current ISO rating, the GFOA status, the State Fire Marshal's Office “exempt jurisdiction” status, local fire code adoption including multi-family appendices, and compliance with DPSST and NIMS.• Improve overall performance based upon the processes, systems, and criteria established by Continuous Quality Improvement (CQI) programs.• Increase the percentage of TVF&R members who have initiated or achieved four-year and advanced degrees.	 Better

TREND SUMMARY

A combination of objective and subjective information leads to the conclusion that the trend for this goal is positive. Indicators for craftsmanship and excellence are tracked by the District's CQI programs, their benchmarks, and a survey of the public's perception relative to the services delivered. In addition, a number of indicators for innovation and excellence can be observed throughout each Division. Examples include: receiving multiple years of awards for budget preparation and audit reporting, a continued excellent bond rating, the rollout of advanced technology that allows employees to collaborate while not in the same workspace, the ongoing succession planning, the overall reliance on data for business practice changes associated with deployment and accreditation and finally, a total revamp of training models and methodology. The final trend that has emerged this review period is the ISO re-rate process. It appears as thought we may have resolution to a District wide ISO re-rate. This has the potential to have a significant impact on insurance rates, moving from an eight to a three in those areas outside of the Urban Growth Boundary.

Strategic Plan, continued

The trend for this goal is also based on a more subjective assessment of the present state of the District's organizational culture. For TVF&R, "craftsmanship" is measured subjectively in part by small, incremental improvements and refinements that drive the District toward being a highly-skilled and reliable organization of experts; an organization that learns from its mistakes and embraces learning and communication across all ranks and Divisions. Separate from the awards and recognition received, staff also relies on subjective opinion to conclude that the current organizational culture has become increasingly infused with the values of craftsmanship, innovation, and excellence.

RECENT INNOVATIONS

As a directive from the Fire Chief's Office, a District wide re-organization was conducted in late April 2008, to provide a greater depth of succession planning and awareness. The Training Division instituted a comprehensive and innovative revamp of the training plan and the recruit academy plan, and increased the use of technology for training delivery and peer fitness trainers for the Wellness Program. The Operations Division is applying alternative data analysis including EMS call stratification. Within Logistics, a comprehensive disaster communications plan, the "soft" rollout of the SharePoint system, and blending the reserve and training apparatus fleet have helped to focus and increase the efficient use of resources.

DATA ANALYSIS CONSIDERATIONS

Organizational culture, more than anything, drives this goal, and this is difficult to measure. As such, our best indicators for craftsmanship, innovation, and excellence rely on a combination of subjective measures and external indicators of recognized excellence. External assessments, such as being recognized for high accounting standards and innovative programs, are one indicator. However, equally important are more subjective qualities of our organizational culture that sustain and nurture an environment for excellence. Specific to deployment, one of our largest data considerations deals with which data set we use. Historically, we have used the "situation dispatched" call data as our indicator and recently, we have started to rely heavily on outcome-based information or the "situation found" data as a basis for our deployment decisions. This is not to say that the original data set is not considered, it is a blending of the two that makes for excellence.

CHALLENGES

Maintaining a sustained level of craftsmanship, innovation, and excellence can present many challenges. For example, the *changing of the guard* over the next few years (due to retirements) will create a transitional period that could impact the culture of excellence and diminish the collective expertise.

Other challenges the District will face include: the blending of technological and human resources to accomplish specific divisional goals, the continual push of future leaders to obtain advanced academic degrees, and finally, keeping track of the economic indicators that are associated with the District's revenue stream and then making proactive adjustments to stay ahead of those economic trends.

OPPORTUNITIES

The potential for a strong cadre of future leaders exists and will be fostered by the outgoing leaders prior to the anticipated retirements. This could result in new and innovative ideas. Another opportunity is with the use of *new* technologies to solve *old* problems. For example, the District anticipates capitalizing on the use of technology for educational training of its members using non-traditional delivery methods with the goal of reducing travel outside of first response areas and work sites. Other opportunities include the continual use of outside professionals to benefit from their expertise.

THE CALL FOR ACTION

To advance action toward the promotion of craftsmanship, innovation, and excellence throughout the organization, the District's leadership calls for strategies to address the following:

- Develop future leaders and organizational expertise through internal and external opportunities.
- Design new and innovative ways to educate and train personnel while remaining within their first response areas and work sites.

Strategic Plan, continued

- Re-evaluate the District's risk analysis and subsequently, model deployment scenarios that are safe, innovative, and create efficiencies in the delivery of services.
- Lean on outcome based information for future concepts and plans.
- From the resulting data and information obtained through the District QI processes, establish change.
- Currently, there are limited Divisions that have standing QI processes in place. Establish District-wide (by division) QI processes.

VII. Leverage use of existing resources for the greatest community good.	Trend
<p>Outcomes anticipated indicating the goal is being achieved:</p> <ul style="list-style-type: none">• Develop and maintain partnerships that create efficiencies.• Maintain or improve the value of state, federal, and foundation grants that enhance TVF&R's ability to better serve customers.• Develop greater diversification of revenue sources.• Increase the percentage of environmentally friendly practices for daily operations.	 Better

TREND SUMMARY

While the amount of grant funding and the diversity of resources is relatively easy to quantify, the indicator that matters most to this goal is more difficult to measure because both community benefit and net savings are shared across regions and agencies. Nevertheless, observed impacts from efficiency and partnership initiatives conclude that the intent of this goal has been advanced in recent years. While the following are just a few examples, it is fair to say that each are indicative of prudent and efficient utilization of the District's resources for the greatest community good:

- Sharing emergency management resources through the creation and facilitation of the Washington County Office of Consolidated Emergency Management (OCEM).
- Sharing information technology connectivity with the formation of the county Broadband Users Group (BUG) which includes participation by multiple governmental agencies.
- Continue cooperative practices with other agencies such as the Volunteer Academy (with Clackamas County Fire District #1) and the intergovernmental agreement (IGA) with Lake Oswego Fire Department for the cooperative provision of incident command coverage.
- Contracting out the District's Fleet Maintenance services and Occupational Health services to other Public Service agencies throughout the region.
- In addition, the District will be constructing and rebuilding a number of facilities, as well as purchasing new apparatus and vehicles, creating well-timed opportunities for improved energy conservation and innovative, environmentally-friendly concepts.

Regarding grants and other revenue diversity streams, over the last five years, \$3.1 million of federal grant funds have been received. The funding was used on such expenditures as HazMat apparatus and equipment, technical rescue apparatus and equipment, a Mobile Incident Command vehicle and communication equipment, research on cultural behavior and awareness of smoke alarms for non-English speaking people, the mobile Safety House, educational products and messaging, and wildfire education and mapping.

Strategic Plan, continued

RECENT INNOVATIONS

Recent innovations include the collaboration with the City of Tigard in the land purchase and future fire station/community room build, and the public/private partnership with AMR Ambulance to promote cost savings as a component of the EMS systems integration agreement with Clackamas County.

CHALLENGES

While there are benefits with grant funding, there are also inherent challenges in the form of downstream impacts that need to be planned for in advance of application submittal.

The Executive Management team recognizes that managers have full workloads and that it takes time and energy to seek new partnership opportunities; building new relationships, however, can benefit the community. Therefore, Executive Management will be challenged to assist managers in finding the time to seek new opportunities to partner and share resources with other agencies.

On-going discussions are needed to continue to evaluate both existing and future interagency efforts to balance workloads than can take focus away from the District's core mission. Programs will need to be measured and prioritized by the financial benefits, the political issues involved, and the efficiencies they bring to the District.

OPPORTUNITIES

Efforts have been initiated to steer Federal Urban Area Security Initiative grant funding away from individual agencies and to "bigger picture" programs at a regional level (e.g., a regional common CAD communication system, a regional emergency operations center, and/or incident management teams). This is an opportunity to continue to work together for the greater community good.

THE CALL FOR ACTION

To advance action toward leveraging use of existing resources for the greatest community good, the District's leadership calls for strategies to address the following:

- Evaluate practices in all departments to seek cost-effective, and perhaps non-traditional, ways of working more efficiently.
- Develop resource sharing through public-to-private, as well as, intergovernmental partnerships and other collaborative relationships.
- Encourage innovative ideas for future alternative revenue resources.
- Incorporate energy conservation and environmentally-friendly concepts in general practices, including the purchase of apparatus and construction of facilities.
- Establish a baseline of costs/benefits from grant dollars awarded to the District and create a methodology to measure the savings in inflation-adjusted dollars for future comparison.
- Implement sustainable practices in acquisition, operation, and disposal of resources utilized to minimize environmental footprint.
- Develop and implement an evaluation process and pursue only those grant opportunities that fit pre-determined and well-planned programs/projects with a desired overall benefit.
- Develop an integrated electronic system to cross populate data/information from multiple end users.

Strategic Plan, continued

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">• Maintain approximately five months of operating funds in the ending fund balance to support the District's dry period financing requirements.• Ensure overall expenditure growth rates do not exceed the growth rates of primary revenue sources.• Measure actual financial performance against the financial modeling and forecasting tools.• Maintain the District's financial and credit ratings at levels that are equal to, or better than, 2008 levels.• Ensure voter confidence in TVF&R's efficient and effective use of resources remains equal to, or better than, the 2006 survey benchmark.• Pursue legislation to ensure that property taxes are used for intended local government purposes.	 Meeting the Goal

TREND SUMMARY

For financial stability, trend data indicates solid, positive performance with this goal. Future financial modeling suggests that this positive trend is likely to continue. TVF&R's Executive Management relies heavily on the comprehensive and forward-looking financial models and forecasting tools developed by the Finance Division for critical decision making related to the budget and resource prioritizing allocation to support long-term goals. In the scientifically validated 2008 voter survey, 500 respondents gave the District's financial management a score of 8.1 on a 10-point scale.

TVF&R has improved the fund balance ratio, increasing the percentage of operating funds in the ending fund balance. This provides an increased margin of operating funds needed for dry period financing (the time between the beginning of the new fiscal year and the receipt of property tax funds), and provides a strong resource for financial stability should revenues be negatively impacted.

Increases in overall expenditures have not exceeded the growth rate trends of the District's primary revenue source (property taxes).

RECENT INNOVATIONS

The District has implemented a team approach to managing and coordinating the Capital Bond program and is utilizing SharePoint, which allows the team to collaboratively manage this series of projects. This new approach should provide greater transparency and assist staff in wisely managing the series of bond projects planned.

CHALLENGES

The District is essentially solely funded by local property taxes. The recent national credit crisis and resultant slowdown in the economy may create future challenges affecting the short-term financial stability of TVF&R with the risk of property taxes going unpaid.

In addition, the use of Urban Renewal Districts by TVF&R's constituent cities and counties negatively impacts the District's funding by the diversion of property taxes to these Urban Renewal Districts. While this financing mechanism is attractive to other governments, it has direct impact on TVF&R.

For continuity and stability of business operations, it is paramount that the District assess and act upon succession planning for the organization. Specifically, staffing needs for both succession of key business operations and logistics personnel must be addressed.

Strategic Plan, continued

Capital bond project planning teams have been revised and restructured to improve reporting and project management. Continued experience in this new level of capital project management indicates further work and/or staff support is needed in this area. The enormity of the project scope is taxing to existing personnel and may impact success in ability to provide other services.

Similarly, the District is attempting to combine into one integrated system, all the business operations of the District and support them through one integrated enterprise software solution (ERP). The ERP transition project is beginning and resources are critical for its success. This may require an increased level of support in the project team and supporting departments.

Business rules and practices, new policies, and ways of doing business for every affected department are all challenges, as well as, staff resources to effectively plan, test, anticipate problems, and implement new systems.

OPPORTUNITIES

TVF&R has been assigned a Moody's Aa1 bond rating as a result of the District's overall financial health, the use of forward contingency planning, and the proven ability of District staff to prudently manage operations and finances. By maintaining this strong rating through future economic times, the District is well poised to sell future authorized bonds - even in a difficult market.

As more analysis of urban renewal financing is performed, there may be opportunities to revise this area of the property tax system by working collaboratively with other governments and agencies to address some of the inequities of the urban renewal system.

Executive Management continues to analyze and update the long-term financial plan, which includes election calendar planning and incorporating major capital and staffing plans.

THE CALL FOR ACTION

To advance action toward ensuring ongoing financial and business operations stability and predictability, the District's leadership calls for the following strategies:

- Begin long term business operations organizational review considering succession planning and long-term best organizational structure for the business operations of the District.
- Assess personnel requirements to support the expanding complexity of business and logistical support needs of the District including major project support.
- Implement improved business operations support in key areas to support capital projects management and ERP project implementation.
- Continue outreach efforts on awareness and understanding of TVF&R and its fiduciary performance.
- Support and pursue legislation to enhance financial stability.
- Develop reporting metrics regarding the financial "health" of the District that can be easily understood and shared among members.
- Provide credit market risk and more conservative financial planning options to model the effect of a slowing economy and assess higher levels of risk.

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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 2010-11 annual budget is designed to reflect the District's **Strategic Plan** for the 2010-11 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.

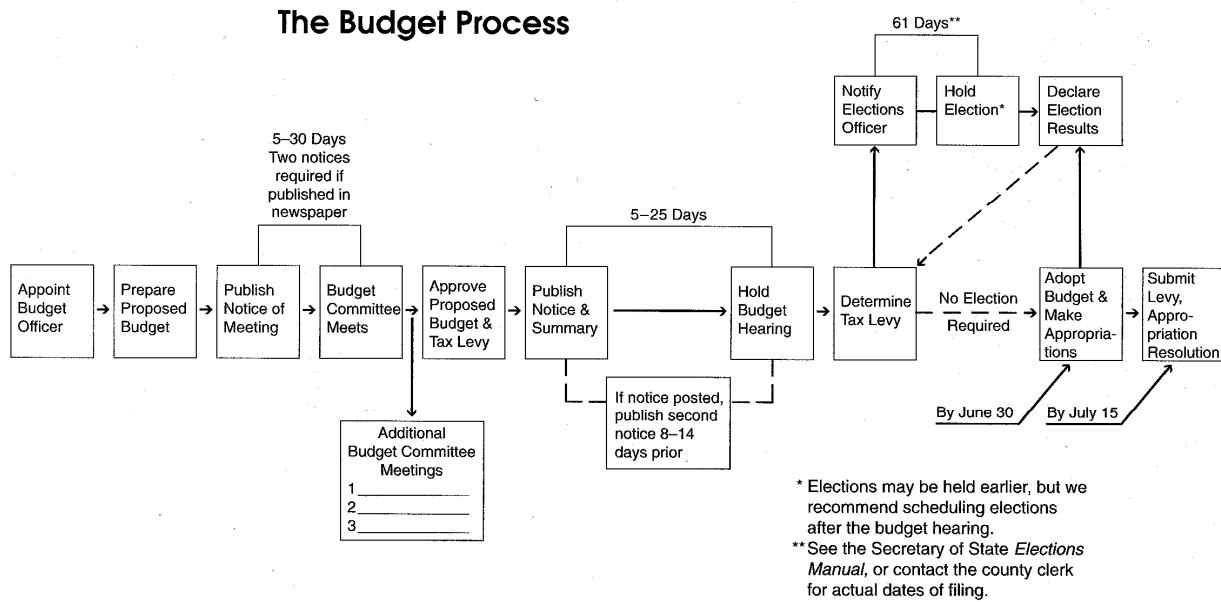
Budget Policies, continued

The budget, or financial plan, began in earnest in the late **fall of 2009**, 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 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.

The Budget Process



Budget Policies, continued

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 Chief
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 Chief 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 2010**. 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 22, 2010 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 **27-30**) 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 94.0 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, which 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 repair, 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.

Budget Policies, continued

Funds included in the annual budget document are *governmental, enterprise, 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 2010-11 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.

Budget Policies, continued

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 and 2009B 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 station, 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 for the greatest community good.
- Ensure ongoing financial 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 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 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 2015.

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 nonbondable 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, and Series 2009B 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.
6. Perform ongoing and regular preventative maintenance on apparatus to maximize the longest effective and useful life.
7. Maintain a fleet with an average age not to exceed 12 years.

Budget Policies, continued

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 & 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 2010-11 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	2010-11
Capital Improvements Fund	
Training Props	\$277,000
Buildings and Improvements	26,975
Fleet Maintenance & Shop Equipment	113,500
Office Equipment & Physical Fitness Equipment	1,343,102
Firefighters, EMS and Communications Equipment	2,138,274
Data Processing Software	694,120
Office, Building, and Computer Equipment	<u>181,070</u>
Total Capital Improvements Fund	<u>4,774,041</u>
Grants Fund	
Information Technology and HazMat	<u>20,075</u>
Total Grants Fund	<u>20,075</u>
Property and Building Fund	
Building Improvements	<u>818,705</u>
Total Property and Building Fund	<u>818,705</u>
Capital Projects Fund	
Buildings and Improvements	20,283,727
Fire Apparatus	1,449,000
Total Capital Projects Fund	<u>21,732,727</u>
Total Capital Outlay for 2010-11	<u>\$27,346,223</u>

Budget Policies, continued

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 regard 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 four 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 & 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 10% 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	1%	1%	1%	0%
Unacceptable	0%	0%	0%	0%

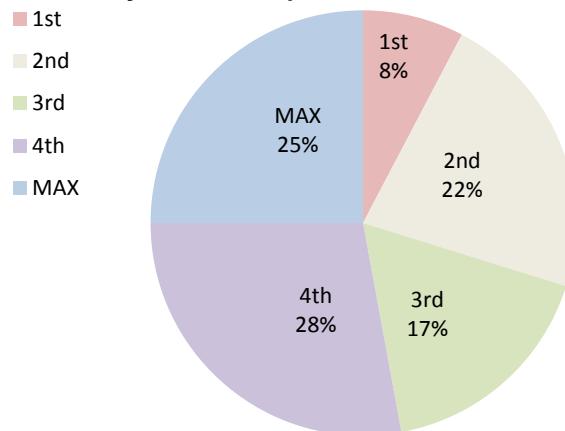
*Not to exceed range maximum

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, 2010)



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2010 – JUNE 30, 2011)

Grade	Min	Mid	Max	Position
4	8,096	9,525	10,954	Assistant Chief, Chief Financial Officer
3	7,710	9,071	10,432	Executive Officer
2	7,343	8,639	9,935	Chief Training Officer, Community Services Director, Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Support Services Director
1	6,994	8,228	9,462	Assistant Fire Marshal, Battalion Chief, EMS 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, 2010.

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2010 – JUNE 30, 2011)

Grade	Min	Mid	Max	Position
13	6,641	7,813	8,985	IT Manager
12	6,178	7,268	8,358	Financial Operations Manager
11	5,747	6,761	7,775	Fleet Service Manager, IT Network Engineer, OHS Program Manager, Senior IT Database Administrator, Senior IT System Administrator, Support Services Operations Manager
10	5,346	6,289	7,232	Emergency Management Program Manager, Government Affairs Officer, IT Security Administrator, Management Analyst, Media Services Manager, Operations Business Manager, Partnership and Public Information Manager, Senior Financial Systems Analyst, Supply Manager
9	4,973	5,850	6,728	Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator
8	4,626	5,442	6,258	Data Analyst, HR Data Analyst, IT Applications Specialist, IT System Administrator, Media Producer
7	4,303	5,062	5,821	Communications Technician, Communications Technician/Installer, Executive Assistant, Facilities Maintenance Lead Technician, Fleet Technician, Nurse, Project Coordinator, Senior Employment Coordinator
6	4,003	4,709	5,415	Facilities Maintenance Technician, Wellness Program Coordinator
5	3,723	4,380	5,037	Administrative Supervisor, Supply Operations Supervisor
4	3,463	4,074	4,685	Accounting Specialist, Customer Service Specialist, GIS Technician, OHS Program Assistant, Program Assistant, Operations Technician
3	3,222	3,790	4,359	Apparatus Maintenance Assistant, Communications Administrative Assistant, Community Services Graphics & Project Coordinator, Facilities Maintenance Administrative Specialist, Fleet Parts and Small Engine Technician, Human Resources Assistant, Fire Prevention Lead Admin Assistant, Logistics Assistant, Occupational Health Assistant, Records Specialist
2	2,997	3,526	4,055	Administrative Assistant II, Supply Specialist
1	2,788	3,280	3,772	Accounting Assistant, Administrative Assistant, Maintenance Utility Worker, Supply Assistant, Supply Driver

30% width, grades separated by 7.5%, Midpoint of Grade 1 calculated as 4.1% above July 1, 2008 amount.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2010 – JUNE 30, 2011)

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

4.1% Increase (based on CPI-W, all cities, all year for 2008)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	18.1552	21.2054	22.3091	23.4130	24.5895	25.8385
<i>Monthly</i>	<i>4,144.48</i>	<i>4,840.76</i>	<i>5,092.72</i>	<i>5,344.71</i>	<i>5,613.28</i>	<i>5,898.42</i>
Engineer	19.3897	22.6142	23.7906	25.0251	26.2888	27.5669
<i>Monthly</i>	<i>4,426.29</i>	<i>5,162.38</i>	<i>5,430.92</i>	<i>5,712.74</i>	<i>6,001.21</i>	<i>6,292.98</i>
Lieutenant	20.9003	24.4152	25.7369	26.9569	28.3803	29.7746
<i>Monthly</i>	<i>4,771.12</i>	<i>5,573.50</i>	<i>5,875.22</i>	<i>6,153.71</i>	<i>6,478.66</i>	<i>6,796.96</i>
Captain	23.0354	26.8843	28.3076	29.7164	31.2705	32.7666
<i>Monthly</i>	<i>5,258.51</i>	<i>6,137.14</i>	<i>6,462.07</i>	<i>6,783.67</i>	<i>7,138.43</i>	<i>7,479.96</i>

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.8155	2.1205	2.2309	2.3413	2.4589	2.5839
<i>Monthly</i>	<i>414.45</i>	<i>484.08</i>	<i>509.27</i>	<i>534.47</i>	<i>561.33</i>	<i>589.84</i>
Hazmat Spec (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
Tech Rescue (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
Water Rescue (6%)	1.0893	1.2723	1.3385	1.4048	1.4754	1.5503
<i>Monthly</i>	<i>248.67</i>	<i>290.45</i>	<i>305.56</i>	<i>320.68</i>	<i>336.80</i>	<i>353.91</i>
Hazmat Tech (4%)	0.7262	0.8482	0.8924	0.9365	0.9836	1.0335
<i>Monthly</i>	<i>165.78</i>	<i>193.63</i>	<i>203.71</i>	<i>213.79</i>	<i>224.53</i>	<i>235.94</i>
FTO (3%)	0.5447	0.6362	0.6693	0.7024	0.7377	0.7752
<i>Monthly</i>	<i>124.33</i>	<i>145.22</i>	<i>152.78</i>	<i>160.34</i>	<i>168.40</i>	<i>176.95</i>

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2010 – JUNE 30, 2011), CONTINUED

40-HOUR SCHEDULE

4.1% Increase (based on CPI-W, all cities, all year for 2008)

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter <i>Monthly</i>	23.9095 4,144.48	27.9264 4,840.76	29.3799 5,092.72	30.8337 5,344.71	32.3831 5,613.28	34.0280 5,898.42
Engineer <i>Monthly</i>	25.5353 4,426.29	29.7818 5,162.38	31.3310 5,430.92	32.9568 5,712.74	34.6210 6,001.21	36.3042 6,292.98
Lieutenant <i>Monthly</i>	27.5246 4,771.12	32.1536 5,573.50	33.8942 5,875.22	35.5008 6,153.71	37.3754 6,478.66	39.2117 6,796.96
Captain <i>Monthly</i>	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Fire Inspector <i>Monthly</i>	Entry level Fire Inspector starts at 3 Year Pay Step			32.9568 5,712.74	34.6210 6,001.21	36.3042 6,292.98
Deputy Fire Marshal 1 <i>Monthly</i>	27.5246 4,771.12	32.1536 5,573.50	33.8942 5,875.22	35.5008 6,153.71	37.3754 6,478.66	39.2117 6,796.96
Deputy Fire Marshal 2 <i>Monthly</i>	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
HazMat Specialist <i>Monthly</i>	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Plans Examiner <i>Monthly</i>	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96
Training Officer <i>Monthly</i>	30.3364 5,258.51	35.4052 6,137.14	37.2797 6,462.07	39.1350 6,783.67	41.1817 7,138.43	43.1519 7,479.96

Hourly amounts calculated using the PAU Salary Calculation below

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%) <i>Monthly</i>	2.3910 414.45	2.7926 484.08	2.9380 509.27	3.0834 534.47	3.2383 561.33	3.4028 589.84
Hazmat Spec (6%)	1.4346	1.6756	1.7628	1.8500	1.9430	2.0417
Tech Rescue (6%)	1.4346	1.6756	1.7628	1.8500	1.9430	2.0417
Water Rescue (6%) <i>Monthly</i>	1.4346 248.67	1.6756 290.45	1.7628 305.56	1.8500 320.68	1.9430 336.80	2.0417 353.91
Hazmat Tech (4%) <i>Monthly</i>	0.9564 165.78	1.1171 193.63	1.1752 203.71	1.2333 213.79	1.2953 224.53	1.3611 235.94
FTO (3%) <i>Monthly</i>	0.7173 124.33	0.8378 145.22	0.8814 152.78	0.9250 160.34	0.9715 168.40	1.0208 176.95

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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$50,979,290	\$53,795,595	\$60,974,778	\$65,857,483
Materials and Services	7,307,332	7,801,526	9,060,114	9,365,775
Operating Transfers Out	2,764,125	3,265,453	5,020,016	3,756,398
Operating Contingency			5,845,071	5,838,104
Ending Fund Balance	30,880,694	32,752,110	15,841,721	16,942,393
Total Expenditures	\$91,931,441	\$97,614,684	\$96,741,700	\$101,760,153

2010-11 SIGNIFICANT CHANGES

The General Fund **personnel** strength for the 2010-11 fiscal year is budgeted at **446.38** full-time equivalent positions (FTE). A net of 9.3 positions are added to the 2010-11 budget. A Human Resources Manager is proposed to add resources to the Human Resources Department, which in recent years had been supplemented through Chief Officer temporary assignment rotations and contracted temporary staff. A new SCBA Technician is proposed to bring in-house and enhance respiratory protection program services, implementation and maintenance of the respiratory protection equipment, including the proposed complete replacement of self-contained breathing apparatus, air bottles, and work on the certification program. An additional Fleet Maintenance Technician is proposed to support the District fleet and the District's ability to service its partner fire agencies for additional contracted revenue. Recruit academy training staff and the cost of recruits have increased by 2.8 FTE for the contingent need to operate two rather than one recruit training academies to provide either new SAFER grant funded positions or replacement firefighter positions due to retirements. There are currently 23 union employees who are eligible to retire by July 1, 2010, as well as another six who reach retirement eligibility in 2010-11.

An additional 3.5 FTE of staffing is reflected in the Floater Pool, which are firefighter positions that provide relief shift coverage for regularly scheduled time off work as well as coverage to fill shifts at straight time for those firefighters off work due to military leave, on-the-job and off-the-job injuries or medical conditions. For 2008-09, the District experienced an average of 19.5 line firefighters positions off a month in extended leaves and 18.9 a month for the first nine months of fiscal year 2009-10. The Union contract provides for up to 45 positions to be in the Floater Pool and depending upon staffing turnover, military and other extended leaves, and retirements, the District manages the numbers in the Floater or Relief Pool to provide sufficient staffing of all line positions. The number of actual filled positions fluctuates depending upon actual absences and other extended leaves as well as retirements.

For 2010-11, there is no proposed salary range adjustment proposed for non-union staff given local economic factors. The Union workforce will also have no range adjustment. However, as part of the labor contract negotiated through June 30, 2012, lump-sum payments totaling \$617,875 will be distributed to certain more senior members of the Union workforce. In addition, for those Union employees who increase their personal 457 plan contributions or maintain contributions at higher levels, an additional 2% of matching contributions will occur.

General Fund, continued

PERS contributions are budgeted at 19.96%, a percent higher than the prior year, in order to continue preparing for the expected rate increase in 2011-13 and future bienniums. Medical insurance for the Union is budgeted to increase based on actual increases up to a cap not to exceed 10% and non-union insurances are budgeted again at top step family rates. Preliminary indications in renewal discussions indicate the actual premium increases may well be lower. All employees, both union and non-union, contribute insurance co-payments toward their monthly medical insurance. Vacation Relief was increased significantly to better reflect actual expenses. Because vacation hours accrued each year increase with seniority, the District has recently been experiencing vacation usage rates in line with a more senior workforce and determined budgeting for an increased number of shifts off per line employee to be necessary. Numerous other accounts were reduced in the concerted effort to control costs of operations.

Materials and Services was increased a total of 3.37% or \$305,661 overall. Account 5361, Maintenance and Repair of Buildings and Building Improvements, was increased \$185,370, reflecting needed maintenance projects throughout the District's fire stations and operating centers. Other Professional Services, Account 5414, was increased \$123,431, to include \$68,615 of moving assistance to the Command and Business Operations Center and subsequent moves from the current Jenkins Road center to the North Division Blanton Street complex; \$20,000 of physical therapy services to assist in getting line employees back to work sooner, thus saving relief shifts; and \$27,000 of MUNIS training on the new software to be implemented in phases II and III. Account 5367, Maintenance and Repair Office Equipment, was increased \$44,670 for copier leases and operating charges reflecting a desire to replace facsimiles, printers, and scanners at fire stations with one copy machine device, as well as placeholders for new leases of copier machines in the new Command and Business Center. Custodial and Building Services was also increased to reflect the costs of an additional building. Temporary Services was reduced to reflect less contracted staff in Human Resources and Telephone Expenses have been reduced due to VOIP implementation. After a one year hiatus, the Safety program was reinstated in the budget to support the District's Safety program.

Election Expense, Account 5574, was increased to \$65,000, to reflect expected county-assessed Board Member election costs.

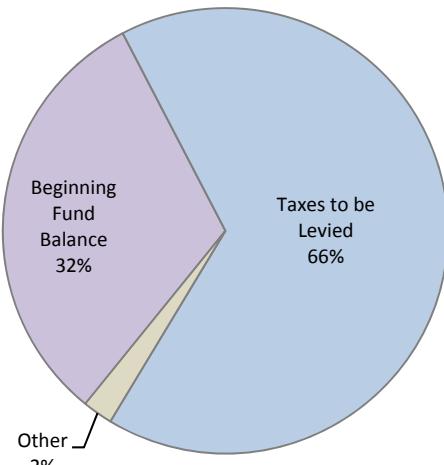
On April 16, 2010, a major reorganization of the District operations was announced to be effective on July 1, 2010. This reorganization was announced after budget managers had prepared their budgets and updated change strategies and 2010-11 performance objectives. This planned budget reflects the proposed reorganization through the moves to the new operating centers. In order to foster the changes desired for TVF&R, the District restructured its operations to achieve:

- Connection to the community
- Integrated Operations
- Reduce community risks

Accordingly, the follow pages will outline changes to functions, programs, and staffing assignments.

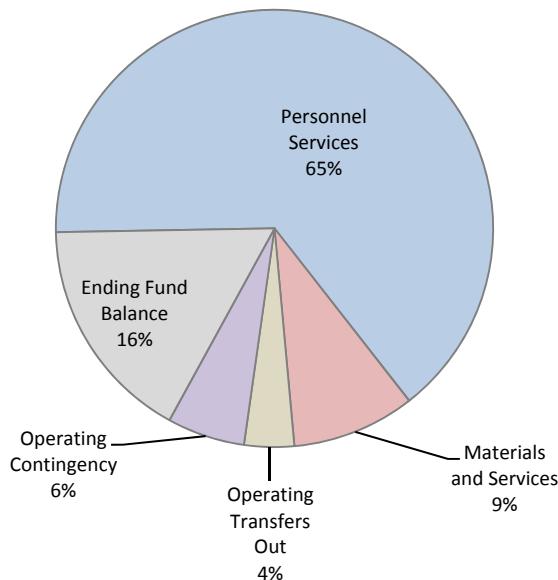
General Fund, continued

GENERAL FUND RESOURCES BY BUDGET CATEGORY



Resources	2010-11 Budget	Percent of Budget
Beginning Fund Balance	\$32,090,296	31.54%
Taxes to be Levied	67,443,676	66.28%
Previously Levied Taxes	1,219,729	1.20%
Taxes in Lieu of Property Taxes	12,353	<0.1%
Interest on Investments	294,791	0.29%
Interest on Property Tax	34,440	<0.1%
Contract Revenue	168,600	0.17%
Program Revenue	266,460	0.26%
Regional Hazmat Responses	5,500	<0.1%
Special Service Charges	50,319	<0.1%
Training Classes	28,710	<0.1%
Rental Income	122,779	0.12%
Miscellaneous Revenue	22,500	<0.1%
Total Resources	\$101,760,153	100.00%

GENERAL FUND REQUIREMENTS BY BUDGET CATEGORY



Requirements	2010-11 Budget	Percent of Budget
Personnel Services	\$65,857,483	64.72%
Materials and Services	9,365,775	9.20%
Operating Transfers Out	3,756,398	3.69%
Operating Contingency	5,838,104	5.74%
Ending Fund Balance	16,942,393	16.65%
Total Requirements	\$101,760,153	100.00%

General Fund, continued

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

Requirements	Personnel Costs	Materials & Services	Other	2010-11 Budget
Command Directorate				
Board of Directors		\$117,310		\$117,310
Civil Service Commission	\$96,091	30,403		126,494
Fire Chief's Office	2,606,774	434,236		3,041,010
Emergency Management	152,522	22,074		174,596
Total Command Directorate	2,855,387	604,023		3,459,410
Business Operations Directorate				
Human Resources	829,522	129,205		958,727
Planning	608,501	170,233		778,734
Logistics	371,501	80,316		451,817
Fleet Maintenance	1,302,627	654,065		1,956,692
Facilities Maintenance	879,370	799,325		1,678,695
Information Technology	1,240,581	892,831		2,133,412
Communications	461,242	1,748,437		2,209,679
Supply	492,222	194,133		686,355
Media Services	254,632	13,031		267,663
Total Business Operations Directorate	6,440,198	4,681,576		11,121,774
Finance Directorate				
Finance	1,257,464	534,945		1,792,409
Total Finance Directorate	1,257,464	534,945		1,792,409
Integrated Operations Directorate				
North Integrated Operations	17,527,662	612,621		18,140,283
Central Integrated Operations	15,482,307	643,395		16,125,702
South Integrated Operations	12,734,573	540,779		13,275,352
EMS/Health/Wellness	1,396,897	711,172		2,108,069
Training/Safety	1,207,207	277,162		1,484,369
External Training	23,777	11,100		34,877
Recruits	1,526,515	168,425		1,694,940
Integrated Operations Administration	101,730	364,898		466,628
Volunteer Program	64,550	208,079		272,629
Relief Pool Personnel	5,239,217	7,600		5,246,817
Total Integrated Operations Directorate	55,304,435	3,497,231		58,849,665
Non-Organizational				
Operating Transfers Out			\$3,756,398	3,756,398
Operating Contingency			5,838,104	5,838,104
Ending Fund Balance			16,942,393	16,942,393
Total Requirements	\$65,857,483	\$9,365,775	\$26,536,895	\$101,760,153

General Fund, continued

GENERAL FUND PERSONNEL SUMMARY

Program	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	5.50	9.50	9.50	13.00	3.50
Emergency Management	1.00	1.00	1.00	1.00	0.00
Total Command Directorate	6.50	10.50	10.50	14.00	3.50
Business Operations Directorate					
Human Resources	6.00	6.00	6.00	6.00	0.00
Planning	0.00	0.00	0.00	5.00	5.00
Logistics	7.00	5.00	6.00	3.00	(3.00)
Fleet Maintenance	10.00	10.00	10.00	11.00	1.00
Facility Maintenance	7.00	7.00	9.00	8.00	(1.00)
Information Technology	8.00	9.00	9.00	9.00	0.00
Communications	3.00	4.00	4.00	4.00	0.00
Supply	4.25	4.50	5.00	5.00	0.00
Media Services	1.50	1.50	2.00	2.00	0.00
Total Business Operations Directorate	46.75	47.00	51.00	53.00	2.00
Finance Directorate					
Finance	7.00	7.50	10.50	9.50	(1.00)
Total Finance Directorate	7.00	7.50	10.50	9.50	(1.00)
Integrated Operations Directorate					
North Integrated Operations	0.00	0.00	0.00	12.00	12.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00	0.00
Station 61 (Butner Road)	16.00	16.00	14.00	14.00	0.00
Station 62 (Aloha)	16.00	16.00	14.00	13.00	(1.00)
Station 64 (Somerset)	12.00	12.00	12.00	12.00	0.00
Station 65 (West Slope)	9.00	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	21.00	24.00	25.00	1.00
Station 68 (Oak Hills) ⁽¹⁾	9.00	9.00	12.00	9.00	(3.00)
Central Integrated Operations	0.00	0.00	0.00	14.50	14.50
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	0.00
Station 35 (King City)	16.00	16.00	14.00	14.00	0.00
Station 50 (Walnut)	8.00	12.00	12.00	13.00	1.00
Station 51 (Tigard)	21.00	21.00	24.00	24.00	0.00
Station 53 (Progress)	16.00	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	0.00	10.38	10.38
Station 34 (Tualatin)	12.00	18.00	14.00	12.00	(2.00)
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00	0.00
Station 56 (Elligsen Road)	13.00	9.00	12.00	13.00	1.00
Station 57 (Mountain Road)	9.00	9.00	9.00	12.00	3.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00	0.00
Station 59 (Willamette)	9.00	9.00	12.00	12.00	0.00
EMS / Health / Wellness	6.00	6.00	6.00	9.00	3.00
Training/Safety, External Training & Recruits	17.50	16.20	14.20	17.00	2.80
Integrated Operations Admin. (reorganized)	16.00	15.00	16.00	0.00	(16.00)
Relief Pool Personnel	36.00	36.00	36.50	42.00	5.50
Total Integrated Operations Directorate	328.50	333.20	337.70	369.88	32.18
Community Services (reorganized)	5.00	5.00	5.00	0.00	(5.00)
Fire Prevention (reorganized)	23.75	23.75	22.38	0.00	(22.38)
Total Full-Time Equivalents (FTE)	417.50	426.95	437.08	446.38	9.30

⁽¹⁾ These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 per shift).

⁽²⁾ In addition two Battalion Chiefs are anticipated to be funded by the SAFER grant award. If approved and accepted, the total FTE's in the South Operating Center would increase to 12.38.

General Fund, continued

NON-ORGANIZATIONAL

Operating Transfers

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

Fund	2010-11 Budget
Capital Improvements Fund	\$3,109,354
Emergency Management Fund	57,019
Grants Fund	93,614
Retiree Medical Insurance Stipend Fund	83,285
Pension Trust Fund	373,852
Volunteer LOSAP Fund	39,274
Total Transfers	\$3,756,398

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 2010-11, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2011-12.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$16,942,393. 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 2011-12 fiscal year.

General Fund

		Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5001	Salaries & Wages Union	19,721,524	19,621,429	22,890,165	24,029,607	24,029,607	24,029,607
5002	Salaries & Wages Nonunion	5,857,670	6,367,794	8,142,675	8,421,989	8,421,989	8,421,989
5003	Vacation Taken Union	2,528,064	2,665,510	2,966,214	2,990,799	2,990,799	2,990,799
5004	Vacation Taken Nonunion	440,404	479,168	804,269	819,522	819,522	819,522
5005	Sick Leave Taken Union	611,486	672,289	928,865	944,504	944,504	944,504
5006	Sick Taken Nonunion	127,495	112,459				
5007	Personal Leave Taken Union	275,377	298,292				
5008	Personal Leave Taken Nonunion	51,371	43,090				
5010	Comp Taken Nonunion	16,392	18,543				
5015	Vacation Sold	127,207	134,838	290,245	271,555	271,555	271,555
5016	Vacation Sold at Retirement	113,255	109,499	222,127	211,626	211,626	211,626
5017	PEHP Vac Sold at Retirement	239,629	235,857	218,803	220,777	220,777	220,777
5020	Deferred Comp Match Union	342,108	350,840	462,958	1,009,648	1,009,648	1,009,648
5021	Deferred Comp Match Nonunion	115,659	114,091	237,409	235,287	235,287	235,287
5030	Volunteer Incentive/Reimburse	64,480	57,850	120,000			
5041	Severance Pay		21,667				
5101	Vacation Relief	2,234,168	2,873,976	2,125,385	2,755,279	2,755,279	2,755,279
5102	Duty Chief Relief	113,640	192,123	199,016	286,576	286,576	286,576
5105	Sick Relief	533,623	594,545	484,393	482,972	482,972	482,972
5110	Personal Leave Relief	320,756	370,782	309,414	308,505	308,505	308,505
5115	Vacant Slot Relief	634,449	785,452				
5118	Standby Overtime	25,493	26,575	19,816	20,149	20,149	20,149
5120	Overtime Union	788,909	1,049,081	871,220	774,194	774,194	774,194
5121	Overtime Nonunion	52,655	51,839	60,284	60,474	60,474	60,474
5123	Comptime Sold Nonunion	760	1,661				
5201	PERS Taxes	6,337,187	6,784,216	7,832,355	8,863,547	8,863,547	8,863,547
5203	FICA/MEDI	2,508,835	2,647,622	3,160,240	3,428,606	3,428,606	3,428,606
5206	Worker's Comp	896,929	812,588	955,275	1,158,026	1,158,026	1,158,026
5207	TriMet/Wilsonville Tax	215,119	231,638	278,339	314,541	314,541	314,541
5208	OR Worker's Benefit Fund Tax	13,940	13,921	32,890	32,370	32,370	32,370
5210	Medical Ins Union	4,057,378	4,352,432	5,005,243	5,556,532	5,556,532	5,556,532
5211	Medical Ins Nonunion	800,955	902,097	1,403,526	1,595,317	1,595,317	1,595,317
5220	Post Retire Ins Union	179,308	194,700	195,288	197,400	197,400	197,400
5221	Post Retire Ins Nonunion	76,466	93,373	94,050	98,550	98,550	98,550
5230	Dental Ins Nonunion	120,570	127,579	191,778	222,051	222,051	222,051
5240	Life/Disability Insurance	85,336	91,472	108,820	124,300	124,300	124,300
5250	Unemployment Insurance	28,090	36,099	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	9,695	7,268	11,670	11,070	11,070	11,070
5270	Uniform Allowance	140,638	123,125	162,566	192,404	192,404	192,404
5280	Physical Exams/Shots	64,506	20,151				
5290	Employee Tuition Reimburse	47,286	54,063	95,400	124,986	124,986	124,986
5295	Vehicle Allowance	60,480	53,999	76,080	76,320	76,320	76,320
Total Personnel Services		50,979,290	53,795,595	60,974,778	65,857,483	65,857,483	65,857,483
5300	Office Supplies	61,554	62,731	88,730	76,263	76,263	76,263
5301	Special Department Supplies	195,061	169,774	230,637	236,488	236,488	244,838
5302	Training Supplies	81,325	89,744	140,099	107,375	107,375	107,375
5303	Physical Fitness	8,751	9,472	13,000	7,000	7,000	7,000
5304	Hydrant Maintenance	3,998	7,500	5,000	5,000	5,000	5,000
5305	Fire Extinguisher	4,932	3,031	6,414	12,185	12,185	12,185
5306	Photography Supplies & Process	1,386	1,362	5,715	500	500	500
5307	Smoke Detector Program	451	5,401	5,500	4,200	4,200	4,200
5311	Haz Mat Materials In Area	1,193	475	1,530	1,530	1,530	1,530

General Fund

		Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5315	Haz Mat Respon Out of Area			2,040	2,000	2,000	2,000
5320	EMS Supplies	218,928	215,320	250,155	266,760	266,760	266,760
5321	Fire Fighting Supplies	163,097	172,957	213,115	141,079	141,079	141,079
5323	Food Service	31,130	23,251	33,170	4,500	4,500	4,500
5325	Protective Clothing	98,120	44,464	122,283	121,440	121,440	169,440
5330	Noncapital Furniture & Equip	112,923	139,545	122,460	137,597	137,597	159,162
5340	Software Expense/Upgrades	56,185	54,930	35,606	16,400	16,400	16,900
5350	Apparatus Fuel/Lubricants	337,580	268,397	374,076	365,805	365,805	365,805
5361	M&R Bldg/Bldg Equip & Improv	579,607	682,816	562,735	748,105	748,105	748,105
5362	UST Expense		9,618		12,000	12,000	12,000
5363	Vehicle Maintenance	445,268	471,865	539,120	524,094	524,094	524,094
5364	M&R Fire Communic Equip	53,915	42,612	17,800	32,060	32,060	32,060
5365	M&R Firefight Equip	105,689	98,797	201,750	97,660	97,660	97,660
5366	M&R EMS Equip	17,933	39,183	35,182	37,575	37,575	37,575
5367	M&R Office Equip	46,825	49,205	80,324	124,994	124,994	124,994
5368	M&R Computer Equip & Software	436,735	465,102	539,812	481,677	481,677	476,177
5400	Insurance Premium	228,950	257,762	283,500	309,050	309,050	309,050
5410	General Legal	172,528	299,966	178,150	195,055	195,055	195,055
5411	Collective Bargaining	45,338	22,111	20,000	30,000	30,000	30,000
5412	Audit & Related Filing Fees	41,508	20,798	44,185	44,185	44,185	44,185
5413	Consultant Fees	139,185	187,003	175,700	195,700	195,700	195,700
5414	Other Professional Services	451,067	439,216	632,482	755,913	755,913	755,913
5415	Printing	50,043	41,356	79,591	81,030	81,030	81,030
5416	Custodial & Bldg Services	47,474	47,837	66,300	118,300	118,300	118,300
5417	Temporary Services	38,315	124,102	374,718	279,468	279,468	279,468
5418	Trustee/Administrative Fees	15,291	13,209	17,843	22,840	22,840	22,840
5419	Chaplains Reimbursement	14,364	16,882	18,500	18,500	18,500	18,500
5420	Dispatch	1,235,954	1,207,347	1,351,243	1,392,222	1,392,222	1,392,222
5421	BOD Allowance	3,550	4,164	4,500	4,500	4,500	4,500
5430	Telephone	277,185	265,923	334,593	272,178	272,178	272,178
5432	Natural Gas	145,967	157,852	156,809	155,035	155,035	155,035
5433	Electricity	287,101	297,765	327,503	399,296	399,296	399,296
5434	Water/Sewer	89,973	95,004	116,079	130,685	130,685	130,685
5436	Garbage	41,060	42,125	52,685	56,830	56,830	56,830
5437	Cable Access	217,894	260,533	282,702	295,758	295,758	295,758
5445	Rent/Lease of Building	102,453	99,045	101,152	101,000	101,000	101,000
5450	Rental of Equip	15,334	20,327	24,890	17,830	17,830	17,830
5461	External Training	88,074	84,798	135,167	117,300	117,300	114,285
5462	Travel and Per Diem	122,696	130,459	166,349	155,586	155,586	150,186
5471	Citizen Awards	2,954	4,103	2,650	5,425	5,425	5,425
5472	Employee Recog & Awards	15,166	17,317	23,850	19,900	19,900	19,900
5473	Employ Safety Pro & Incent	3,095	9,565		13,000	13,000	13,000
5474	Volunteer Awards Banquet	8,303	7,852	8,200	9,500	9,500	9,500
5480	Community Events/Open House	18,043	16,250	26,455	16,700	16,700	16,700
5481	Community Education Materials	60,700	36,485	31,978	28,478	28,478	28,478
5484	Postage, UPS & Shipping	40,069	65,211	56,706	60,275	60,275	60,275
5500	Dues & Subscrip	41,371	57,087	61,094	57,349	57,349	57,349
5501	Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502	Certification & Licensing	2,535	31,780	3,890	35,840	35,840	35,840
5570	Misc Business Exp	45,772	40,608	54,661	85,790	85,790	85,790
5571	Planning Retreat Expense	6,573	5,077	7,600	10,450	10,450	10,450
5572	Advertis/Public Notice	46,242	31,306	63,621	61,570	61,570	61,570
5573	Inventory Over/Short/Obsolete	1,515	241	3,700	5,500	5,500	5,500

General Fund

		Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5574	Elections Expense		126,851		65,000	65,000	65,000
5575	Laundry/Repair Expense		73,105	80,657	136,815	105,950	105,950
	Total Materials and Services	7,307,332	7,801,526	9,060,114	9,301,275	9,301,275	9,365,775
5800	Transfer Out		2,764,125	3,265,453	5,020,016	3,756,398	3,756,398
	Total Operating Transfers Out	2,764,125	3,265,453	5,020,016	3,756,398	3,756,398	3,756,398
5900	Contingency			5,845,071	5,902,604	5,902,604	5,838,104
	Total Operating Contingency			5,845,071	5,902,604	5,902,604	5,838,104
5999	Budgeted Ending Fund Balance		30,880,694	32,752,110	15,841,721	16,942,393	16,942,393
	Total Ending Fund Balance	30,880,694	32,752,110	15,841,721	16,942,393	16,942,393	16,942,393
	Total General Fund	91,931,441	97,614,683	96,741,700	101,760,153	101,760,153	101,760,153

General Fund

Historical Data			Budget for Next Year 2010-11			
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$26,368,346	\$30,880,694	\$30,585,092	Beginning Fund Balance	\$32,090,296	\$32,090,296	\$32,090,296
1,028,297	1,195,813	1,090,920	Previously Levied Taxes	1,219,729	1,219,729	1,219,729
2,629	12,111	2,857	Taxes in Lieu of Property Tax	12,353	12,353	12,353
1,410,559	537,339	562,500	Interest on Investments	294,791	294,791	294,791
133,739	72,795	40,705	Interest on Property Tax	34,440	34,440	34,440
136,527	166,687	137,000	Program Revenue	266,460	266,460	266,460
532,307	317,051	270,000	Contract Revenue	168,600	168,600	168,600
9,597	33,099	5,500	Regional HazMat Response	5,500	5,500	5,500
50,629	49,848	45,440	Special Service Charges	50,319	50,319	50,319
47,601	43,612	54,897	Training Classes	28,710	28,710	28,710
112,705	117,860	91,500	Rental Income	122,779	122,779	122,779
641,668	230,529		Insurance Refund			
38,612	15,200		Donations and Grants			
693			Surplus Property			
53,365	89,483	13,000	Miscellaneous	22,500	22,500	22,500
30,567,274	33,762,121	32,899,411	Total Resources, Except Taxes to be Levied	34,316,477	34,316,477	34,316,477
		63,842,289	Taxes Necessary to Balance	67,443,676	67,443,676	67,443,676
61,364,167	63,852,563		Taxes Collected in Year Levied			
\$91,931,441	\$97,614,684	\$96,741,700	Total Resources	\$101,760,153	\$101,760,153	\$101,760,153

Historical Data			Budget for Next Year 2010-11			
Actual Second Preceding Year 2006-07	Actual First Preceding Year 2007-08	Adopted Budget This Year 2008-09	Requirements	Proposed by Budget Officer	Proposed by Budget Officer	Proposed by Budget Officer
\$50,979,290	\$53,795,595	\$60,974,778	Personnel Services	\$65,857,483	\$65,857,483	\$65,857,483
7,307,332	7,801,526	9,060,114	Materials and Services	9,301,275	9,301,275	9,365,775
2,764,125	3,265,453	5,020,016	Operating Transfers Out	3,756,398	3,756,398	3,756,398
		5,845,071	Operating Contingency	5,902,604	5,902,604	5,838,104
30,880,694	32,752,110	15,841,721	Ending Fund Balance	16,942,393	16,942,393	16,942,393
\$91,931,441	\$97,614,684	\$96,741,700	Total Requirements	\$101,760,153	\$101,760,153	\$101,760,153

Board of Directors

Fund 10 • Division 12 • Department 120

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Materials and Services	\$26,137	\$191,031	\$55,130	\$117,310
Total Expenditures	\$26,137	\$191,031	\$55,130	\$117,310

2010-11 SIGNIFICANT CHANGES

The significant increase in this budget is largely due to \$65,000 elections expense budgeted for Board Member election. Budgeted expenses include: \$3,180 legal expenses for monthly Board meetings and workshops, consultant fees of \$16,000 for cost sharing of a Washington County urbanization consultant to facilitate the process among Washington County governments, \$12,000 for legislative expenses, \$4,500 allowance for Board member meeting reimbursements, \$1,485 for Board Member conference registrations and \$4,600 in travel and per diem, and \$1,925 for dues and subscriptions for District membership fees to the Special Districts Association of Oregon and the Oregon Fire District Directors' Association, among others. Travel and Per Diem was increased to reflect travel to the national Commission on Fire Accreditation International meeting in August 2010. Advertising costs were increased to \$4,940 to allow for a greater number of joint city and District board meetings.

STATUS OF 2009-10 SERVICE MEASURES

- **Provide policy direction to the District** representing the interests of the taxpayers.

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:	Continuous. In addition to the regular Board policy review conducted throughout the year, the Board participated in a special work session where staff sought their direction on concepts for future service models.

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

Goal(s):	VII, VIII
Service Type(s):	Essential
Measured By:	Action upon request.
Status or Outcome:	Participation in Phase I complete. Phase II in progress with regional partners focusing on unincorporated urbanized areas.

Board of Directors, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- **Provide direction to the District** on the Command and Business Operations Center relocation project.

Goal(s): VII
Service Type(s): Essential
Measured By: Action upon request.
Status or Outcome: Ongoing dialogue.

- **Provide direction to the District** relative to state and federal legislative initiatives with potential impact on the District.

Goal(s): VII
Service Type(s): Essential
Measured By: Action upon request.
Status or Outcome: Continuous.

- **Provide orientation and training** to any new Board Members.

Goal(s): VI
Service Type(s): Essential
Measured By: Action upon request.
Status or Outcome: Completed.

STATUS OF 2009-10 CHANGE STRATEGIES

- None

2009-10 ADDITIONAL ACCOMPLISHMENTS

- Welcomed the first new Board Member in nine years – Mr. Gordon Hovies was elected to Position 3 and joined the Board in July 2009.
- Board Member Gearin completed multiple years of service on the Special Districts Association of Oregon (SDAO) Board of Directors. Subsequently, Board Member Balfour was elected to serve on the SDAO Board.
- Accepted retirement of the Fire Chief/Administrator to occur August 31, 2010, and appointed the District's next Fire Chief/Administrator effective September 1, 2010.

Board of Directors, continued

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.

- **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.

Board of Directors

	Actual	Actual	Budget	Budget	Budget	Budget
	Prior	Prior	Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10120 General Fund						
5300 Office Supplies	41	87	100	100	100	100
5301 Special Department Supplies	224	165	100	100	100	100
5410 General Legal	2,269	16,114	3,150	3,180	3,180	3,180
5413 Consultant Fees	12,000	27,634	33,000	28,000	28,000	28,000
5414 Other Professional Services		185				
5415 Printing	13					
5421 BOD Allowance	3,550	4,000	4,500	4,500	4,500	4,500
5461 External Training	190	2,039	2,600	4,500	4,500	1,485
5462 Travel and Per Diem	810	2,353	2,500	10,000	10,000	4,600
5484 Postage, UPS & Shipping	147					
5500 Dues & Subscrip	2,035	2,535	2,500	1,925	1,925	1,925
5570 Misc Business Exp	2,028	4,419	3,480	3,480	3,480	3,480
5572 Advertis/Public Notice	2,830	4,649	3,200	4,940	4,940	4,940
5574 Elections Expense		126,851		65,000	65,000	65,000
Total Materials and Services	26,137	191,031	55,130	125,725	125,725	117,310
Total General Fund	26,137	191,031	55,130	125,725	125,725	117,310

PROGRAM DESCRIPTION

This activity accounts for the Fire District 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$32,528	\$109,452	\$67,942	\$96,091
Materials and Services	36,068	40,083	37,050	30,403
Total Expenditures	\$68,596	\$149,535	\$104,992	\$126,494

2010-11 SIGNIFICANT CHANGES

The 2010-11 budget proposes funding for interviewing and hiring new firefighters for two academies as well as overtime for other promotional interviews. Highlights within Materials and Services represent funding of \$11,800 in Other Professional Services for the contract with the Chief Examiner of \$9,300; exam consultation fees of \$2,500; \$3,110 of Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements. Account 5471, Citizen Awards, \$2,775, provides nominal awards for nonemployee participants in the promotional and testing process. Miscellaneous Expenses, account 5671, in the amount of \$7,968 represents the anticipated number of meals provided to interview panels and assessment testers.

STATUS OF 2009-10 SERVICE MEASURES

- Civil Service Hiring and Promotion Processes

Goal(s): VI
Service Type(s): Mandatory
Measured By: Continue to refine and improve assessment centers in order to identify the best candidates to fill Civil Service vacancies.
Status or Outcome: Ongoing.

- Civil Service Job Descriptions

Goal(s): VI
Service Type(s): Mandatory
Measured By: After successfully implementing the firefighter job description, utilize that job description as the basis for all other line job descriptions.
Status or Outcome: Firefighter and firefighter/PM job description revisions completed and implemented. Addendums created for remaining line positions based on those primary job descriptions.

Civil Service Commission, continued

STATUS OF 2009-10 CHANGE STRATEGIES

- **Open and Continuous (“Live”) Firefighter Hiring List.** Continue to develop an open and continuous (“live”) firefighter hiring list.

Goal(s): VI
Budget Impact: Possible increase in materials and services for third-party administrator.
Duration: Year 3 of 4
Budget Description: Negotiate costs for third party administration of regional consortium for firefighter testing.
Partner(s): Operations
Status or Outcome: Year 3 of 4 completed, with improved understanding of structure of partnership with third party and cost framework.

- **Begin station personnel training on how to conduct difficult conversations** in order to build trust and create a safe environment to discuss differences.

Goal(s): V
Budget Impact: Increase required as it relates to developing a more comprehensive diversity and outreach plan.
Duration: Year 1 of 1
Budget Description: Station-to-station training with a Battalion Chief and a Local 1660 representative on how to have differences of opinion and hold difficult conversations while building trust and keeping the work environment safe to have those discussions.
Partner(s): Operations, Local 1660
Status or Outcome: Behavioral Health Specialist has taught three classes to Battalion Chiefs who have, in turn, taught these topics to their respective staff. A fourth class will be completed by the end of the fiscal year. More classes will be taught in FY 2011.

- **Civil Service Rules Update.** Revise Civil Service rules to reflect changes in hiring methods.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 3 of 3
Budget Description: No budget impact is expected.
Partner(s): Operations
Status or Outcome: Project is in final phase of three phases, and adoption of revisions will be complete by end of this fiscal year.

Civil Service Commission, continued

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Began project to update all Prevention Division Civil Service class specifications (job descriptions).
- Discovered Civil Service Commissioner reappointments not formally made by Board. Brought action to the Board to rectify.

2010-11 SERVICE MEASURES

	FY 06-07	FY 07-08	FY 08-09	FY 09-10 estimated	FY 10-11 projected
Number of Civil Service selection processes completed	n/a	11	9	3	11
Number of Civil Service examinations (to develop eligible lists)	n/a	7	8	2	9
Number of Civil Service Commission meetings	4	3	3	5	4
Number of appeals heard before Commission	0	0	1	0	1

- **Complete and implement Civil Service job descriptions.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Completion and implementation of remaining Integrated Operations line job descriptions, using firefighter as basis.

- **Reappoint commissioners with expiring terms.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Board approval of reappointments.

- **Recruit new Civil Service commissioner.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Board appointment of new commissioner.

- **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.

Civil Service Commission, continued

2010-11 CHANGE STRATEGIES

- **Open-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.
Duration: Likely significant decrease in union overtime costs.
Budget Description: Year 4 of 4
Partner(s): Ongoing negotiation with third party vendor for cost framework.
Integrated Operations

- **Civil Service Commissioner examination orientation.**

Goal(s): VI
Budget Impact: No budget impact is expected.
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.

Civil Service Commission

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10110 General Fund						
5002 Salaries & Wages Nonunion	62	77				
5102 Duty Chief Relief		5,295	5,000	18,655	18,655	18,655
5120 Overtime Union	24,466	78,174	46,600	53,630	53,630	53,630
5121 Overtime Nonunion	280	1,100	400	1,000	1,000	1,000
5201 PERS Taxes	4,695	15,995	9,973	14,630	14,630	14,630
5203 FICA/MEDI	1,733	6,384	4,024	5,607	5,607	5,607
5206 Worker's Comp	1,133	1,863	1,525	1,979	1,979	1,979
5207 TriMet/Wilsonville Tax	151	532	353	492	492	492
5208 OR Worker's Benefit Fund Tax	8	32	67	98	98	98
Total Personnel Services	32,528	109,452	67,942	96,091	96,091	96,091
5300 Office Supplies	10	97	250	250	250	250
5301 Special Department Supplies	861	1,823	1,000			
5302 Training Supplies		56				
5323 Food Service	3,059	3,588	1,000			
5410 General Legal				2,000	2,000	2,000
5414 Other Professional Services	22,274	28,457	25,800	11,800	11,800	11,800
5415 Printing	750	268	1,000	1,000	1,000	1,000
5445 Rent/Lease of Building	4,200	1,500				
5450 Rental of Equip	800	128	500			
5462 Travel and Per Diem	75	51	1,500	1,500	1,500	1,500
5471 Citizen Awards	684	914	500	2,775	2,775	2,775
5484 Postage, UPS & Shipping	9		250			
5570 Misc Business Exp	486	335	250	7,968	7,968	7,968
5572 Advertis/Public Notice	2,860	2,866	5,000	3,110	3,110	3,110
Total Materials and Services	36,068	40,083	37,050	30,403	30,403	30,403
Total General Fund	68,596	149,535	104,992	126,494	126,494	126,494

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Fire Chief's Office

Fund 10 • Division 15 • Department 150

PROGRAM DESCRIPTION

This budget category includes the traditional operations of the Fire Chief/Administrator's office and now 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$679,273	\$1,052,484	\$1,854,529	\$2,606,774
Materials and Services	259,508	430,781	309,960	434,236
Total Expenditures	\$938,781	\$1,483,265	\$2,164,489	\$3,041,010

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	0.00	0.00	0.00	1.00
Chief Financial Officer	0.00	0.00	0.00	1.00
Assistant Chief	0.00	2.00	2.00	2.00
Executive Officer	1.00	0.00	1.00	1.00
Division Chief	0.00	2.00	1.00	0.00
Project Coordinator	0.00	1.00	1.00	0.00
Fire Marshal	0.00	0.00	0.00	1.00
Director Community Services	0.00	0.00	0.00	1.00
Business Manager	0.00	0.00	0.00	1.00
Partnership and Public Information Manager	0.00	0.00	0.00	1.00
Records Specialist	0.00	0.00	0.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	0.00
Administrative Assistant I	0.50	0.50	0.50	0.00
Total Full-Time Equivalents (FTE)	5.50	9.50	9.50	13.00

Fire Chief's Office, continued

2010-11 SIGNIFICANT CHANGES

This department's budget reflects the newly announced reorganization for future operations of the District. The position of Deputy Chief is formalized for the 2010-11 budget and is offset by a reduction in the budgeted Division Chief of the prior year. The Project Coordinator was transferred to the newly created Planning Division. The Fire Marshal was transferred out of the former Fire Prevention department budget. The Director of Community Services and Partnership and Public Information Manager were transferred out of the former Community Services department budget. The Operations Business Manager and Records Specialist were transferred from the former Emergency Operations Administration. One and a half Administrative Assistants were transferred to the new Central Operations Center to support the District's Command Center.

Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413, provide for the District's fire service lobbying contract, and 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 meetings, and national conferences for the command staff. Account 5484, Postage, contains \$34,000 for District-wide annual publication of "Safety Matters".

STATUS OF 2009-10 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 (e.g., SIEC/OWIN, regional and county urbanization processes, BUG, UASI, WCCCA, OCEM, etc.).

Goal(s):	I, VII
Service Type(s):	Management
Measured By:	Meeting attendance, active partnerships with specific positive financial/operational impact, and action taken upon request of intergovernmental partners.
Status or Outcome:	Ongoing. The level of cooperation in intergovernmental initiatives continues to be high. Examples of initiatives staff participated in include: the organization of local government GIS resources as a subgroup in the structure of the countywide broadband users group (BUG); aiding in WCCCA's development of the regional CAD system; discussions with Clackamas County Fire District #1 to outline future resource sharing and program cooperation; and participation in efforts to secure legislative support and funding for Phase II of the Oregon Wireless Interoperability Network (OWIN) project.

- **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:	Completion of bond projects on time and within budget.
Status or Outcome:	Ongoing. The District reached the 50 percent benchmark on all planned bond projects. Reconstruction of Stations 58, 59, and 53 is on target for completion within the fiscal year on time and significantly under budget due to a better than anticipated construction market. Construction is in progress to upgrade Station 34 and design development is in progress for upgrades to Stations 68 and the rebuild of Station 56 to incorporate the South Operating Center. Design development for the new Command and Business Operations Center (CBOC) is complete and seismic remodeling and tenant improvements are in progress.

Fire Chief's Office, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- Direct the annual Strategic Plan update.

Goal(s): VI
Service Type(s): Management
Measured By: Goal report cards and call to actions updated.
Status or Outcome: Complete. Staff updated the report cards and related calls to action during the annual goal validation session in January 2010. Subsequently, the updates were presented to the Board of Directors.

- Direct the District's accreditation process to include the annual compliance reporting and the re-accreditation self-assessment and peer review team site visit coordination.

Goal(s): VI
Service Type(s): Management
Measured By: Submittal of requisite self-assessment documentation in February 2010; submittal of annual compliance report by July 2009 due date; and site visit scheduled, conducted, and peer review team's post-visit report/recommendations received.
Status or Outcome: Complete. Staff submitted the annual compliance report in July 2009 and the self-assessment documentation in February 2010. The District is awaiting the scheduling of the site visit.

STATUS OF 2009-10 CHANGE STRATEGIES

- Residential sprinklers – Explore pros, cons, and potential tradeoffs for residential sprinklers in all residential new construction through a partnership with the Homebuilders Association.

Goal(s): I, VII
Budget Impact: Increase Required
Duration: Year 3 of 4
Budget Description: Increase needed to continue professional data collection and analysis services.
Partner(s): Fire Prevention, Homebuilders Association
Status or Outcome: Complete. Staff is working with local building officials and the Homebuilders Association to implement tradeoffs based on research conducted during the fiscal year.

- Urban renewal strategies and alternatives – Continue discussion and research with other government partners on urban renewal effects and ways to mitigate negative impacts on the District.

Goal(s): VIII
Budget Impact: Increase Required
Duration: Year 4 of 5
Budget Description: Costs associated with counsel and professional consultation services regarding urban renewal.
Partner(s): Board of Directors, Finance, other governmental agencies
Status or Outcome: Complete. HB 3056 was voted into law during the state legislative session, changing the manner by which urban renewal is managed in Oregon and giving more predictability to the District's revenue. The Executive Officer serves as the co-chair of the statewide Urban Renewal Oversight Group.

Fire Chief's Office, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Impact national strategies on volunteer compensation and ADA issues** – Develop strategies for federal legislative action. Work with IAFC, WFCA, and OFCA on a coordinated effort.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 2 of 3
Budget Description: Staff time to explore, give testimony to, and inform legislator as it relates to these issues.
Partner(s): Finance, Logistics, IAFC, WFCA, OFCA, state legislatures, and Oregon's U.S. congressional delegates
Status or Outcome: Continuing. Both issues have been elevated to and are being debated at the federal level. Implementation of volunteer compensation reform looks favorable. The ADA issue remains stalled due to installation of the new presidential administration.

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

Goal(s): III, VII
Budget Impact: Resource Neutral
Duration: Year 3 of 3
Budget Description: Staff time
Partner(s): Logistics, Emergency Management, Washington County, OCEM, Oregon Fire Chiefs Association, Oregon Office of State Fire Marshal, Oregon Department of Forestry, county fire defense boards
Status or Outcome: Continuing. Existing IMT teams are transitioning to multi-agency teams as part of the ongoing IMET process.

- **Strategies for improved major projects coordination and planning** – Develop and institute strategies designed to refine District-wide planning and oversight for major/significant projects to improve coordination, balance workloads, and reduce overlap.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 3
Budget Description: Staff time
Partner(s): All Division Managers
Status or Outcome: Continuing. Significant work has been done and continues to streamline projects and processes both internal and external to the District. Collaborative initiatives with neighboring fire agencies are being formalized to further increase coordination and efficiencies.

Fire Chief's Office, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Impact local, regional, and statewide interoperable radio and data solutions** – Wherever possible, actively participate in and advocate for initiatives that improve radio and data communications interoperability, provide opportunities to create efficiencies, and to share costs, resources and infrastructure. [NOTE: The strategy combines three related change strategies from FY08-09 to eliminate duplication.]

Goal(s):	VII
Budget Impact:	Resource Neutral
Duration:	Year 2 of 5
Budget Description:	Staff time
Partner(s):	Logistics (Communications/Information Technology), WCCCA, BUG, UASI, SIEC, OWIN, Public Safety Spectrum Trust, and other regional communications/data initiatives
Status or Outcome:	Continuing. The Fire Chief continued serving as the Oregon SIEC Chair, directing statewide planning and legislative efforts that secured funding for Phase II of the OWIN project. As the IAFC President, the Fire Chief joined other national public safety associations to advocate to the FCC and members of Congress for spectrum allocation for a national public safety broadband network.

2009-10 ADDITIONAL ACCOMPLISHMENTS

- The Fire Chief served as the IAFC President and Chairman of the Board, as the Oregon SIEC Chair, as a member of the Governor's Homeland Security Council, and as a member the Oregon Broadband Advisory Council.
- Contracted with WCCCA for a TVF&R Assistant Chief to provide interim executive management services.
- Further implemented succession planning at the executive management level, increasing the Deputy Chief's responsibility for and leadership of the District's daily business operations.
- Evaluated a financial forecast through fiscal year 2017.
- Convened the Chiefs' Think Tank – a forum to discuss proposed future health/wellness initiatives and service provision concepts with community business leaders and industry experts.

SERVICE MEASURES

Service Measure	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Reaccreditation Achieved	n/a	n/a	✓	n/a
Accreditation Annual Report Submitted	✓	✓	n/a	✓
Strategic Plan Update	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓
Demographic/Population Study Update		✓	✓	✓

Fire Chief's Office, continued

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 Fire District.

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

- **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 CBOC and planning with some construction starting on Station 56/South Division, Station 68, and Station 65 this fiscal year.

2010-11 Change Strategies

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

Goal(s): I, VII
Budget Impact: Resource Neutral
Duration: Year 4 of 4
Budget Description: None
Partner(s): Fire Prevention, Homebuilders Association

- **Daily Physician Services** – Continue to explore alternatives to healthcare and emergency response definitive care for citizens in TVF&R 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, SHS, Finance, Human Resources, Strategic External Partners

- **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 only
Partner(s): Logistics, Emergency Management, Washington County, OCEM, Oregon Fire Chief's Association, Office of the Oregon State Fire Marshal, Oregon Department of Forestry, Fire Defense Boards

Fire Chief's Office

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10150 General Fund						
5002	Salaries & Wages Nonunion	401,379	630,232	982,878	1,402,586	1,402,586
5004	Vacation Taken Nonunion	32,622	69,172	97,179	131,718	131,718
5006	Sick Taken Nonunion	7,467	3,874			
5008	Personal Leave Taken Nonunion	8,268	3,480			
5010	Comp Taken Nonunion	3,147	3,089			
5015	Vacation Sold	17,129	30,959	71,398	59,012	59,012
5016	Vacation Sold at Retirement			87,442	43,333	43,333
5021	Deferred Comp Match Nonunion	16,828	17,359	29,874	39,471	39,471
5121	Overtime Nonunion	3,553	2,924	5,000	5,000	5,000
5201	PERS Taxes	85,303	139,914	249,942	318,663	318,663
5203	FICA/MEDI	30,223	44,369	99,669	134,149	134,149
5206	Worker's Comp	8,780	14,138	19,069	131,892	131,892
5207	TriMet/Wilsonville Tax	3,042	4,973	8,760	24,223	24,223
5208	OR Worker's Benefit Fund Tax	137	222	371	471	471
5211	Medical Ins Nonunion	45,194	57,743	133,798	205,899	205,899
5221	Post Retire Ins Nonunion	3,841	7,704	9,450	11,700	11,700
5230	Dental Ins Nonunion	6,641	7,818	19,149	28,897	28,897
5240	Life/Disability Insurance	4,343	7,183	10,620	13,000	13,000
5270	Uniform Allowance	176	272	1,130	1,000	1,000
5290	Employee Tuition Reimburse				14,000	14,000
5295	Vehicle Allowance	1,200	7,059	28,800	41,760	41,760
Total Personnel Services		679,273	1,052,484	1,854,529	2,606,774	2,606,774
5300	Office Supplies	747	766	1,000	1,000	1,000
5301	Special Department Supplies	1,490	815	1,600	1,200	1,200
5321	Fire Fighting Supplies		23			
5330	Noncapital Furniture & Equip	1,458	100			
5350	Apparatus Fuel/Lubricants	5,180	5,531	3,000	4,500	4,500
5400	Insurance Premium	444	1,027	2,150	3,650	3,650
5410	General Legal	170,258	283,102	175,000	189,875	189,875
5413	Consultant Fees	32,307	67,394	30,000	40,000	40,000
5414	Other Professional Services	2,200	21,373	35,000	43,265	78,265
5415	Printing	340	116			14,000
5417	Temporary Services	4,883				
5421	BOD Allowance		150			
5430	Telephone		762			
5461	External Training	2,364	5,574	5,725	7,090	7,090
5462	Travel and Per Diem	16,778	20,930	26,490	25,651	25,651
5471	Citizen Awards	1,515	1,937	1,300	1,300	1,300
5472	Employee Recog & Awards	4,595	2,020	6,000	5,000	5,000
5480	Community Events/Open House					4,300
5484	Postage, UPS & Shipping	662	110	200	200	200
5500	Dues & Subscrip	6,995	11,837	13,995	14,255	14,255
5570	Misc Business Exp	4,466	5,327	6,500	5,000	5,000
5571	Planning Retreat Expense	2,825	1,842	2,000	2,000	2,000
5575	Laundry/Repair Expense		44			
Total Materials and Services		259,507	430,780	309,960	343,986	434,236
Total General Fund		938,780	1,483,264	2,164,489	2,950,760	3,041,010

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Emergency Management

Fund 10 • 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, exercising, 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$126,386	\$137,558	\$161,105	\$152,522
Materials and Services	33,499	16,402	31,949	22,074
Total Expenditures	\$159,885	\$153,960	\$193,054	\$174,596

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2010-11 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. Materials and Services costs reflect funding for supplies in account 5301 for emergency preparedness, such as seismic restraint devices. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

Emergency Management, continued

STATUS OF 2009-10 SERVICE MEASURES

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

Goal(s):	III, VII
Service Type(s):	Mandatory, Essential
Measured By:	Participation in exercise development to incorporate TVF&R needs, in coordination with member cities and other local and state agencies; development of evaluation tools to capture measurable objectives; generation of Corrective Action Plan with defined action items and responsible parties.
Status or Outcome:	The District conducted a fullscale earthquake exercise in April 2010 (scheduled for October 2009, but postponed due to resource demands related to H1N1 pandemic). This was the first fullscale opportunity to test improvements related to previous exercises and real events, including implementation of disaster tactical communications plan. This was the last exercise in the Aloha FOC, but lessons and recently developed systems will be applicable/transferrable to the new FOC in CBOC.

STATUS OF 2009-10 CHANGE STRATEGIES

- **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 2 of 3. Continuation of multi-year effort that will have to be maintained as standard practice. 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:	Participating entities agreed on final wording for a Multi-Agency Coordination Group compact in December 2009, pending signatures and promulgation. District EOP and SOG updates reflect IMET principles. Operational implementation awaits governance and additional training development; no training or operational changes have occurred since the April 2009 orientation.

Emergency Management, continued

STATUS OF 2009-10 CHANGE STRATEGIES - CONTINUED

- **Implement IMT transition and succession plan.** Incorporate additional external members (part of IMET implementation), finalize deployment protocols, and institutionalize greater Operations role.

Goal(s):	III, VI, VII
Budget Impact:	Increase required
Measured By:	Continued addition of new non-TVF&R members; development of multi-year training plan consistent with national NIMS and AHIMT guidelines (some of which still await release); adoption of process to identify and prioritize team-members for external training, shadowing, and deployment; greater definition of Operations IMT liaison and sustainable Operations assignment (including determining position duration); and initiation of transition to county-managed program (per IMET).
Budget Description:	Position-specific and compliance training will generate substantial overtime for attendees (reflected in budget).
Partner(s):	OCEM, District cities, possibly Clackamas County agencies
Status or Outcome:	The District has decided not to pursue formal credentialing as a Type-3 IMT, noting substantial training costs and lack of need for such credentialing for in-state response. Several IMT members have participated in new all-hazard, position-specific courses, however. Although some external members have been added over the past two years, and multiple agencies have been solicited on multiple occasions, most agencies are reluctant to make additional commitments based on current and projected resource demands, and some appear to be cutting back. Likely additional external members will come from the District's southern cities, but true regional integration is likely several years off. Internally, IMT staffing patterns have evolved to meet needs with changes in structure and staffing affecting every function. District members participated in the first ODF Shadow opportunity since 2003, responding to a wildland fire in August 2009.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Coordinated portions of District-wide H1N1 response and maintained liaison with local, regional, and state response organizations.
- Completed substantial revisions and updates of District Emergency Operations Plan (EOP) and related SOGs, incorporating lessons from previous exercises and actual events.
- Completed follow-up to District Employee Preparedness Survey (spring 2008) by creating District-operated emergency texting service for employee/family personal cell phones/pagers; researched and presented preparedness tools for employees, focusing on family emergency communications; reinforced with letter home to all employees, District TV video, and providing material for Duty Chiefs and other managers to take to employees.
- Completed design for new FOC in CBOC and contributed to other aspects of CBOC design.
- Provided more than 400 employee-hours of training for FOC operations, preparedness and response.

Emergency Management, continued

2010-11 SERVICE MEASURES

Service Measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
State earthquake drill requirement met	✓	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓	✓
Exercises: small/single IMT	5	7	4	7	5
Exercises: IMT+MCO or multi-IMT	7	3	2	3	2
District-wide exercise	*	2	**	✓	1

* No District-wide exercise in FY07 due to TOPOFF national exercise being moved to 10/07.

** Real-life FOC/BHQ activation for 12/08 winter storm; District-wide exercise postponed to FY10.

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

Goal(s): III, VII
Service Type(s): 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.

2010-11 CHANGE STRATEGIES

- Establish new FOC 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
Duration: One year, although improvements in instructions, floor plan, and training may extend into second year, but 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)

Emergency Management, continued

2010-11 CHANGE STRATEGIES - CONTINUED

- **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
Duration: Two years: integration planning and initial training are first-year activities, with completion tied to South Operating Center opening.
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

- **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

Emergency Management

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10750 General Fund						
5002	Salaries & Wages Nonunion	75,335	76,873	78,983	78,973	78,973
5004	Vacation Taken Nonunion	1,635	4,953	7,811	7,811	7,811
5006	Sick Taken Nonunion	1,486				
5008	Personal Leave Taken Nonunion	156				
5015	Vacation Sold	1,486	3,116	3,338	3,338	3,338
5021	Deferred Comp Match Nonunion	1,179	1,227	2,387	2,387	2,387
5102	Duty Chief Relief	1,092	476			
5120	Overtime Union	7,585	10,803	18,283	10,790	10,790
5121	Overtime Nonunion	67				
5201	PERS Taxes	16,800	18,221	21,008	20,618	20,618
5203	FICA/MEDI	6,022	7,027	8,476	7,902	7,902
5206	Worker's Comp	1,162	1,512	2,111	1,451	1,451
5207	TriMet/Wilsonville Tax	561	616	1,557	704	704
5208	OR Worker's Benefit Fund Tax	33	30	35	35	35
5211	Medical Ins Nonunion	8,899	9,602	13,392	14,557	14,557
5221	Post Retire Ins Nonunion	817	922	900	900	900
5230	Dental Ins Nonunion	1,193	1,201	1,824	2,056	2,056
5240	Life/Disability Insurance	878	979	1,000	1,000	1,000
Total Personnel Services		126,386	137,558	161,105	152,522	152,522
5300	Office Supplies	348	238	500	500	500
5301	Special Department Supplies	23,320	7,526	11,318	6,000	6,000
5302	Training Supplies	90	306	350	250	250
5306	Photography Supplies & Process			100	100	100
5320	EMS Supplies	34	88	50	50	50
5321	Fire Fighting Supplies	989	688	370	406	406
5325	Protective Clothing		151	968	810	810
5330	Noncapital Furniture & Equip	625		790	1,005	1,005
5350	Apparatus Fuel/Lubricants	663	477	750	590	590
5364	M&R Fire Communic Equip	491	874	1,000	1,000	1,000
5414	Other Professional Services	600	896	2,500	1,500	1,500
5415	Printing	906	712	1,500	2,530	2,530
5417	Temporary Services			2,250		
5461	External Training	35	570	725	575	575
5462	Travel and Per Diem	783	1,268	3,050	1,750	1,750
5481	Community Education Materials	104	193	478	478	478
5500	Dues & Subscrip	245	305	320	320	320
5570	Misc Business Exp	4,266	2,110	4,880	4,160	4,160
5571	Planning Retreat Expense			50	50	50
Total Materials and Services		33,499	16,402	31,949	22,074	22,074
Total General Fund		159,885	153,960	193,054	174,596	174,596

Human Resources

Fund 10 • 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$720,961	\$799,867	\$849,663	\$829,522
Materials and Services	120,841	140,096	179,400	129,205
Total Expenditures	\$841,802	\$939,963	\$1,029,063	\$958,727

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	0.00	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	0.50	0.00
Behavioral Health Specialist	0.50	0.50	0.50	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

2010-11 SIGNIFICANT CHANGES

Personnel Services changes reflect the transfer of the .5 Behavioral Health Specialist position to the new EMS/Health/Wellness program and the decrease of the .5 Labor Relations Manager offset by the addition of a new position - the Human Resources Manager. This position is anticipated to add depth to the department in labor relations, compensation and classification, and other areas. Union overtime in 5120 provides for relief shift funding for line positions should there be an investigation of employee actions. Employee Tuition represents placeholder funding for language skill development.

Within Materials and Services, account 5411, Collective Bargaining, was increased \$10,000 to \$30,000, reflecting that the District expects to begin negotiations for the labor contract post 2012. Other Professional Services, for \$40,375 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 to cover only limited ERP work for this fiscal year. Account 5570, Miscellaneous Expenses, includes \$2,250 for job fair entry fees, and \$3,000 for the meritorious awards and promotion ceremony.

Human Resources, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Implement new labor agreement.**

Goal(s): VI, VIII
Service Type(s): Mandatory
Measured By: Complete contract negotiations and implement new contract by July 1, 2009. Implement provisions throughout the life of the contract as required.
Status or Outcome: The contract was successfully negotiated and a new three year contract was implemented on July 1, 2009. There are new provisions for each year of the contract that will be addressed and implemented as required.

- **Advanced training for non-line supervisors and managers.**

Goal(s): VI
Service Type(s): Essential
Measured By: Create an advanced supervisor/manager training class. Offer the training to the group of new supervisors and managers, who completed the introductory class during fiscal year 2008-09.
Status or Outcome: A series of five half-day training classes were created and offered to the employees who went through the introductory supervisor training classes last year. The classes were offered in the fall of 2009; they were well attended and received.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Applicant Tracking System.**

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project.
Duration: Year 1 of 2
Budget Description: The applicant tracking system will greatly improve interfacing with applicants and job candidates. It will also reduce staff time to input applicant data into an independent database.
Partner(s): Information Technology
Status or Outcome: The MUNIS Applicant Tracking software was purchased as part of the larger ERP program. The implementation has been slightly delayed; however, work began on the Applicant Tracking application in the second half of the fiscal year.

- **Human Resource Information System (HRIS) replacement.**

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 1 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: The HRIS transition and implementation is on schedule for the fall of 2010, with a January 2011 implementation.

Human Resources, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Diversity/inclusion training.**

Goal(s):	VI, V
Budget Impact:	Minimal for non-line staff
Duration:	Year 1 of 1
Budget Description:	All employees will receive training on how to successfully hold difficult conversations with their co-workers, particularly when discussing difficult subjects or when they have opposing opinions, and how to build a respectful and safe environment for holding these conversations.
Partner(s):	All Divisions
Status or Outcome:	Classes taught by the District Behavioral Health Specialist on Managing Change, Triangulation, and Unconscious Learning.

2009-10 ADDITIONAL ACCOMPLISHMENTS

- Completed an RFP and went out for bid for the District's Workers' Compensation insurance carrier. The process was successfully completed and SAIF remains the District's Workers' Compensation carrier.
- In partnership with Local 1660, delivered Uniformed Services Employment and Reemployment Rights Act (USERRA) training on District TV in order to educate District employees on the rights, laws, and policies for military personnel.
- Built a ten-year trend on diversity and ethnicity statistics within the organization, and compared to service area population.
- Reviewed and revised the District's new hire orientation process, including obtaining support from Division Managers for the new hire ride-along program. Implemented a checklist for managers to utilize when they hire a new employee.
- Developed a personnel database for management of the District's volunteers, including rosters and tracking headcount. System is fully integrated between HR, Finance, and Operations Divisions.

Human Resources, continued

2010-11 SERVICE MEASURES

	FY 06-07	FY 07-08	FY 08-09	FY 09-10 estimated	FY 10-11 projected
HR FTE	6.0	6.0	6.0	5.5	6.0
Total number of employees	396	410	416	442	457
Union	301	314	310	317	330
Non-union	95	98	106	125	127
Total number of volunteers	92	64	71	79	86
Number of employees hired	24	40	25	26	30
Volunteers hired	34	12	13	16	12
Number of employee separations	14	16	10	3	3
Number of volunteer separations	25	40	6	8	5
Number of employee retirements	11	10	10	2	5
Workers' Compensation (calendar year)	2006	2007	2008	2009	2010
Total number of cases	56	65	63	57	58
Total number of days away from work	938	1733	1022	550	550
Total number of days working with restrictions	275	230	250	375	325
Leave share donations (per year)	2	3	2	4	2
Leave donated hours	1,663	2,709	2,000	2,750	2,000
Leave hours used	968	1,282	1,500	2,500	1,440
Average number of union employees on STD (short term disability) per week	3.5	4.0	3.3	2.9	3.0
Average duration of weeks on STD per employee	9	7.4	9.8	12.5	12
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	12.26	12.21	12.5	16.5	16.5
Number of selection processes completed (Total)	n/a	29	21	16	18
Civil Service	n/a	11	9	3	11
Non-Civil Service	n/a	18	12	13	7
Number of Civil Service examinations (to develop eligible lists)	n/a	7	8	2	9

- 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.

Human Resources, continued

2010-11 SERVICE MEASURES, CONTINUED

- **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 annual performance evaluations for all District employees, and processing of merit pay increases for non-union staff.

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

- **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 interfacing 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

- **Human Resources Information System (HRIS) replacement.**

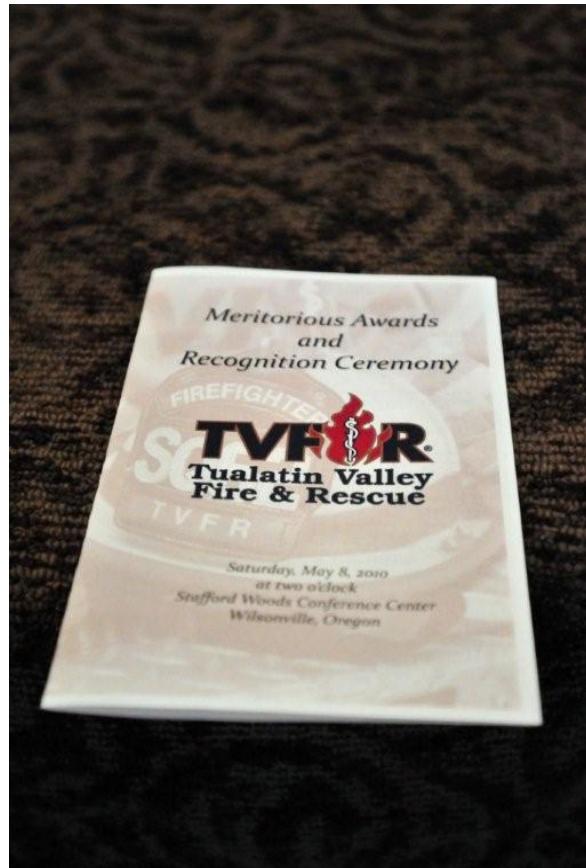
Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 2 of 2
Budget Description: This phase of the ERP implementation replaces the current HRIS system with the compatible Tyler-MUNIS application. The HRIS contains all employee records, history, and current job and pay information. Information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

Human Resources, continued

2009-10 CHANGE STRATEGIES, CONTINUED

- Evaluation, analysis and implementation of possible mergers with neighboring fire districts/departments.

Goal(s): VI, VII
Budget Impact: Must meet budget criteria in order to begin any merger process.
Duration: 1 of 2
Budget Description: The budget impact for any merger would generally be outside of the HR department's specific budget and be included in a larger identified plan and cost center.
Partner(s): Finance, Integrated Operations



Human Resources

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10304 General Fund						
5001	Salaries & Wages Union	37,556	24,095			
5002	Salaries & Wages Nonunion	384,471	429,263	478,710	443,024	443,024
5003	Vacation Taken Union	3,222	1,928			
5004	Vacation Taken Nonunion	15,864	16,773	47,345	43,816	43,816
5005	Sick Leave Taken Union	161				
5006	Sick Taken Nonunion	11,920	10,438			
5007	Personal Leave Taken Union	752	1,109			
5008	Personal Leave Taken Nonunion	2,068	1,653			
5010	Comp Taken Nonunion	442	1,221			
5015	Vacation Sold	3,858	2,025	7,639	7,022	7,022
5016	Vacation Sold at Retirement		10,538			
5017	PEHP Vac Sold at Retirement	21,116				
5021	Deferred Comp Match Nonunion	4,047	4,389	10,924	13,388	13,388
5041	Severance Pay		6,667			
5120	Overtime Union	5,367	14,077	10,000	15,000	15,000
5121	Overtime Nonunion	854	449	750	750	750
5201	PERS Taxes	65,991	92,546	106,390	105,540	105,540
5203	FICA/MEDI	35,220	38,776	42,926	40,450	40,450
5206	Worker's Comp	8,930	8,203	7,884	7,429	7,429
5207	TriMet/Wilsonville Tax	3,051	3,441	3,770	3,605	3,605
5208	OR Worker's Benefit Fund Tax	161	166	212	212	212
5210	Medical Ins Union	6,330				
5211	Medical Ins Nonunion	48,719	62,975	77,871	87,343	87,343
5220	Post Retire Ins Union	300				
5221	Post Retire Ins Nonunion	3,900	5,700	4,500	5,400	5,400
5230	Dental Ins Nonunion	9,322	10,106	10,312	12,338	12,338
5240	Life/Disability Insurance	3,794	4,202	5,000	6,000	6,000
5250	Unemployment Insurance	28,090	36,099	18,000	18,000	18,000
5260	Employee Assist Insurance	9,695	7,268	11,670	11,070	11,070
5290	Employee Tuition Reimburse				3,375	3,375
5295	Vehicle Allowance	5,760	5,760	5,760	5,760	5,760
Total Personnel Services		720,961	799,867	849,663	829,522	829,522
5300	Office Supplies	1,011	1,051	1,500	1,000	1,000
5301	Special Department Supplies	2,850	964	3,250	1,875	1,875
5302	Training Supplies	1,721	699	500	500	500
5321	Fire Fighting Supplies	19	18			
5330	Noncapital Furniture & Equip	2,416	990			
5350	Apparatus Fuel/Lubricants	458	278	1,000		
5367	M&R Office Equip	1,727	1,797	2,400	2,400	2,400
5410	General Legal		750			
5411	Collective Bargaining	45,338	22,111	20,000	30,000	30,000
5414	Other Professional Services	32,584	32,864	24,500	40,375	40,375
5415	Printing	21	151	750	500	500
5417	Temporary Services	881	49,083	85,800	18,720	18,720
5450	Rental of Equip	50				
5461	External Training	3,925	2,270	6,500	3,600	3,600
5462	Travel and Per Diem	1,186	2,882	5,000	3,200	3,200
5471	Citizen Awards	97				
5472	Employee Recog & Awards	7,498	13,943	15,000	12,100	12,100
5484	Postage, UPS & Shipping	22	38	50	100	100

Human Resources

	Actual	Actual	Budget	Budget	Budget	Budget
	Prior	Prior	Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
5500 Dues & Subscrip	2,405	1,377	2,650	1,935	1,935	1,935
5570 Misc Business Exp	7,324	3,419	4,000	6,800	6,800	6,800
5571 Planning Retreat Expense	847	496	500	500	500	500
5572 Advertis/Public Notice	8,461	4,915	6,000	5,600	5,600	5,600
Total Materials and Services	120,841	140,096	179,400	129,205	129,205	129,205
Total General Fund	841,802	939,963	1,029,063	958,727	958,727	958,727

PROGRAM DESCRIPTION

The District's strategic planning function and accreditation process will be managed from the newly created Planning Division. The Division 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, ISO, and Standards of Coverage for Emergency Response.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				\$608,501
Materials and Services				170,233
Total Expenditures				\$778,734

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief	0.00	0.00	0.00	1.00
Data Analyst	0.00	0.00	0.00	1.00
Project Coordinator	0.00	0.00	0.00	1.00
GIS Technician	0.00	0.00	0.00	1.00
Administrative Assistant III	0.00	0.00	0.00	1.00
Total Full-Time Equivalents (FTE)	0.00	0.00	0.00	5.00

2010-11 SIGNIFICANT CHANGES

This department was created to consolidate and strategically manage and provide data and planning throughout the organization. All personnel and budgets were transferred from other departments. The Division Chief, Data Analyst, GIS Technician, and Administrative Assistant were transferred from Logistics Administration and the Project Coordinator was transferred from the Fire Chief's Office.

Within Materials and Services, budgeted amounts for the MUNIS training manual printing were moved to account 5415, along with printing of GIS map and data files from METRO to support the response aid program. Account 5417, Temporary Services, reflects the continuation of a temporary MUNIS technical writer providing user and technical manuals. These proposed budget amounts were all moved from the Logistics Division.

STATUS OF 2009-10 SERVICE MEASURES

- Not applicable

Planning, continued

STATUS OF 2009-10 CHANGE STRATEGIES

- Not applicable

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Not applicable

2010-11 SERVICE MEASURES

	FY 06-07	FY 07-08	FY 08-09	FY 09-10 estimated	FY 10-11 projected
Achieve Reaccreditation of District by Commission on Fire Accreditation International	n/a	n/a	n/a	n/a	✓
Update Standards of Coverage for Emergency Response	n/a	n/a	n/a	n/a	✓
Maintain ISO rating	n/a	n/a	n/a	n/a	✓
Manage grant compliance	n/a	n/a	n/a	n/a	✓

- **Provide Response Aid support** through on-going 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 and Discretionary
Measured By: Measuring the effort for GIS and preplan programs by tracking work orders, number of products produced, and activity based time keeping (resource utilization tracking) metrics.

- **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.

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

Planning

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10500 General Fund						
5002 Salaries & Wages Nonunion				339,153	339,153	339,153
5004 Vacation Taken Nonunion				33,543	33,543	33,543
5015 Vacation Sold				8,959	8,959	8,959
5021 Deferred Comp Match Nonunion				10,249	10,249	10,249
5201 PERS Taxes				79,374	79,374	79,374
5203 FICA/MEDI				30,421	30,421	30,421
5206 Worker's Comp				5,587	5,587	5,587
5207 TriMet/Wilsonville Tax				2,711	2,711	2,711
5208 OR Worker's Benefit Fund Tax				177	177	177
5211 Medical Ins Nonunion				72,786	72,786	72,786
5221 Post Retire Ins Nonunion				4,500	4,500	4,500
5230 Dental Ins Nonunion				10,281	10,281	10,281
5240 Life/Disability Insurance				5,000	5,000	5,000
5295 Vehicle Allowance				5,760	5,760	5,760
Total Personnel Services				608,501	608,501	608,501
5300 Office Supplies				1,528	1,528	1,528
5301 Special Department Supplies				375	375	375
5414 Other Professional Services				47,375	47,375	47,375
5415 Printing				29,800	29,800	29,800
5417 Temporary Services				76,500	76,500	76,500
5461 External Training				3,560	3,560	3,560
5462 Travel and Per Diem				10,150	10,150	10,150
5500 Dues & Subscrip				345	345	345
5570 Misc Business Exp				600	600	600
Total Materials and Services				170,233	170,233	170,233
Total General Fund				778,734	778,734	778,734

Logistics Administration

Fund 10 • Division 70 • Department 170

PROGRAM DESCRIPTION

The Logistics Division now 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	2007-09 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$793,974	\$604,915	\$763,856	\$371,501
Materials and Services	81,727	75,505	226,640	80,316
Total Expenditures	\$875,701	\$680,420	\$990,496	\$451,817

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Assistant Chief	1.00	0.00	0.00	0.00
Division Chief	1.00	2.00	2.00	1.00
Support Services Director	1.00	0.00	0.00	0.00
Data Analyst	1.00	1.00	1.00	0.00
Project Coordinator	1.00	0.00	0.00	0.00
GIS Technician	1.00	1.00	1.00	0.00
SCBA Technician	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	2.00	1.00
Total Full-Time Equivalents (FTE)	7.00	5.00	6.00	3.00

2010-11 SIGNIFICANT CHANGES

As part of the July 1, 2010 reorganization, a Division Chief, Data Analyst, and GIS Technician were transferred to the new Planning Division. As part of a revamped approach to the respiratory protection program, for this year, a new SCBA Technician is proposed to be hired in lieu of continuing to outsource SCBA maintenance and repair. This is proposed in order to enhance the management and accountability of the entire air management program.

Within Materials and Services, account 5301 for \$20,747, \$17,700 is budgeted for 728 SCBA bottle decals to number and identify the new bottles for tracking purposes. Other amounts are also largely allocated to the SCBA and Respiratory Protection Program. Accounts 5321 and 5365 also reflect budgeted expenses for SCBA bottle protection, storage, and transport, hydrotesting, and calibration, and these funds had been previously budgeted in the three departments of Supply, Fleet, and Facility.

Logistics Administration, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Revise and improve service measures for the GIS and Data Analysis programs** so that they are more quantitative and do a significantly better job of representing the contributions of these programs.

Goal(s):	VII
Service Type(s):	Management
Measured By:	Service Level Objectives for GIS and Data Analysis programs.
Status or Outcome:	For both the GIS and Preplan development programs, Service Level Objectives have been created, although they need to be converted to the new format agreed upon by Division Managers. Performance metrics are being tracked in a two ways - resource utilization (categorizing time on task) and the product produced.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Replace the Integrated Business Operations Systems:** Complete Phase I of the MUNIS implementation, which includes the “core financial” modules. As part of Phase I, begin the process of re-engineering the District’s business operations policies and procedures. Begin Phase II of the implementation process.

Goal(s):	III, VI, VII, VIII
Budget Impact:	Annual operating costs projected at between \$350,000 and \$400,000
Duration:	Year 3 of 5
Budget Description:	\$343,050 annual ASP fee; \$29,000 for software license fees for the Tyler Content Management and forms; \$5,200 annual software maintenance fees; \$73,000 estimated for other services such as travel, planning, configuration, and installation.
Partner(s):	Finance, Human Resources, Logistics, Integrated Operations
Status or Outcome:	Phase I – Core Financials phase is on time, on budget, and on scope. Implementation work finalized in March. Day personnel training occurred in February and March. Line personnel training occurred in March. Phase I go-live occurred on April 2, 2010, and there is a comprehensive “Post Go-Live” support plan to ensuring a smooth transition from IFAS to MUNIS.
	Phase II – Human Resources and Payroll implementation is on-time, on budget, and on scope. The District chose to change the go-live date from October 1, 2010 to January 1, 2011, due to tax year and end-of-year processing ease.

Phase III – Work Orders, Bid Management, Contract Management, Treasury Management, and GASB34 Reporting implementation began in December 2009, and is on time, on budget, and on scope. The District chose to submit a change order, adding the newly developed Employee Expense Module. Implementation of this module will occur in conjunction with Phase II and III, with the go-live date being determined by the method the District selects to process employee expenses (AP or Payroll).

The project is progressing successfully. The District determined the need to migrate from the ASP Environment to a Self-Hosted environment immediately instead of at three years. Contract negotiations between The District and Tyler Technologies are underway. The District desires to migrate as soon as possible, but the exact date will not be known until the contract is finalized.

Logistics Administration, continued

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Provided management and coordination for all bond projects.
- Along with other departments and divisions, successfully managed the internal transition to the new Tiburon CAD system, MobileCom, and Maverick Map as in-cab response resources.

SERVICE MEASURES – GIS PROGRAM (2009-10)

The statistical data contained in this table does not account for 100% of the GIS Technician's time. Both Excel and SharePoint "shadow" systems are utilized to create and track work orders for the GIS Program and there are requests and time on projects that is not fully captured in these tools.

Project Category	FY09¹ Actual		FY10² Actual/Projected	
	<i>Count</i>	<i>Hours</i>	<i>Count</i>	<i>Hours</i>
Administrative Duties	<i>N/A</i>	17	<i>N/A</i>	48
Staff Training	<i>N/A</i>	34	<i>N/A</i>	86
Meetings	<i>N/A</i>	46	<i>N/A</i>	132
Maverick Map Maintenance	<i>N/A</i>	555	<i>N/A</i>	423
Map Creation/Printing	102	375	101	662
Large Format Printing	15	0	120	60
Preplan Revisions/Drafting	560	123	305	215
Totals	677	1150	526	1626

¹Data tracked from November 1, 2008 through June 30, 2009.

²Both actual and projected data for FY10.

SERVICE MEASURES – RESPONSE AID (PREPLAN) PROGRAM (2009-10)

The data contained in this table does not account for 100% of the Response Aids Administrative Assistant time. Excel, SQL Reports, and SharePoint "shadow" systems were used to create and track work orders and statistics for the Response Aids program and there are requests and time on projects that is not fully captured in these tools.

Project Category	FY09¹ Actual		FY10² Actual/Projected	
	<i>Count</i>	<i>Hours</i>	<i>Count</i>	<i>Hours</i>
Administrative Duties	<i>N/A</i>	93	<i>N/A</i>	81
Staff Training	<i>N/A</i>	55	<i>N/A</i>	43
Operations Crew Requests	<i>N/A</i>	76	<i>N/A</i>	85
Fire Prevention Coordination	<i>N/A</i>	120	<i>N/A</i>	84
Occupancy Research	<i>N/A</i>	260	<i>N/A</i>	302
Preplan Auditing	<i>N/A</i>	45	<i>N/A</i>	35
Preplan Creation/Revision	182	592	186	742
MUNIS Support	<i>N/A</i>	63	<i>N/A</i>	233
Volunteer Support	<i>N/A</i>	55	<i>N/A</i>	N/A
Totals	182	1359	186	1605

¹Data tracked from September 1, 2008 through June 30, 2009.

²Both actual and projected data for FY10.

Logistics Administration, continued

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.

2010-11 CHANGE STRATEGIES

- **Air Management 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): Integrated Operations, Training

- **Mobile Command Center (MCC) assessment and updates.** Identify mission and functional requirements for MCC use in support of 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): III
Budget Impact: Increase
Duration: Two years: identifying mission and functional requirements enables needs assessment; actual improvements (if needed and approved) will likely occur in second year, followed by testing and incorporation into drills, exercises, and response protocols.
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): Integrated Operations, Media Services

Logistics Admin

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10170 General Fund						
5002	Salaries & Wages Nonunion	480,531	352,325	430,359	203,691	203,691
5004	Vacation Taken Nonunion	38,529	26,191	42,563	20,145	20,145
5006	Sick Taken Nonunion	2,458	4,181			
5008	Personal Leave Taken Nonunion	2,459	1,128			
5010	Comp Taken Nonunion	323	165			
5015	Vacation Sold	15,506	7,519	15,916	7,533	7,533
5017	PEHP Vac Sold at Retirement		8,693			
5021	Deferred Comp Match Nonunion	13,268	7,562	13,005	6,155	6,155
5121	Overtime Nonunion	171	20	250	250	250
5201	PERS Taxes	104,031	71,852	97,381	48,609	48,609
5203	FICA/MEDI	36,729	27,328	39,291	18,630	18,630
5206	Worker's Comp	11,032	6,611	7,216	3,422	3,422
5207	TriMet/Wilsonville Tax	3,624	2,610	3,450	1,660	1,660
5208	OR Worker's Benefit Fund Tax	154	127	212	106	106
5211	Medical Ins Nonunion	49,867	59,935	80,350	43,671	43,671
5220	Post Retire Ins Union		900			
5221	Post Retire Ins Nonunion	3,991	4,350	5,400	2,700	2,700
5230	Dental Ins Nonunion	7,276	8,006	10,943	6,169	6,169
5240	Life/Disability Insurance	5,502	4,605	6,000	3,000	3,000
5270	Uniform Allowance		43	7		
5295	Vehicle Allowance	18,480	10,800	11,520	5,760	5,760
Total Personnel Services		793,974	604,915	763,856	371,501	371,501
5300	Office Supplies	1,101	1,900	2,000	1,000	1,000
5301	Special Department Supplies	1,783	580	1,200	20,747	20,747
5321	Fire Fighting Supplies		5		7,700	7,700
5330	Noncapital Furniture & Equip	4,232	3,465	6,000		
5350	Apparatus Fuel/Lubricants	414	593	250	250	250
5363	Vehicle Maintenance				9,959	9,959
5365	M&R Firefight Equip				39,510	39,510
5367	M&R Office Equip	2,426	2,205	5,100		
5400	Insurance Premium	149				
5414	Other Professional Services	33,191	27,118	32,050		
5415	Printing	8,208	8,128	19,800		
5417	Temporary Services	4,691	9,480	124,800		
5430	Telephone		288			
5461	External Training	7,917	4,189	3,200		
5462	Travel and Per Diem	13,325	13,271	29,910	300	300
5472	Employee Recog & Awards	33			50	50
5484	Postage, UPS & Shipping	7	7		50	50
5500	Dues & Subscrip	2,712	1,790	430		
5570	Misc Business Exp	1,113	1,797	1,400	300	300
5571	Planning Retreat Expense	371	689	500	500	500
5572	Advertis/Public Notice	43				
5575	Laundry/Repair Expense		11			
Total Materials and Services		81,727	75,505	226,640	80,316	80,316
Total General Fund		875,701	680,420	990,496	451,817	451,817

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Fleet Maintenance

Fund 10 • 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 & 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, Depoe Bay, and Cornelius; and the Washington County Consolidated Communications Agency. 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

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$784,591	\$848,632	\$1,125,383	\$1,302,627
Materials and Services	589,401	611,360	766,400	654,065
Total Expenditures	\$1,373,992	\$1,459,992	\$1,891,783	\$1,956,692

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	1.00	1.00	1.00
Fleet Technician	5.00	6.00	6.00	7.00
Apparatus Assistant	1.00	1.00	1.00	1.00
Fleet Parts & Small Eng. Tech.	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	9.00	10.00	10.00	11.00

2010-11 SIGNIFICANT CHANGES

Personnel Services reflects the addition of a mechanic to support additional workload. It is expected that the revenues associated with this program must fund this position and associated costs to provide the services. Materials and Services depicts the increasing costs in parts and supplies to maintain the District vehicles. Account 5365, Maintenance and Repair of Firefighting Equipment, was increased to reflect the transfer from Operations of budget responsibility for repair of Holmatro cutters and other extrication tools. Also, included in account 5417, Temporary Services, is administrative help to backfill day-to-day fleet operations during the District ERP implementation.

Fleet Maintenance, continued

STATUS OF 2009-10 SERVICE MEASURES

- Maintain non-capital fleet maintenance costs at or below established benchmarks.

Goal(s):	VII, VIII
Service Type(s):	Mandatory
Measured By:	<ul style="list-style-type: none">• Pumpers \$2.50/mile• Aerial Pumpers \$3.00/mile• Trucks \$3.50/mile• Technical Response \$2.50/mile• C3 Staff \$0.95/mile• Staff \$0.48/mile
Status or Outcome:	<ul style="list-style-type: none">• Pumpers \$3.41/mile• Aerial Pumpers \$3.56/mile• Trucks \$3.61/mile• Technical Response \$1.69/mile• C3 Staff \$0.52/mile• Staff \$0.50/mile

- Monitor and maintain District average fuel economy (DAFA) at or above established benchmarks.

Goal(s):	VII
Service Type(s):	Management Essential Services
Measured By:	<ul style="list-style-type: none">• Pumpers 4.5 mpg• Aerial Pumpers 3.5 mpg• Trucks 3.5 mpg• Technical Response 4.5 mpg• C3 Staff 12 mpg• Staff 20 mpg
Status or Outcome:	<ul style="list-style-type: none">• Pumpers 3.6 mpg• Aerial Pumpers 3.4 mpg• Trucks 3.3 mpg• Technical Response 4.3 mpg• C3 Staff 13.6 mpg• Staff 20 mpg

- Report the percentage of preventative maintenance services completed within 30-days of the scheduled date.
Benchmark: 70%

Goal(s):	I, 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:	72% of preventative maintenance services were performed within 30-days of their scheduled date. Demand for services is outpacing resource and facility capacity.

Fleet Maintenance, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- **Report the percentage of scheduled and non-scheduled maintenance events.** Benchmark: 80% for scheduled, 20% for nonscheduled.

Goal(s): I, 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 nonscheduled.

- **Report the percentages of resource allocation against program totals.** Benchmark: Chargeable (billable) of 80%; management and on-chargeable (overhead) of 20%.

Goal(s): VI, VIII
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: 82% of resource hours were recorded as chargeable time to Fleet functions; 18% of resource hours were recorded as non-chargeable overhead. Distribution as follows:

Administration Activities	3%
Shop Maintenance	2%
Shop Meetings	1%
Technician Training	6%
Scheduling Activities	5%
IMT Response	1%

STATUS OF 2009-10 CHANGE STRATEGIES

- **Evaluate the Fleet's service delivery model to gain additional capacity.**

Goal(s): VII and VIII
Budget Impact: Increase
Duration: Year 1 of 3
Budget Description: Internal and external fleet sizes are growing and the demand for services continue 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, the expansion of the District's road service program, and outsourcing a larger portion of essential and discretionary services to increase maintenance capacity.
Partner(s): Internal customers, external customers
Status or Outcome: Working with apparatus redeployment strategies Fleet was successful in modifying the frequency of apparatus service events to better utilize resource time and availability. Fleet has implemented the use of a second field service truck to expand the District's road service program ability.

Fleet Maintenance, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

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

Primary Goal:	VII
Budget Impact:	Increase Required
Duration:	Year 3 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:	Fleet continues to participate in the implementation of MUNIS, creating a global reporting system that works with all departments at TVF&R.

- **Internship Program** – Evaluate a technician intern partnership program with Portland Community College.

Goal(s):	II
Budget Impact:	Increase Required
Duration:	Year 1 of 2
Budget Description:	Nationwide, there is a growing scarcity of technicians entering the mechanical field. This has had an effect on the District's ability to recruit and retain qualified personnel.
Partner(s):	Human Resources
Status or Outcome:	Fleet was not able to complete this Change Strategy due to excessive workload and time constraints. This strategy will not continue into FY10/11 document.

- **Air Management Program** – Partner with Operations to conduct a comprehensive review of all facets of the air management program 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 anticipated capital replacement.
Duration:	Year 2 of 3
Budget Description:	Staff time in first and second years
Partner(s):	Logistics
Status or Outcome:	Fleet is continuing to work with Integrated Operations to consolidate the SCBA program into a service model under one department. This ongoing program will incorporate Maintenance/Training, Policy/Audit, Stationary and Mobile Air Management capabilities.

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

Goal(s):	I, VII and VIII
Budget Impact:	Neutral
Duration:	Ongoing
Budget Description:	Provide Fleet oversight and technical expertise to Operations for the development, planning, and implementation of the changing deployment model.
Partner(s):	Integrated Operations, Logistics, Finance
Status or Outcome:	Fleet is continuing to work with Operations on the implementation of the new deployment model to include: CARs, Medics, Rehab Units and SCBA serviceability.

Fleet Maintenance, continued

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Purchased and placed into service three-PUC Pumpers.
- Purchased and placed into service one-Medic Unit.
- Purchased and placed into service four-Cars.
- Implemented a second fleet mobile service truck for rapid response of apparatus maintenance issues; thereby, keeping apparatus in their first due locations.
- Removed from service and surplus the following equipment:
Three- Brush units
Three- Rescue units
One- 75ft. aerial unit
Four- Arrow EX Pumpers

2010-11 SERVICE MEASURES

Service Measures	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Vehicles Maintained						
Internal Response Vehicles Maintained	108	107	110	116	114	116
Internal Non-Response Vehicles Maintained	74	75	76	76	74	76
External Response Vehicles Maintained	70	68	73	81	26	38
Total Vehicles Maintained	252	250	259	273	214	230

Internal Fleet Miles						
Internal Response Miles	636,630	518,058	484,595	452,484	441,000	445,000
Other Internal Vehicle Miles	325,170	286,183	303,458	278,926	300,000	320,000
Total Internal Fleet Miles	961,800	804,241	788,053	731,410	741,000	765,000

Maintenance Costs						
Internal Maintenance Costs	\$1,144,542	\$1,325,574	\$1,032,437	\$1,431,800	\$1,426,509	\$1,615,652
External Maintenance Costs	84,000	150,488	103,175	164,978	133,075	146,382
Total Maintenance Costs	\$1,228,542	\$1,476,062	\$1,135,612	\$1,596,778	\$1,559,584	\$1,762,034

Fleet Maintenance, continued

2010-11 SERVICE MEASURES, CONTINUED

- **Maintain non-capital fleet maintenance costs at or below established benchmarks.** Averages based upon 8765* hours per year.

Goal(s):	VII, VIII
Service Type(s):	Mandatory
Measured By:	Benchmarks
• Pumpers	\$3.45/hour
• Aerial Pumpers	\$4.50/hour
• Trucks	\$4.75/hour
• Technical Response	\$2.00/hour
• C3 Staff	\$0.18/hour
• Staff	\$0.22/hour

* See new Change Strategies

- **Report the percentage of preventative maintenance services completed** within 30-days of the scheduled date. Benchmark: 70%.

Goal(s):	I, 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.

- **Report the percentages of resource allocation against program totals.** Benchmark: Chargeable (billable) of 80%; management and non-chargeable (overhead) of 20%.

Goal(s):	VI, VIII
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):	I, VI
Service Type(s):	Mandatory
Measured By:	The percentage of total procedures completed that are scheduled and nonscheduled.

Fleet Maintenance, continued

2010-11 CHANGE STRATEGIES

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

Goal(s): VII, VIII
Budget Impact: Increase Required
Duration: Year 2 of 3
Budget Description: Internal fleet sizes are growing and the demand for services continue 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

- **Evaluate the 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): VII, VIII
Budget Impact: Increase Required
Duration: Year 1 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

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

Goal(s): VII
Budget Impact: Increase Required
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

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

Goal(s): IV, 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

Fleet Maintenance, continued

2010-11 CHANGE STRATEGIES, CONTINUED

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

Goal(s): I, VII, VIII
Budget Impact: 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): Integrated Operations, Logistics, Finance

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

Goal(s): VII, VIII
Budget Impact: Neutral
Duration: Ongoing
Budget Description: Provide a more accurate tracking system of apparatus maintenance and operational costs.
Partner(s): Integrated Operations, Logistics, Finance



Fleet Maintenance

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10571 General Fund						
5002	Salaries & Wages Nonunion	476,128	511,789	637,498	698,531	698,531
5004	Vacation Taken Nonunion	27,468	28,172	62,800	69,085	69,085
5006	Sick Taken Nonunion	12,815	11,179			
5008	Personal Leave Taken Nonunion	3,420	4,203			
5010	Comp Taken Nonunion	1,929	5,926			
5015	Vacation Sold			13,419	14,762	14,762
5016	Vacation Sold at Retirement	1,850	2,381		32,296	32,296
5021	Deferred Comp Match Nonunion	5,130	5,572	19,189	21,109	21,109
5121	Overtime Nonunion	5,562	4,111	6,000	8,000	8,000
5123	Comptime Sold Nonunion	38	244			
5201	PERS Taxes	78,998	88,269	140,097	168,994	168,994
5203	FICA/MEDI	39,582	42,499	56,526	64,770	64,770
5206	Worker's Comp	9,882	10,463	10,382	11,896	11,896
5207	TriMet/Wilsonville Tax	3,400	3,706	4,964	5,773	5,773
5208	OR Worker's Benefit Fund Tax	241	254	354	389	389
5211	Medical Ins Nonunion	88,702	97,633	133,916	160,128	160,128
5221	Post Retire Ins Nonunion	6,810	8,975	9,000	9,900	9,900
5230	Dental Ins Nonunion	13,285	13,958	18,238	22,619	22,619
5240	Life/Disability Insurance	6,224	6,663	10,000	11,000	11,000
5270	Uniform Allowance	2,757	2,407	3,000	3,375	3,375
5290	Employee Tuition Reimburse	370	228			
Total Personnel Services		784,591	848,632	1,125,383	1,302,627	1,302,627
5300	Office Supplies	1,874	1,663	1,500	1,500	1,500
5301	Special Department Supplies	16,307	16,070	15,450	16,000	16,000
5302	Training Supplies	396	333	400	200	200
5305	Fire Extinguisher		54	100	100	100
5320	EMS Supplies	25	19			
5321	Fire Fighting Supplies	70		10,000		
5330	Noncapital Furniture & Equip	1,291	535	1,100	21,790	21,790
5340	Software Expense/Upgrades				1,000	1,000
5350	Apparatus Fuel/Lubricants	8,422	5,602	15,000	24,000	24,000
5361	M&R Bldg/Bldg Equip & Improv	6,920	9,782	4,000	7,000	7,000
5363	Vehicle Maintenance	445,268	471,157	534,120	511,135	511,135
5365	M&R Firefight Equip	58,695	59,144	97,930	14,500	14,500
5367	M&R Office Equip	2,504	2,384	3,500	3,500	3,500
5414	Other Professional Services			500		
5415	Printing	371	444	200	100	100
5417	Temporary Services		11,640	46,800	23,400	23,400
5432	Natural Gas	9,691	3,289	2,500	2,625	2,625
5433	Electricity	15,452	13,867	14,200	14,910	14,910
5434	Water/Sewer	883	881	1,000	1,050	1,050
5436	Garbage	1,399	1,392	1,600	1,680	1,680
5461	External Training	5,198	2,785	5,000	5,000	5,000
5462	Travel and Per Diem	3,206	420	1,500	175	175
5484	Postage, UPS & Shipping	1,126	799			
5500	Dues & Subscrip	210	360			
5502	Certification & Licensing	480				
5570	Misc Business Exp	75	20	300	200	200
5572	Advertis/Public Notice	1,756		200	200	200
5573	Inventory Over/Short/Obsolete			500	500	500

Fleet Maintenance

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5575 Laundry/Repair Expense	7,782	8,720	9,000	3,500	3,500	3,500
Total Materials and Services	589,401	611,360	766,400	654,065	654,065	654,065
Total General Fund	1,373,992	1,459,992	1,891,783	1,956,692	1,956,692	1,956,692

Facilities Maintenance

Fund 10 • 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 supervise the design and construction of new facilities and seismic upgrades and renovation/remodel projects of existing District facilities.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$592,495	\$621,930	\$996,253	\$879,370
Materials and Services	386,497	513,525	316,000	799,325
Total Expenditures	\$978,992	\$1,135,455	\$1,312,253	\$1,678,695

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Facilities Operations Manager	0.00	0.00	1.00	1.00
Support Services Operations Manager	1.00	1.00	1.00	0.00
Facilities Maintenance Lead Tech	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	3.00	3.00	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	7.00	9.00	8.00

2010-11 SIGNIFICANT CHANGES

The Personnel Services budget for 2010-11 reflects the transfer of one Facilities Manager to the Capital Projects Fund as part of the costs of the projects managed.

Within Materials and Services, the majority of items in this department are in account 5361, Maintenance and Repair of Buildings, Equipment, and Improvements, which are detailed on pages 133 to 135.

Facilities Maintenance, continued

STATUS OF 2009-10 SERVICE MEASURES

- Maintain a 95% 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:	Percentage for the first half of fiscal year 2009-2010 was 84.38%. Currently, staff is not meeting the goal of 95% due to two major factors; numerous days with staff out with illness and/or injuries, and application of several internal resources towards bond/construction projects, which has been a strain on staff’s ability to complete Preventative Maintenance Work Orders in a timely manner.

- 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:	Average “Days to Start” for the first half of fiscal year 2009-2010 was 2.71. Average “Days to Complete” was 7.71. Currently, staff agreed not meeting the goal due to two major factors; numerous days with staff out with illness and/or injuries, and application of several internal resources towards bond/construction projects, which has been a strain on staff’s ability to complete Preventative Maintenance Work Orders in a timely manner.

- Total percentage of labor charged to administrative functions is less than 15%.

Goal(s):	VII
Service Type(s):	Management Services
Measured By:	The percentage of billable labor hours charged to an administrative function is less than 15% of total billable labor hours.
Status or Outcome:	Percentage for first half of fiscal year 2009-2010 was 9.10% and staff is currently meeting that goal. Staff hopes to keep the rate of labor charged to administrative functions at less than 12% by training the facilities staff to appropriately code their work orders. Also, the work order system has been reorganized to make it easier for the technicians to label their activity appropriately, which has resulted in a decrease in administrative time.

- Travel hours by technician.

Goal(s):	VII
Service Type(s):	Essential
Measured By:	An average travel time charge of less than 20 hours per month for each Facility Technician/Utility Worker.
Status or Outcome:	Percentage for first half fiscal year 2009-2010 was an average of 11.80%; staff is currently meeting that goal.

Facilities Maintenance, continued

STATUS OF 2009-10 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, Operations
Status or Outcome: This is slated to continue into the next fiscal year. Staff will begin working on a District-wide program to reduce energy costs.

- 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, Operations, Human Resources
Status or Outcome: Staff is continuing to work as a team to develop a work system to fit its needs.

- 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 Operations
Status or Outcome: The Facilities Operations Manager was reassigned to assist with bond construction on a full time basis, which has been advantageous in limiting the time technicians are involved, which allows them to work on their other assigned duties. However, they are still involved in the plan revision and some phases of the construction, e.g. the tap out system and moving into the stations.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Successfully opened Stations 53, 58, and 59.

Facilities Maintenance, continued

2010-11 SERVICE MEASURES

Service Measure	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Square footage maintained for facilities	285,492	284,146	395,829	324,839	382,487
District costs per square foot	\$3.42	\$3.45	\$4.34	\$4.04	\$5.59
Efficiency rating	89.1%	77.4%	82.5%	84.4%	85.0%
Average days to start corrective maintenance	3.60	4.75	3.75	2.71	2.00
Average days to complete corrective maintenance	6.75	9.67	8.58	7.71	5.50
Average percentage of labor charged to administrative functions	14.5%	9.7%	8.6%	9.1%	13.0%
Average travel hours per month by Technicians	19.52	25.25	22.98	21.00	25.00
Percentage of total available resource hours required to support capital bond projects	10.9%	9.3%	18.9%	9.5%	9.0%

- **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 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.

- **Travel hours by 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.

Facilities Maintenance, continued

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

- 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

- 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

- Continually reassess and reinvest in infrastructure and lifecycle programs.**

Goal(s): VI, VII
Budget Impact: None
Duration: Year 1 of 5
Budget Description: First year making assessment and estimate costs, 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): VIII
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, outside consultant

Facilities Maintenance, continued

2009-10 CHANGE STRATEGIES, CONTINUED

- 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 throughout the year to see if having a laptop in the vehicle would improve efficiency and response time on workorders.
Partner(s): IT, Logistics

- 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 in developing compressor room at Supply and Training Center. Training Center will require build out for new room and clean room.
Partner(s): Logistics, Fleet, Integrated Operations, Supply



Facilities Maintenance Account 5361

Location Central Operating Center

M&R Bldg/Bldg Equip & Improv	Landscaping at CBOC	10,000
M&R Bldg/Bldg Equip & Improv	Window cleaning at CBOC	7,000
M&R Bldg/Bldg Equip & Improv	Carpet cleaning at CBOC	3,000
M&R Bldg/Bldg Equip & Improv	Parking lot maintenance at CBOC	2,000

Location Facilities

M&R Bldg/Bldg Equip & Improv	Emergency repairs	67,000
M&R Bldg/Bldg Equip & Improv	Access control system monitoring and service contract	49,000
M&R Bldg/Bldg Equip & Improv	Station landscaping	32,000
M&R Bldg/Bldg Equip & Improv	Annual generator full load testing and preventative maintenance contract.	18,700
M&R Bldg/Bldg Equip & Improv	Fire Panel and smoke alarm annual inspection and testing	17,000
M&R Bldg/Bldg Equip & Improv	Elevator maintenance	17,000
M&R Bldg/Bldg Equip & Improv	Fire alarm system monitoring	8,400

Location Fleet

M&R Bldg/Bldg Equip & Improv	Repair or replace sewer line at Fleet building	15,000
M&R Bldg/Bldg Equip & Improv	Replace light in Fleet building	8,000
M&R Bldg/Bldg Equip & Improv	Replacement of Fleet building restroom vinyl flooring	6,500

Location North Operating Center

M&R Bldg/Bldg Equip & Improv	Landscaping at Blanton Street Administration Building	27,600
M&R Bldg/Bldg Equip & Improv	Carpet cleaning	22,600
M&R Bldg/Bldg Equip & Improv	Partial painting of interior of Blanton Street Administration Center	10,000
M&R Bldg/Bldg Equip & Improv	Seal parking lot at Blanton Street Administration Center	6,000
M&R Bldg/Bldg Equip & Improv	HVA repairs at Blanton Street Administration Center	5,000
M&R Bldg/Bldg Equip & Improv	Light replacement at Blanton Street Administration Center	2,500
M&R Bldg/Bldg Equip & Improv	Carpet replacement at Blanton Street Administration Center	2,000
M&R Bldg/Bldg Equip & Improv	Electrical work at Blanton Street Administration Center	2,000
M&R Bldg/Bldg Equip & Improv	Parking lot maintenance at Blanton Street Administration Center	2,000
M&R Bldg/Bldg Equip & Improv	Door and lock repairs at Blanton Street Administration Center	1,000

Facilities Maintenance Account 5361

Location Station 33

M&R Bldg/Bldg Equip & Improv	Computer wiring at Station 33	700
M&R Bldg/Bldg Equip & Improv	Paint exterior of Station 33	15,000

Location Station 368

M&R Bldg/Bldg Equip & Improv	Septic tank maintenance at Station 368	600
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Location Station 50

M&R Bldg/Bldg Equip & Improv	Computer wiring at Station 50	700
M&R Bldg/Bldg Equip & Improv	Locker door repairs at Station 50	3,200

Location Station 51

M&R Bldg/Bldg Equip & Improv	Add lockers at Station 51	1,000
M&R Bldg/Bldg Equip & Improv	Computer wiring at Station 51	700

Location Station 52

M&R Bldg/Bldg Equip & Improv	Paint exterior of Station 52	12,000
M&R Bldg/Bldg Equip & Improv	Parking lot maintenance at Station 52	2,500
M&R Bldg/Bldg Equip & Improv	Duct cleaning at Station 52	1,500

Location Station 56

M&R Bldg/Bldg Equip & Improv	Replace furnace at Station 56	5,000
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Location Station 57

M&R Bldg/Bldg Equip & Improv	Replace carpeting at Station 57	12,000
M&R Bldg/Bldg Equip & Improv	Remove spray booth and install windows at Station 57	2,000
M&R Bldg/Bldg Equip & Improv	Testing of potable water wells at Stations 57 and 368	1,000
M&R Bldg/Bldg Equip & Improv	Septic tank maintenance at Station 57	700

Location Station 60

M&R Bldg/Bldg Equip & Improv	Cyclone fence at Station 60	4,800
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Location Station 61

M&R Bldg/Bldg Equip & Improv	Computer wiring at Station 61	700
M&R Bldg/Bldg Equip & Improv	Clean and seal brick on Station 61	12,000
M&R Bldg/Bldg Equip & Improv	Replace carpet at Station 61	3,000

Facilities Maintenance Account 5361

Location Station 62

M&R Bldg/Bldg Equip & Improv	Replacement of sewer line at Station 62	25,000
M&R Bldg/Bldg Equip & Improv	Replace carpet at Station 62	23,000
M&R Bldg/Bldg Equip & Improv	Replace overhead bay doors at Station 62	20,000
M&R Bldg/Bldg Equip & Improv	Paint interior of Station 62	8,000
M&R Bldg/Bldg Equip & Improv	Replace ceiling tiles at Station 62	7,000
M&R Bldg/Bldg Equip & Improv	Grout shower tile at Station 62	1,500

Location Station 64

M&R Bldg/Bldg Equip & Improv	New asphalt on north side of front approach way at Station 64	15,000
M&R Bldg/Bldg Equip & Improv	Add gutters to Station 64	3,200

Location Station 67

M&R Bldg/Bldg Equip & Improv	Computer wiring at Station 67	700
M&R Bldg/Bldg Equip & Improv	Replace existing cyclone fence at Station 67	5,000

Location Supply

M&R Bldg/Bldg Equip & Improv	Paint exterior of Supply building	12,000
M&R Bldg/Bldg Equip & Improv	Repair dry rot on front of Supply building	5,000

Location Training

M&R Bldg/Bldg Equip & Improv	Carpet cleaning at Training Center	16,000
M&R Bldg/Bldg Equip & Improv	Remodel compressor and necessary maintenance at Training Center	15,000
M&R Bldg/Bldg Equip & Improv	Landscaping at Training Center	12,000
M&R Bldg/Bldg Equip & Improv	General maintenance and repairs to Training Center Shop	10,000
M&R Bldg/Bldg Equip & Improv	Hydrant repairs at Training Center	5,000
M&R Bldg/Bldg Equip & Improv	Potable water system maintenance, up-keep, and testing at Training Center	3,200
M&R Bldg/Bldg Equip & Improv	Fire pump testing at Training Center	2,500
M&R Bldg/Bldg Equip & Improv	Septic tank maintenance at Training Center	1,800
M&R Bldg/Bldg Equip & Improv	Kitchen duct and appliance cleaning at Training Center	800

Total 10582-5361 612,100

Facilities Maintenance

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10582 General Fund						
5002	Salaries & Wages Nonunion	333,418	354,993	557,469	487,087	487,087
5004	Vacation Taken Nonunion	29,002	34,069	55,134	48,173	48,173
5006	Sick Taken Nonunion	17,218	6,532			
5008	Personal Leave Taken Nonunion	2,020	1,873			
5010	Comp Taken Nonunion	3,833	3,149			
5015	Vacation Sold	902	4,192	11,781	10,293	10,293
5021	Deferred Comp Match Nonunion	3,832	4,119	16,847	14,720	14,720
5121	Overtime Nonunion	3,399	4,058	3,500	3,500	3,500
5201	PERS Taxes	69,642	73,945	123,333	113,679	113,679
5203	FICA/MEDI	29,144	30,555	49,763	43,569	43,569
5206	Worker's Comp	7,022	6,930	9,139	8,002	8,002
5207	TriMet/Wilsonville Tax	2,503	2,664	4,370	3,844	3,844
5208	OR Worker's Benefit Fund Tax	171	172	318	283	283
5211	Medical Ins Nonunion	69,251	71,538	120,525	113,065	113,065
5221	Post Retire Ins Nonunion	4,125	6,225	8,100	7,200	7,200
5230	Dental Ins Nonunion	10,097	10,216	16,414	14,955	14,955
5240	Life/Disability Insurance	4,591	4,854	9,000	8,000	8,000
5270	Uniform Allowance	1,949	1,618	3,000	3,000	3,000
5290	Employee Tuition Reimburse	376	228	1,800		
5295	Vehicle Allowance			5,760		
Total Personnel Services		592,495	621,930	996,253	879,370	879,370
5300	Office Supplies	1,019	1,387	1,100	1,800	1,800
5301	Special Department Supplies	3,093	3,031	5,000	5,000	5,000
5302	Training Supplies	13	36	50	50	50
5305	Fire Extinguisher			300	300	300
5306	Photography Supplies & Process			50		
5320	EMS Supplies			25	25	25
5321	Fire Fighting Supplies	25		85		
5330	Noncapital Furniture & Equip	4,982	3,640	8,200	6,150	6,150
5350	Apparatus Fuel/Lubricants	13,848	11,110	16,500	16,500	16,500
5361	M&R Bldg/Bldg Equip & Improv	343,468	466,170	267,490	612,100	612,100
5362	UST Expense			9,618	12,000	12,000
5365	M&R Firefight Equip				100	
5367	M&R Office Equip			780	2,500	2,500
5413	Consultant Fees	11,638	1,221		15,000	15,000
5414	Other Professional Services			7,500	5,000	5,000
5415	Printing	489	818	1,500	500	500
5416	Custodial & Bldg Services				109,300	109,300
5432	Natural Gas	885	133	800		
5433	Electricity	1,851	1,656	2,400		
5434	Water/Sewer	133	31	200		
5436	Garbage				200	1,000
5450	Rental of Equip	1,015	679	2,800	2,800	2,800
5461	External Training	1,993	1,839	3,500	3,500	3,500
5462	Travel and Per Diem	1,160	1,590	1,500	1,000	1,000
5484	Postage, UPS & Shipping	93	101	200		
5500	Dues & Subscrip	18	1,869	1,500	3,300	3,300
5570	Misc Business Exp	552	15	750	750	750
5572	Advertis/Public Notice	222	301	750	750	750
Total Materials and Services		386,497	513,525	316,000	799,325	799,325
Total General Fund		978,992	1,135,455	1,312,253	1,678,695	1,678,695

Information Technology

Fund 10 • 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$775,830	\$976,884	\$1,245,621	\$1,240,581
Materials and Services	696,680	705,959	750,593	892,831
Total Expenditures	\$1,472,510	\$1,682,843	\$1,996,214	\$2,133,413

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 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	1.00	2.00	2.00	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	1.00	2.00
Service Desk Specialist-I	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	9.00	9.00	9.00

2010-11 SIGNIFICANT CHANGES

Account 5330 was increased for 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. Cable Access, account 5437, was budgeted prior to the reorganization in the prior year administrative facility budget, which now will also include the operations of the North Operating Center. Accordingly, the District-wide internet and video access is proposed for the 2010-11 budget to be in the Information Technology budget.

Information Technology, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Develop and deliver ongoing training sessions to the user community.**

Goal(s): VII
Service Type(s): Discretionary
Measured By: Service Desk work orders are evaluated and training is developed based on the most common requests.
Status or Outcome: As VoIP was installed in the administration facilities, hands-on training was provided and attendance was close to 100%. As the implementation progresses to the stations, the appropriate training will be provided. New employees are trained in VoIP and other IT-related procedures in the new employee orientation with IT.

- **Increase 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. Immediate and future technology needs are discussed and documented. The documentation is disseminated to the budget managers in advance of the December 1st budget request deadline to allow for proper planning. Depending on the depth of the request, an IT representative partners with the budget manager to develop the necessary budget item for presentation in the budget process.

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

Goal(s): VIII
Service Type(s): Essential
Measured By: Real-time monitoring and reporting allows IT to evaluate this metric on a per system basis and apply resources as needed to meet this goal.
Status or Outcome: To date, Information Technology has experienced two critical service outages both affecting user login services. Uptime in this category 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.
Status or Outcome: Two SOGs have been drafted to reflect current business practices. The creation of a department-specific resource library greatly enhances the ability to create new and maintain existing systems documentation.

Information Technology, continued

STATUS OF 2009-10 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.
Status or Outcome:	The capital spending plan will be reviewed during this budget process. In FY09 and FY10, Information Technology invested a significant amount of money and project time updating the network infrastructure. These changes will be applied to the capital spending plan and updated accordingly. The move-up of the CBOC move-in date will also affect the spending plan and will be included in the review.

- 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 (<i>Count</i>) and the time it took to create them (<i>Hours</i>).
Status or Outcome:	Completed and continuing.

STATUS OF 2009-10 CHANGE STRATEGIES

- Implement Voice Over Internet Protocol (“VoIP”) System - Implement Voice Over Internet Protocol (“VoIP”) telephony system.

Goal(s):	VII
Budget Impact:	Increase Required
Duration:	Year 2 of 2
Budget Description:	Replace phone switches at Training and South Division. Purchase new handsets and associated licensing. Install new hardware to implement VoIP at the fire stations. Eliminate the monthly OPX costs to each remote location.
Partner(s):	District-wide
Status or Outcome:	The hardware and licensing has been purchased. The District changed dial tone providers to not only take advantage of additional disaster recovery features not previously available, but to save the District thousands of dollars in the first year of the contract. This project is expected to be completed within FY10 and within budget.

Information Technology, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

Replace Financial Systems - Begin phased integration and implementation of District support functions' financial systems replacement through ERP solution in concert with project team of key personnel in each of the support departments.

Goal(s):	VII
Budget Impact:	Increase Required
Duration:	This will be the second budget year of a multi-year plan expected to continue through fiscal year 2011-12.
Budget Description:	Implement Tyler MUNIS ERP ASP solution, year 1 of a 3 year contract.
Partner(s):	District-wide
Status or Outcome:	Information Technology is actively engaged as a partner. A significant amount of IT's technical expertise has been needed to implement the MUNIS systems and VPN connectivity for the project to remain on schedule.

- **Disaster recovery planning** – Expand the disaster recovery solution to recover selected critical system outages within a reasonable timeframe vs. two to three days to restore from tape backup.

Goal(s):	III
Budget Impact:	Increase Required
Duration:	Year 2 of 2
Budget Description:	Purchase hardware and licensing to expand off-site data storage of critical systems.
Partner(s):	District-wide
Status or Outcome:	Basic functionality has been accomplished and servers are physically stored off-site at a District facility. Additional technology improvements have been made since the plan was originally developed after initial attempts to replicate data via a software solution were not successful. A subsequent hardware purchase has been made that allows IT to achieve this goal before the end of the fiscal year.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- 2009-10 was a significant capital replacement and project year. All network infrastructure switch hardware was replaced, which allows IT to utilize new network and security technologies not previously possible. District computers, laptops, and monitors were replaced. Application and image deployment has been greatly enhanced, allowing for a significant improvement in the Service Desk's ability to recover critical data and troubleshoot hardware and software issues.
- The PBX phone switch was replaced by a VoIP system introducing new-found efficiencies at the desktop to manage phone and messaging services. Retired direct dial numbers were forwarded within the system to ensure a smooth and transparent transition. This methodology allows employees up to one year to communicate the change of phone number and order new business cards, letterhead, etc. During the transition to VoIP, Information Technology installed a second instance of dial tone to a separate District facility, providing redundancy of dial tone never realized in the past. This change in contract not only doubled the capacity for dial tone, but saved the District \$21,000 over a three year period.
- Information Technology was awarded a \$92,000 grant, which fully reimbursed the District for the purchase of network infrastructure switch hardware.
- The Information Technology department sought approval for and implemented an internal reorganization. This allowed IT to capitalize on internal talent without hiring additional FTEs to achieve its goals. Supported technologies were identified and assigned to technicians by specialty. Critical functions were assigned specific backup personnel, increasing the depth of technical expertise and cross training in the department.

Information Technology, continued

2010-11 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Service Desk work orders	1,484	1,393	2,085	2,397	2,757
IT systems uptime (%)	n/a	n/a	99.5%	99.8%	99.9%

- **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.

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

Goal(s): VIII
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.

- **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.

2010-11 CHANGE STRATEGIES

- **Move the Blanton administration facility to a seismically enhanced CBOC 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): III
Budget Impact: Increase Required
Duration: Completed in October 2010
Budget Description: Plan for the necessary expenses to complete the move successfully.
Partner(s): Bond project team, Logistics

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

Goal(s): VII, VIII
Budget Impact: 3 year contract
Duration: Three-year ASP contract through fiscal year 2011-12
Budget Description: Implement Tyler MUNIS ERP ASP solution.
Partner(s): District-wide

Information Technology, continued

2010-11 CHANGE STRATEGIES, CONTINUED

- 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 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): VII
Budget Impact: TBD
Duration: TBD
Budget Description: TBD
Partner(s): Fire Prevention, Training, Operations

- Physical move of disaster recovery systems – Participate in the design of the Station 56 South Operating Center remodel to incorporate a communications room to support a secondary FOC. Relocate the District's disaster recovery systems from Jenkins Road to the new South Operating Center.

Goal(s): III
Budget Impact: Moderate
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): Facilities, Emergency Management

- 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

Information Technology

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved	Budget Adopted
					FY 2011	FY 2011
10215 General Fund						
5001 Salaries & Wages Union	18,180	15,615	19,800	19,800	19,800	19,800
5002 Salaries & Wages Nonunion	464,159	579,745	704,583	686,486	686,486	686,486
5004 Vacation Taken Nonunion	23,964	40,514	69,684	67,894	67,894	67,894
5006 Sick Taken Nonunion	8,040	15,183				
5008 Personal Leave Taken Nonunion	2,363	3,081				
5010 Comp Taken Nonunion	65	1,640				
5015 Vacation Sold			14,890	14,507	14,507	14,507
5021 Deferred Comp Match Nonunion	5,983	6,719	21,292	20,745	20,745	20,745
5120 Overtime Union		3,060				
5121 Overtime Nonunion	17,412	15,727	15,000	15,000	15,000	15,000
5201 PERS Taxes	77,869	106,537	160,259	164,557	164,557	164,557
5203 FICA/MEDI	40,140	50,385	64,662	63,069	63,069	63,069
5206 Worker's Comp	13,565	12,193	11,876	11,583	11,583	11,583
5207 TriMet/Wilsonville Tax	3,399	4,393	5,678	5,621	5,621	5,621
5208 OR Worker's Benefit Fund Tax	188	233	318	318	318	318
5211 Medical Ins Nonunion	66,925	83,399	120,525	131,014	131,014	131,014
5221 Post Retire Ins Nonunion	3,950	8,573	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	9,737	10,973	16,414	18,507	18,507	18,507
5240 Life/Disability Insurance	5,942	7,809	9,000	9,000	9,000	9,000
5270 Uniform Allowance	273	27	300	300	300	300
5290 Employee Tuition Reimburse	13,676	11,078	3,240	4,080	4,080	4,080
Total Personnel Services	775,830	976,884	1,245,621	1,240,581	1,240,581	1,240,581
5300 Office Supplies	126	787	1,000	1,000	1,000	1,000
5301 Special Department Supplies	7,576	6,977	7,140	11,140	11,140	11,140
5302 Training Supplies	73	55	500	500	500	500
5330 Noncapital Furniture & Equip	10,178	6,756	2,425	24,806	24,806	24,806
5340 Software Expense/Upgrades	56,075	54,930	34,806	14,500	14,500	15,000
5350 Apparatus Fuel/Lubricants	946	877	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	878	220				
5367 M&R Office Equip	457	422				
5368 M&R Computer Equip & Software	436,735	464,459	539,212	481,677	481,677	476,177
5414 Other Professional Services	130,637	70,965	60,863	54,860	54,860	54,860
5415 Printing	152	14				
5417 Temporary Services		3,305	480	1,440	1,440	1,440
5430 Telephone		2,889				
5437 Cable Access	38,717	73,034	73,202	295,758	295,758	295,758
5461 External Training	7,355	16,820	26,065	6,500	6,500	6,500
5462 Travel and Per Diem	5,746	2,378	2,500	1,500	1,500	1,500
5484 Postage, UPS & Shipping	66	103				
5500 Dues & Subscrip	540	314	900	1,900	1,900	1,900
5570 Misc Business Exp	423	536	500	500	500	500
5571 Planning Retreat Expense				750	750	750
5572 Advertis/Public Notice		118				
Total Materials and Services	696,680	705,959	750,593	897,831	897,831	892,831
Total General Fund	1,472,510	1,682,843	1,996,214	2,138,412	2,138,412	2,133,412

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Communications

Fund 10 • 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.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$242,883	\$358,501	\$489,435	\$461,242
Materials and Services	1,631,497	1,564,277	1,798,000	1,748,437
Total Expenditures	\$1,874,380	\$1,922,778	\$2,287,435	\$2,209,679

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 Equivalents (FTE)	3.00	4.00	4.00	4.00

2010-11 SIGNIFICANT CHANGES

Within Personnel Services, the overall decrease relates to budgeting at revised salary grades for the department personnel. Materials and Services is decreasing overall as the implementation of the VoIP telephone system is reducing telephone line costs, temporary services was reduced, and dispatch fees from WCCCA were only moderately increased.

Communications, continued

STATUS OF 2009-10 SERVICE MEASURES

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

Goal(s): 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: The Disaster Communications protocol has been developed. The effectiveness of the protocol, and the ability to implement it was evaluated in an exercise on April 29th.

- **Ensure timely and accurate CAD information delivery to TVF&R response personnel for 90% of all emergency dispatches.**

Goal(s): I, VII
Service Type(s): Essential
Measured By: Successfully purchase and install the new hardware and software in all response apparatus that will allow for the connectivity of the mobile client and the map to WCCCA's CAD. This includes the training of District personnel and the review of current response aid policies and procedures. Evaluate at fiscal year end, the total CAD system number of dispatches and dispatches sent and received to mobile clients and report. This is the final year of a two year project.
Status or Outcome: Complete. TVF&R, in conjunction with WCCCA, implemented a new Computer Aided Dispatch (CAD) system, mobile data, and mapping software. Accurate and timely CAD information is consistently delivered over 95% of the time.

STATUS OF 2009-10 CHANGE STRATEGIES

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

Goal(s): I
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: Ongoing. TVF&R has developed strategic partnerships with several regional communications and data partners.

Communications, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Fireground Communications** - Research and develop strategies to improve fireground communications including both Incident Commander to crews and intra-crew.

Goal(s):	IV
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
Partner(s):	Operations, Metro fire agency partners
Status or Outcome:	Complete. Communications staff has worked with Operations to evaluate devices to improve fireground communications. The devices are included as part of the new Respiratory Protection Program and are budgeted for in FY 2011.

- **Mobile Data Network** - Develop network opportunities in the arena of mobile data computing to assist the District in maximizing options for resource sharing and cost savings through common platforms and programs. This may include monthly networking opportunities with regional public safety providers.

Goal(s):	I
Budget Impact:	Resource Neutral
Duration:	Year 2 of 5
Budget Description:	Staff time only
Partner(s):	UASI region fire mobile data users
Status or Outcome:	Ongoing. TVF&R continues to network with public safety agencies to share information and maximize options for savings through common platforms and programs.

- **Tap Out System** - This change strategy seeks to upgrade the existing station alerting hardware and software equipment by taking advantage of newer technologies.

Goal(s):	I, VII
Budget Impact:	Increase Required
Duration:	Year 1 of 4
Budget Description:	This program will result in an upgrade of existing station alerting hardware and software. Years 1 and 2 will be captured by capital bond reconstruction. Year 3 will retrofit existing facilities. Year 4 will complete interface to WCCCA's CAD.
Partner(s):	Operations, Facilities, IT, WCCCA
Status or Outcome:	Ongoing. A re-engineered and upgraded tap-out system was installed in the newly constructed stations (53, 58, and 59). The upgraded tap out system will be included in the stations scheduled for construction in FY 11.

Communications, continued

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Implemented the new CAD mobile data and mapping system.
- Design and implementation of the communications and technology for the Operation's CARS as part of the new deployment model.
- Designed and installed communications equipment in three new fire stations.
- Designed communications system for the new Command and Business Operations Center.

2010-11 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Service requests	416	916	903	861	500	500
Cell phones supported	165	144	120	130	130	130
Pagers supported	380	247	210	187	320	320
Blackberries supported	50	54	65	71	75	75
800 MHz portables supported	326	353	390	373	370	370
800 MHz mobiles supported	158	158	196	196	150	177
VHF portables supported	56	56	56	55	55	37
VHF mobiles supported	56	56	50	40	15	16
Vehicle radio modems supported	66	66	68	68	68	58
Base station radios supported	0	0	6	10	18	24
Satellite phones supported	7	8	8	10	11	11
Preventive Maintenance Inspections performed	0	4	28	29	260	260
MDTs supported	60	61	62	77	77	68
Wireless gateways	0	0	2	23	58	62
MDC printers	4	4	6	6	6	4
Evolution-Data Optimized (EVDO) wireless aircards	13	16	19	30	80	100

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

Goal(s): 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.

2010-11 SERVICE MEASURES, CONTINUED

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

Goal(s): VII
Service Type(s): Essential
Measured By: Continue scheduled PMI 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.

2010-11 CHANGE STRATEGIES

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

Goal(s): I
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

- **Fireground Communications** - Research and develop strategies to improve fireground communications, including both Incident Commander to crews and intra-crew communications.

Goal(s): IV
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):

- **Establish new FOC 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, and drills for employees; incorporate into spring exercise.

Goal(s): III
Budget Impact: Neutral to moderate increase
Duration: Year 1 of 1, although improvements in instructions, floor plans, and Training may extend into second year, but all primary work should be completed.
Budget Impact: 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): IT, Communications, Supply, Facilities, Logistics Administration, Media Services, other divisions as needed (committing employees to training)

Communications, continued

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

- **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): III
Budget Impact: Neutral to moderate increase
Duration: Year 1 of 1, although improvements in instructions, and training may extend into second year but 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): IT, Communications, Facilities, Logistics Administration, Integrated Operations, Media Services

- **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
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 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): Emergency Management, Fleet, IT, Integrated Operations, Media Services

Communications

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10175 General Fund						
5002 Salaries & Wages Nonunion	152,414	228,999	280,203	257,264	257,264	257,264
5004 Vacation Taken Nonunion	7,095	12,416	27,712	25,444	25,444	25,444
5006 Sick Taken Nonunion	2,582	3,095				
5008 Personal Leave Taken Nonunion	1,271	1,351				
5010 Comp Taken Nonunion	1,995	953				
5015 Vacation Sold		4,932	5,921	5,437	5,437	5,437
5016 Vacation Sold at Retirement	3,071	700				
5021 Deferred Comp Match Nonunion	1,740	2,826	8,468	7,774	7,774	7,774
5120 Overtime Union	201	861	750			
5121 Overtime Nonunion	1,267	3,248	3,500	3,500	3,500	3,500
5123 Comptime Sold Nonunion		6				
5201 PERS Taxes	24,912	42,705	61,915	59,764	59,764	59,764
5203 FICA/MEDI	12,835	18,782	24,981	22,906	22,906	22,906
5206 Worker's Comp	3,904	4,783	4,588	4,207	4,207	4,207
5207 TriMet/Wilsonville Tax	1,105	1,656	2,194	2,041	2,041	2,041
5208 OR Worker's Benefit Fund Tax	75	97	141	141	141	141
5211 Medical Ins Nonunion	17,059	20,459	53,567	56,532	56,532	56,532
5221 Post Retire Ins Nonunion	1,175	2,710	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	2,148	2,536	7,295	7,477	7,477	7,477
5240 Life/Disability Insurance	2,143	2,895	4,000	4,000	4,000	4,000
5270 Uniform Allowance	205	617	600	600	600	600
5290 Employee Tuition Reimburse	5,686	1,874		555	555	555
Total Personnel Services	242,883	358,501	489,435	461,242	461,242	461,242
5300 Office Supplies	80	303	750	350	350	350
5301 Special Department Supplies	27,463	18,846	40,100	22,900	22,900	22,900
5321 Fire Fighting Supplies	28	26				
5330 Noncapital Furniture & Equip	561	1,761	1,000	3,436	3,436	3,436
5340 Software Expense/Upgrades	71					
5350 Apparatus Fuel/Lubricants	5,022	3,941	2,200	3,000	3,000	3,000
5364 M&R Fire Communic Equip	53,388	41,701	11,800	28,060	28,060	28,060
5414 Other Professional Services	11,252	8,349	12,264	21,651	21,651	21,651
5415 Printing	28	167	250			
5417 Temporary Services		170	30,000			
5420 Dispatch	1,235,954	1,207,347	1,351,243	1,392,222	1,392,222	1,392,222
5430 Telephone	275,899	259,820	333,193	272,178	272,178	272,178
5432 Natural Gas			600			
5433 Electricity			1,300			
5434 Water/Sewer			200			
5436 Garbage			100			
5450 Rental of Equip	10,018	10,495	8,995	2,300	2,300	2,300
5461 External Training	2,979	1,281	1,765	600	600	600
5462 Travel and Per Diem	7,127	8,073	1,000	1,000	1,000	1,000
5484 Postage, UPS & Shipping	269	789				
5500 Dues & Subscrip	231	274	240	240	240	240
5570 Misc Business Exp	1,127	934	500			
5571 Planning Retreat Expense			500	500	500	500
Total Materials and Services	1,631,497	1,564,277	1,798,000	1,748,437	1,748,437	1,748,437
Total General Fund	1,874,380	1,922,778	2,287,435	2,209,679	2,209,679	2,209,679

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Supply

Fund 10 • Division 70 • Department 220

PROGRAM DESCRIPTION

Provide centralized purchasing of daily operating supplies and equipment and negotiate pricing; provide District-wide intra-departmental mail and delivery services, central inventory and fire equipment management, and management of surplus property.

BUDGET SUMMARY

Expenditures	2007-0 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$250,591	\$352,742	\$577,267	\$492,222
Materials and Services	107,318	109,194	346,898	194,133
Total Expenditures	\$357,909	\$461,936	\$924,165	\$686,355

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	1.00	1.00	1.00
Supply Specialist	1.25	1.00	1.00	1.00
Supply Assistant	0.00	0.50	1.00	1.00
Supply Driver	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.25	4.50	5.00	5.00

2010-11 SIGNIFICANT CHANGES

Personnel Services continues to reflect the temporary addition of 0.50 FTE added to the Supply Assistant position to assist with the ERP project. The uniforms for all line personnel in account 5270 were transferred to cost center 10200 to aid in accounting management within the Integrated Operations Directorate.

Within Materials and Services, account 5321, increased in 2009, due to the transfer of SCBA masks and firefighting incident support supplies (\$51,150) previously budgeted in cost center 10200, Operations Administration. For 2010-11, the Respiratory Protection Program budget has been moved to the Logistics Administration program budget for oversight and administration. Accordingly, accounts 5321 and 5365 are transferred. Account 5365, Maintenance and Repair of Firefighting Equipment, provides funds for repair and maintenance of hose and breathing air compressors, as well as for hydro-testing of 300 SCBA bottles and 228 oxygen bottles. Account 5417 reflects an increase to temporary services needed to augment the Supply staff for clerical assistance during the implementation of the MUNIS Inventory software module.

Supply, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Continue participation on the project team to implement new software for Supply and Finance.** The new software will improve the 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:	Supply personnel have been involved in numerous implementation sessions, playing key roles in testing information and prepping conversion documents for go-live. This goal will continue into next year as implementation of the work order module occurs.

- **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:	Supply continues to meet the needs of its customers by reviewing department procedures and refocusing existing resources. Procedures have been implemented that focus on standard timelines for order pulling and replenishment. One employee has been assigned to performing the functions involved in receiving and order pulling. This has brought increased efficiencies to identifying product errors before shipping to customers. Single responsible party for order pulling ensures task is completed timely. Changes to the delivery route scheduled shifted eight hours of existing staff time to process customer returns and requests in a timelier manner.

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

Goal(s):	IV, VII
Service Type(s):	Mandatory
Measured By:	Ability to fill requests same day or within 48 hours.
Status or Outcome:	Supply is able to meet customer needs by considering many issues when providing loaner turnouts. Determining the value of a garment by considering replacement cost, turnaround time, repair costs, upcoming academy needs, etc., are examples of issues that impact what Supply stocks for loaner PPE items. Supply utilizes alteration options offered by the District's turnout cleaning/repair vendor. This enables Supply to meet the needs of customers in a timelier and more cost efficient manner versus ordering new, if unnecessary. Supply is partnering with Operations to address this issue. The implementation of back-up sets of turnouts for line personnel will impact the number of turnouts Supply is required to keep on hand.

STATUS OF 2009-10 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 outside vendor. Ability to access database and make updates to PPE status or condition.
Status or Outcome:	Supply partners with the District's turnout cleaning/repair vendor to improve the effectiveness of their tracking database. Operations is partnering with Supply to provide feedback as well to improve the usability for the firefighters.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Warehouse Storage Practices.** Review warehouse storage capabilities and plan for storage of emergency preparedness inventory stock. Inventory increase is based on Supply's emergency plan and 20% increase of supplies stocked.

Goal(s):	III
Budget Impact:	Neutral
Duration:	Year 3 of 3
Budget Description:	Supply inventory balance increase. Supplies will be rotated through general use to limit expiration of goods.
Partner(s):	EMS, Emergency Management
Status or Outcome:	Supply continues to rotate items as needed to limit loss due to expiration. This goal will be continually evaluated, with the District's partners, as different items are identified and determined to be of value for the District's disaster stock.

- **Vendor direct deliveries to stations.** Stations will place medical supply orders directly to vendor's website. Upon approval by Supply staff, orders will be shipped directly to the stations via UPS. This will maintain or improve service to customers and increase availability of Supply resources for other mandatory and essential services. EMS items will remain in stock at Supply and will be maintained for urgent requests and disaster preparedness. To limit loss due to expiration, stock will be rotated by randomly filling customer requests versus forwarding the order to the vendor.

Goal(s):	III, VII
Budget Impact:	Decrease in resource time
Duration:	Year 1 of 2
Budget Description:	None
Partner(s):	EMS, Operations
Status or Outcome:	This goal has been put on hold pending complete implementation of MUNIS and will be re-evaluated in 2011/2012. Additional testing is required within MUNIS to identify the best method of obtaining the goal of direct deliveries to customers utilizing one ordering system.

Supply, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Air management program.** Partner with Operations to conduct a comprehensive review of all facets of the air management program to provide future direction on how to best accomplish this function. Support purchasing and implementation as needed.

Goal(s):	IV, VII
Budget Impact:	Resource neutral for planning. Increase required to implement anticipated capital replacement.
Duration:	Year 2 of 3
Budget Description:	Staff time in first and second years
Partner(s):	Operations, Logistics
Status or Outcome:	Supply continues to work with Operations to consolidate the SCBA program into a service model under one department. This ongoing program will incorporate maintenance/training, policy/audit, stationary and mobile air management capabilities.
• Turnout replacement and retention of backup turnouts.	Assist Operations by managing the ordering, receiving, and disbursement of replacement turnout gear for all career fire suppression personnel, including Duty Chiefs. Assist with transition of the current gear into backup status.
Goal(s):	IV, VII
Budget Impact:	Increase Required
Duration:	One year
Budget Description:	Replacement of all career suppression personnel turnouts, including turnouts for anticipated firefighter academies in fiscal year 2009-2010, and replacement sets for the Supply Department's reserve stock. Purchase of turnout storage containers, which will be placed in the stations to store backup sets of turnouts.
Partner(s):	Operations, Logistics
Status or Outcome:	Supply continues support the needs of Operations in completing the implementation of the back-up sets. Supply continues to partner with Operations to identify an effective replacement schedule and fiscal responsibility of repair and maintenance of turnouts.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Partnered with Operations on new turnout specifications and deployment.
- Supported Operations with ordering supplies and equipment for new stations.
- Partnered with MUNIS team for successful implementation of Phase I.

Supply, continued

2010-11 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Orders Filled	2,576	2,632	2,593	2,743	2,867	3,010
Number of Inventory Items Ordered	13,713	13,685	14,471	14,785	15,406	15,906
Purchase Orders Generated	1,139	1,120	1,036	3,554 ⁽⁵⁾	3,800	3,950
Miles Driven by Supply Vans	19,508	17,012	17,761	15,693	12,640 ⁽¹⁾	13,120 ⁽⁶⁾
Turnouts Cleaned/Repaired-Outside Annual Schedule	120	130	214	199	330 ⁽²⁾	200
Ending Inventory Value		120,959	133,414	157,308	152,989	153,000
Inventory Increases		338,954	376,330	458,619	441,640	442,000
Inventory Decreases		322,955	363,876	434,726	464,850	465,000
Inventory Turns		2.9	2.86	3.0	3.0	2.9
Number of Inventory Product Codes			1,018	1,054	1,489	1,520
Number of Inventory Products in Stock			39,900	41,371	41,671	41,705
1 Supply Requests/Inquiries				1,100 ⁽³⁾	2,310	1,155 ⁽⁴⁾

⁽¹⁾ Delivery route decreased from 3 to 2 days.

⁽²⁾ Increase due to delay in professional cleaning/repair schedule.

⁽³⁾ Started tracking in January 2009, quantity reflects through June 2009.

⁽⁴⁾ Decrease due to transfer of request through work order system.

⁽⁵⁾ Reflects IFAS, Excel POs for uniforms and PPE repairs, SPO forms.

⁽⁶⁾ Increase due to addition of CBOC.

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

- 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.

- Maintain adequate levels of compliant reserve 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.

Supply, continued

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 outside vendor.
Ability to access database and make updates to PPE status or condition.
Use information to improve decision making regarding life of garments.

2009-10 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

- **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

- Cooperative efforts with Clackamas Fire.

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, SEC, Clackamas Fire

- **Air Management Program** – Partner with 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

Supply

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10220 General Fund						
5002	Salaries & Wages Nonunion	161,681	204,977	260,662	260,639	260,639
5004	Vacation Taken Nonunion	4,784	13,878	25,780	25,777	25,777
5006	Sick Taken Nonunion	25	3,636			
5008	Personal Leave Taken Nonunion	204	933			
5010	Comp Taken Nonunion		214			
5015	Vacation Sold	3,224	10,567	5,508	5,508	5,508
5017	PEHP Vac Sold at Retirement		684			
5021	Deferred Comp Match Nonunion	1,956	2,950	7,877	7,876	7,876
5121	Overtime Nonunion	4,027	6,976	8,000	8,000	8,000
5201	PERS Taxes	28,621	41,625	58,364	61,437	61,437
5203	FICA/MEDI	12,955	17,759	23,549	23,547	23,547
5206	Worker's Comp	3,682	4,075	4,325	4,325	4,325
5207	TriMet/Wilsonville Tax	1,113	1,549	2,068	2,099	2,099
5208	OR Worker's Benefit Fund Tax	104	121	177	177	177
5211	Medical Ins Nonunion	18,222	32,343	66,958	70,666	70,666
5221	Post Retire Ins Nonunion	2,983	3,450	4,500	4,500	4,500
5230	Dental Ins Nonunion	2,308	3,954	9,119	9,347	9,347
5240	Life/Disability Insurance	1,735	2,453	5,000	5,000	5,000
5270	Uniform Allowance	725	337	94,380	804	804
5290	Employee Tuition Reimburse	2,242	261	1,000	2,520	2,520
Total Personnel Services		250,591	352,742	577,267	492,222	492,222
5300	Office Supplies	1,052	1,515	1,600	1,400	1,400
5301	Special Department Supplies	1,733	1,663	2,000	1,800	1,800
5305	Fire Extinguisher	91		50	60	60
5320	EMS Supplies	20	52			
5321	Fire Fighting Supplies			52,150		
5325	Protective Clothing			46,000		
5330	Noncapital Furniture & Equip	297	910	1,500	2,490	2,490
5350	Apparatus Fuel/Lubricants	7,093	5,030	7,500	7,300	7,300
5361	M&R Bldg/Bldg Equip & Improv	1,168	1,991	3,060	500	500
5365	M&R Firefight Equip	7,310	3,972	55,920	500	500
5367	M&R Office Equip	457	422	1,200	1,344	1,344
5415	Printing	273	370	250	200	200
5417	Temporary Services			19,968	47,924	47,924
5432	Natural Gas	7,757	6,743	5,000	5,000	5,000
5433	Electricity	5,932	5,373	6,000	6,500	6,500
5434	Water/Sewer	3,414	3,012	4,000	4,000	4,000
5436	Garbage	1,399	1,427	1,500	1,500	1,500
5461	External Training	1,205	1,347	1,500	1,000	1,000
5462	Travel and Per Diem	30	1,141	1,500	1,490	1,490
5484	Postage, UPS & Shipping	1,243	1,619	3,700	3,500	3,500
5500	Dues & Subscrip	691	1,435	2,500	1,485	1,485
5570	Misc Business Exp	(18)	220	300	140	140
5571	Planning Retreat Expense			400		
5573	Inventory Over/Short/Obsolete	1,515	241	3,200	5,000	5,000
5575	Laundry/Repair Expense	64,656	70,711	126,100	101,000	101,000
Total Materials and Services		107,318	109,194	346,898	194,133	194,133
Total General Fund		357,909	461,936	924,165	686,355	686,355

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Media Services

Fund 10 • 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$170,548	\$136,263	\$250,528	\$254,632
Materials and Services	30,008	36,409	36,825	13,031
Total Expenditures	\$200,556	\$172,672	\$287,353	\$267,663

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Media Services Manager	0.50	0.50	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.50	1.50	2.00	2.00

2010-11 SIGNIFICANT CHANGES

Within Materials and Services of the Media Services budget, account 5437 was transferred to the Information Technology budget.

Media Services, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Provide media support** (scripting, shooting, editing, webpage authoring, MS Producer, MS PowerPoint, etc.) for internal and external customers.

Goal(s):	I, VI
Service Type(s):	Essential
Measured By:	The number of total projects completed within the year.
Status or Outcome:	Ongoing. More than 79 shoots and 31 comprehensive media projects completed. A large volume of webpage work ranging from page edits to creation of new pages.

- **Continue media migration to web and computer-based programs.**

Goal(s):	VI
Service Type(s):	Essential
Measured By:	The number of media programs added to both the District Net and Internet within the year.
Status or Outcome:	Ongoing. The Media Services website has increased to more than 182 videos that are available online 24/7. There were approximately 1,500 hits on the site during this time period. TVF&R also has a YouTube Channel with 17 videos currently posted. There are 71 subscribers at this time and there have been approximately 20,000 views of media in the calendar year.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Improve Media Content Delivery System.** Designed to help keep crews in their first-due response areas by providing training and communications via video. Improvements may include use of 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 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 3 of 5
Budget Description:	This strategy requires research and development, which will require Information Technology and Training staff time. Research will include site visits.
Partner(s):	Information Technology, Training
Status or Outcome:	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.

Media Services, continued

2010-11 SERVICE MEASURES

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Actual
Media Content Hours					
General Fire Suppression Training	225	230	350	225	190
Emergency Medical Services Training	222	252	300	210	200
Internal Communication	334	300	350	350	320
Safety Programming	90	56	150	150	100
Total Hours	871	836	1150*	935*	810

* 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, 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 on 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, continued

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 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): IT, Training

- **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: Completed in October 2010

Budget Description: Plan for the necessary expenses to successfully make the move.

Partner(s): Bond project team, IT

Media Services

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved	Budget Adopted
					FY 2011	FY 2011
10451 General Fund						
5002 Salaries & Wages Nonunion	96,565	73,428	143,176	147,311	147,311	147,311
5004 Vacation Taken Nonunion	10,302	9,046	14,160	14,569	14,569	14,569
5006 Sick Taken Nonunion	1,820	546				
5008 Personal Leave Taken Nonunion	1,401	575				
5015 Vacation Sold			6,051	2,335	2,335	2,335
5021 Deferred Comp Match Nonunion	2,256	1,877	4,327	4,452	4,452	4,452
5201 PERS Taxes	21,419	16,168	31,799	33,666	33,666	33,666
5203 FICA/MEDI	8,527	6,435	12,830	12,903	12,903	12,903
5206 Worker's Comp	2,008	1,852	2,356	2,370	2,370	2,370
5207 TriMet/Wilsonville Tax	732	560	1,127	1,150	1,150	1,150
5208 OR Worker's Benefit Fund Tax	37	26	71	71	71	71
5211 Medical Ins Nonunion	17,653	18,176	26,783	28,266	28,266	28,266
5221 Post Retire Ins Nonunion	950	1,275	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	2,736	2,595	3,648	3,739	3,739	3,739
5240 Life/Disability Insurance	1,258	1,304	2,000	2,000	2,000	2,000
5270 Uniform Allowance	4		400			
5295 Vehicle Allowance	2,880	2,400				
Total Personnel Services	170,548	136,263	250,528	254,632	254,632	254,632
5300 Office Supplies	2	122	200	200	200	200
5301 Special Department Supplies	3,495	714	1,100	2,031	2,031	2,031
5306 Photography Supplies & Process			200	200	200	200
5330 Noncapital Furniture & Equip	263	3,890				
5340 Software Expense/Upgrades			800	900	900	900
5350 Apparatus Fuel/Lubricants	102	37	225	225	225	225
5367 M&R Office Equip	89		500	1,000	1,000	1,000
5368 M&R Computer Equip & Software		643	600			
5414 Other Professional Services	502	2,491	7,500	6,500	6,500	6,500
5417 Temporary Services	155					
5437 Cable Access	22,720	27,098	24,000			
5461 External Training	75	550	500	1,200	1,200	1,200
5462 Travel and Per Diem	2,053	294	500			
5484 Postage, UPS & Shipping		8				
5500 Dues & Subscrip	525	562	600	675	675	675
5570 Misc Business Exp	27		100	100	100	100
Total Materials and Services	30,008	36,409	36,825	13,031	13,031	13,031
Total General Fund	200,556	172,672	287,353	267,663	267,663	267,663

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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 Tualatin Valley Fire and Rescue 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$733,903	\$855,993	\$1,499,346	\$1,257,464
Materials and Services	382,432	403,060	503,239	534,945
Total Expenditures	1,116,335	\$1,259,053	\$2,002,585	\$1,792,409

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Chief Financial Officer	1.00	1.00	1.00	0.00
Controller	0.00	0.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	0.00	0.00	1.00	1.00
Accounting Manager	0.00	1.00	1.00	0.00
Sr. Financial Systems Analyst	1.00	1.50	1.50	1.00
Management Analyst	0.00	0.00	0.00	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	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	0.50
Total Full-Time Equivalents (FTE)	7.00	7.50	10.50	9.50

2010-11 SIGNIFICANT CHANGES

The Personnel Services budget reflects the transfer of the Chief Financial Officer to the Fire Chief's Office budget for 2010-11 as part of the District reorganization for July 1, 2010, as well as adjustments to actual employee salary ranges. A Management Analyst hired for backfill during Phase I of the ERP implementation project is proposed for continuation to provide ongoing ERP support and business analysis assisting business managers throughout the organization, and the other .5 FTE for ERP transition assistance staffing is proposed to be replaced with a .5 Administrative Assistant.

Within Materials and Services, Account 5400, Insurance Premium, is anticipated to increase reflecting new facilities such as the Command and Business Operations Center and newly reconstructed fire stations. 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 2009-10 SERVICE MEASURES

- Continue to prepare award winning budget documents 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. The District has been awarded the Certificate of Achievement for Excellence in Financial Reporting for the 2008 CAFR and Distinguished Budget Presentation Award for the 2009-10 Budget from the GFOA.

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

Goal(s): VIII
Service Type(s): Essential
Measured By: Continued affirmation of Moody's upgraded bond rating of Aa1 (pre-Global rating scale change).
Status or Outcome: Complete and ongoing. This is the highest rating that the District can achieve from Moody's. The District has maintained this rating for both of the most recent bond sales.

STATUS OF 2009-10 CHANGE STRATEGIES

- Replace Financial Systems – Continue project of integration and implementation of District support functions' financial systems replacement through phased project ERP solution, in concert with project team of key personnel in each of the support departments.

Goal(s): VI, VIII
Budget Impact: Continued increase required
Duration: Year 3 of 5
Budget Description: Software, hardware, staffing, and consulting. Contracted costs with Tyler Technologies.
Partner(s): Logistics Division, Human Resources
Status or Outcome: Ongoing. The District will complete Phase I this fiscal year, which covers the core financials. Work has started on Phases II and III, which cover Payroll and Human Resources, applicant tracking, work orders, bid management, contract management, fixed assets treasury management, and vendor self-service. These will not be implemented until FY 2010-11.

- Implement new labor contract accurately for affected employees.

Goal(s): VI
Budget Impact: Increase Required
Duration: Year 1 of 3 year contract
Budget Description: To be determined.
Partner(s): Human Resources
Status or Outcome: Finance completed the Year 1 requirements of the labor contract. This is ongoing for Years 2 and 3, which will need to be completed as required per the contract.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Updated the Board Purchasing Policy and Purchasing SOG.
- Analyzed urban renewal directly affecting the District in support of a vote by the Board.
- Added staff to the Finance department, increasing the ability to assist other departments and capture relevant data to enable sound financial decisions.

SERVICE MEASURES

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Accounts receivable invoiced	703	737	837	900	950
Payroll pays issued	12,446	12,829	9,701	10,000	10,200
Accounts payable checks	6,812	6,409	6,240	6,200	6,500
Accounts payable transactions	21,854	21,528	21,546	22,000	22,500
Cash receipts processed	2,506	2,326	2,195	2,200	2,500
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

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.

- 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.

- 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.

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

Finance, continued

2010-11 CHANGE STRATEGIES, CONTINUED

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

Goal(s): VII, VIII
Budget Impact: Neutral
Duration: Unknown
Budget Description: Not determined
Partner(s): Fire Chief's Office

- 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

- Implement new labor contract accurately for affected employees.

Goal(s): VIII
Budget Impact: Increase required
Duration: Year 2 of 3 year contract
Budget Description: Personnel budget changes included in proposed budget.
Partner(s): Human Resources

Finance

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted
						FY 2011
10210 General Fund						
5002 Salaries & Wages Nonunion	416,723	555,299	874,041	718,463	718,463	718,463
5004 Vacation Taken Nonunion	37,238	30,736	85,672	71,057	71,057	71,057
5006 Sick Taken Nonunion	25,853	12,251				
5008 Personal Leave Taken Nonunion	1,335	2,231				
5010 Comp Taken Nonunion	1,933	388				
5015 Vacation Sold	14,749	8,672	32,298	15,183	15,183	15,183
5017 PEHP Vac Sold at Retirement		2,307				
5021 Deferred Comp Match Nonunion	10,096	10,413	25,903	21,712	21,712	21,712
5121 Overtime Nonunion	1,053		1,500	1,500	1,500	1,500
5201 PERS Taxes	90,606	91,426	194,373	166,402	166,402	166,402
5203 FICA/MEDI	34,790	36,765	78,426	63,776	63,776	63,776
5206 Worker's Comp	9,684	10,956	14,404	11,713	11,713	11,713
5207 TriMet/Wilsonville Tax	3,228	3,402	6,887	5,684	5,684	5,684
5208 OR Worker's Benefit Fund Tax	164	173	371	336	336	336
5211 Medical Ins Nonunion	58,621	62,288	140,612	138,293	138,293	138,293
5221 Post Retire Ins Nonunion	5,066	5,550	9,450	8,550	8,550	8,550
5230 Dental Ins Nonunion	9,118	10,803	19,149	19,535	19,535	19,535
5240 Life/Disability Insurance	5,166	6,023	10,500	9,500	9,500	9,500
5290 Employee Tuition Reimburse	1,520					
5295 Vehicle Allowance	6,960	6,310	5,760	5,760	5,760	5,760
Total Personnel Services	733,903	855,993	1,499,346	1,257,464	1,257,464	1,257,464
5300 Office Supplies	3,975	4,749	5,074	6,425	6,425	6,425
5301 Special Department Supplies	1,018	455	1,294	1,295	1,295	1,295
5321 Fire Fighting Supplies	19					
5330 Noncapital Furniture & Equip		545	1,500	600	600	600
5367 M&R Office Equip	1,727	1,797	2,520	2,420	2,420	2,420
5400 Insurance Premium	227,572	255,112	280,400	305,400	305,400	305,400
5412 Audit & Related Filing Fees	41,508	20,798	44,185	44,185	44,185	44,185
5414 Other Professional Services	72,179	74,835	96,872	93,000	93,000	93,000
5415 Printing	5,205	5,899	6,454	6,450	6,450	6,450
5417 Temporary Services	2,044	13,434	29,120	29,000	29,000	29,000
5418 Trustee/Administrative Fees	15,291	13,209	17,843	22,840	22,840	22,840
5430 Telephone		276				
5461 External Training	903	1,791	3,645	6,965	6,965	6,965
5462 Travel and Per Diem	318	534	2,009	3,115	3,115	3,115
5484 Postage, UPS & Shipping	79	48	161	150	150	150
5500 Dues & Subscrip	2,121	1,906	3,641	4,110	4,110	4,110
5502 Certification & Licensing				320	320	320
5570 Misc Business Exp	2,534	2,192	1,550	1,700	1,700	1,700
5572 Advertis/Public Notice	5,939	5,480	6,971	6,970	6,970	6,970
Total Materials and Services	382,432	403,060	503,239	534,945	534,945	534,945
Total General Fund	1,116,335	1,259,053	2,002,585	1,792,409	1,792,409	1,792,409

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North Integrated Operations Division - Combined

DIVISION DESCRIPTION

The Combined Operations of the newly created North Integrated Operations departments and fire stations are reflected below. The North Operation Center will manage the operations of the Operating Center staff and stations 60, 61, 62, 64, 65, 66, 67, and 68.

BUDGET SUMMARY

Expenditures	2007-08 Actual ⁽¹⁾	2008-09 Actual ⁽¹⁾	2009-10 Budget ⁽¹⁾	2010-11 Budget
Personnel Services	\$13,349,758	\$13,687,302	\$14,878,724	\$15,210,886
Materials and Services	378,462	368,552	434,470	428,335
Total Expenditures	\$13,728,220	\$14,055,854	\$15,313,194	\$15,639,221

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

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief ⁽¹⁾	1.00	1.00	1.00	1.00
Battalion Chief ⁽¹⁾	3.00	3.00	3.00	3.00
Assistant Fire Marshal ⁽²⁾	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors ⁽²⁾	4.00	4.00	4.00	4.00
Community Services Graphics ⁽³⁾	1.00	1.00	1.00	1.00
Administrative Assistant II ⁽¹⁾	0.00	0.00	1.00	1.00
Administrative Assistant I ⁽³⁾	1.00	1.00	1.00	1.00
Station 60 ⁽⁴⁾	9.00	9.00	9.00	12.00
Station 61	16.00	16.00	14.00	14.00
Station 62	16.00	16.00	14.00	13.00
Station 64	12.00	12.00	12.00	12.00
Station 65	9.00	12.00	12.00	12.00
Station 66	12.00	12.00	12.00	12.00
Station 67	21.00	21.00	24.00	25.00
Station 68 ⁽⁴⁾	9.00	9.00	12.00	12.00
Total Full-Time Equivalents (FTE)	115.00	118.00	121.00	124.00

⁽¹⁾ Transferred from Emergency Operations for the 2010-11 budget.

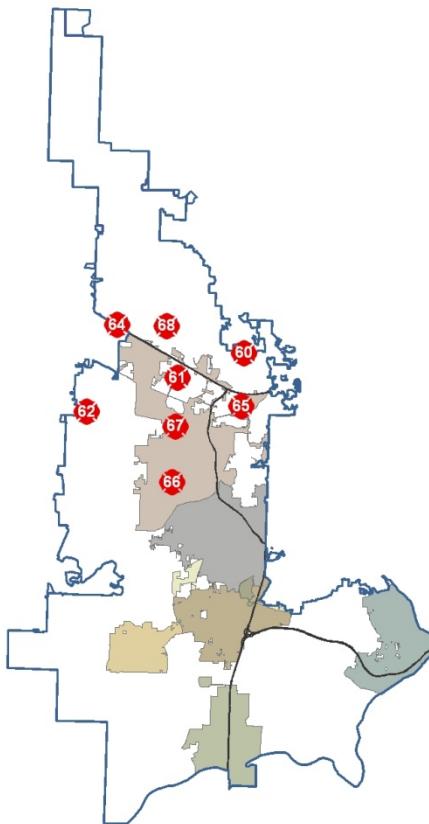
⁽²⁾ Transferred from the former Fire Prevention program for the 2010-11 budget.

⁽³⁾ Transferred from the former Community Services program for the 2010-11 budget.

⁽⁴⁾ These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 per shift).

North Integrated Operations Division - Combined

LOCATION OF STATIONS IN AREA OF OPERATIONS



STATION FTE AND UNITS

Stations	2009-10 Budget			2010-11 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)	14.00	▣ □ □	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)	12.00	▣	Engine	12.00*	▣	Engine

*These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 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 Operating Center

Division 60 • Department 155

DIVISION DESCRIPTION

The newly created North Operating Center will manage the District's connection to the community, community risk reduction and Integrated Operations for the northern portion of the District. The Center has been staffed with personnel transferred from other departments.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				\$2,316,776
Materials and Services	\$315,598	\$306,598	\$418,555	184,286
Total Expenditures	\$315,598	\$306,598	\$418,555	\$2,501,062

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief ⁽¹⁾	1.00	1.00	1.00	1.00
Battalion Chief ⁽¹⁾	3.00	3.00	3.00	3.00
Assistant Fire Marshal ⁽²⁾	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors ⁽²⁾	4.00	4.00	4.00	4.00
Community Services Graphics ⁽³⁾	1.00	1.00	1.00	1.00
Administrative Assistant II ⁽¹⁾	0.00	0.00	1.00	1.00
Administrative Assistant I ⁽³⁾	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	11.00	11.00	12.00	12.00

⁽¹⁾ Transferred from Emergency Operations for the 2010-11 budget.

⁽²⁾ Transferred from the former Fire Prevention program for the 2010-11 budget.

⁽³⁾ Transferred from the former Community Services program for the 2010-11 budget.

2010-11 SIGNIFICANT CHANGES

The newly created North Operating Center will manage the Integrated Operations for the northern service area of the District. Personnel were transferred from the former Emergency Operations, Fire Prevention, and Community Services budgets. Fire Prevention staff have worked out of the Jenkins Road administrative site but as the Dartmouth Command and Business Operations Center opens in October 2010, staff from Jenkins Road will transfer along with other Integrated Operations staff to the Blanton Street Administrative site. The prior year actual and budget costs represent the former costs of the Administrative Facility budget for the Blanton Street complex. Because the former fire station at Jenkins Road is in need of significant investment to meet seismic facility standards, the building is expected to be closed, although it is possible the property may be subleased in the future.

Because the reorganization was announced to the budget managers after the budgets had been prepared, the proposed reorganized budget reflects a combination of the prior Administrative Facility budget, specific items associated with certain staff and essentially a third of the former Fire Prevention and Community Services budgets that had been through the District's internal budget committee. Further refinement to the proposed budget may be needed to transfer program budgets to Operating Centers as the District further refines the distribution of programs between divisions.

North Integrated Ops Center

	Actual	Actual	Budget	Budget	Budget	
	Prior	Prior	Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10155 General Fund						
5001 Salaries & Wages Union				512,057	512,057	512,057
5002 Salaries & Wages Nonunion				669,178	669,178	669,178
5003 Vacation Taken Union				30,294	30,294	30,294
5004 Vacation Taken Nonunion				66,182	66,182	66,182
5015 Vacation Sold				30,800	30,800	30,800
5020 Deferred Comp Match Union				11,781	11,781	11,781
5021 Deferred Comp Match Nonunion				10,249	10,249	10,249
5102 Duty Chief Relief				89,307	89,307	89,307
5120 Overtime Union				77,479	77,479	77,479
5121 Overtime Nonunion				4,169	4,169	4,169
5201 PERS Taxes				376,430	376,430	376,430
5203 FICA/MEDI				147,043	147,043	147,043
5206 Worker's Comp				36,243	36,243	36,243
5207 TriMet/Wilsonville Tax				13,032	13,032	13,032
5208 OR Worker's Benefit Fund Tax				424	424	424
5210 Medical Ins Union				67,663	67,663	67,663
5211 Medical Ins Nonunion				116,457	116,457	116,457
5220 Post Retire Ins Union				2,400	2,400	2,400
5221 Post Retire Ins Nonunion				7,200	7,200	7,200
5230 Dental Ins Nonunion				16,450	16,450	16,450
5240 Life/Disability Insurance				8,000	8,000	8,000
5270 Uniform Allowance				5,295	5,295	5,295
5290 Employee Tuition Reimburse				18,643	18,643	18,643
Total Personnel Services				2,316,776	2,316,776	2,316,776
5300 Office Supplies	12,878	8,574	16,952	5,454	5,454	5,454
5301 Special Department Supplies	5,328	5,658	6,120	7,834	7,834	7,834
5302 Training Supplies				1,000	1,000	1,000
5304 Hydrant Maintenance				1,667	1,667	1,667
5305 Fire Extinguisher		75	312	200	200	200
5306 Photography Supplies & Process				67	67	67
5307 Smoke Detector Program				67	67	67
5320 EMS Supplies	3	3		33	33	33
5321 Fire Fighting Supplies	5			667	667	667
5323 Food Service				1,500	1,500	1,500
5325 Protective Clothing				2,583	2,583	2,583
5330 Noncapital Furniture & Equip	1,268	1,902		400	400	400
5350 Apparatus Fuel/Lubricants			275	7,615	7,615	7,615
5361 M&R Bldg/Bldg Equip & Improv	30,020	20,608	48,200	2,000	2,000	2,000
5367 M&R Office Equip	11,265	12,452	26,916	30,000	30,000	30,000
5414 Other Professional Services				18,500	18,500	6,833
5415 Printing	1,558	1,625	6,630	8,000	8,000	3,333
5416 Custodial & Bldg Services	24,336	23,713	39,000	3,000	3,000	3,000
5417 Temporary Services				2,667	2,667	2,667
5432 Natural Gas	12,229	12,850	14,500	8,633	8,633	8,633
5433 Electricity	41,292	41,017	46,900	38,233	38,233	38,233
5434 Water/Sewer	9,820	9,883	13,770	12,120	12,120	12,120
5436 Garbage	3,076	3,032	3,300	3,720	3,720	3,720
5437 Cable Access	156,456	160,402	185,500			
5450 Rental of Equip		300	925	300	300	300
5461 External Training				3,730	3,730	3,539
5462 Travel and Per Diem	12	19		3,875	3,875	3,284

North Integrated Ops Center

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Adopted
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
5471	Citizen Awards		27		250	250
5472	Employee Recog & Awards				167	167
5480	Community Events/Open House				4,567	4,567
5481	Community Education Materials				9,333	9,333
5484	Postage, UPS & Shipping	6,011	4,480	9,000	18,333	18,333
5500	Dues & Subscrip				3,105	3,105
5570	Misc Business Exp	14	5	255	833	833
5571	Planning Retreat Expense				550	550
5572	Advertis/Public Notice				13,333	13,333
5575	Laundry/Repair Expense				33	33
Total Materials and Services		315,598	306,598	418,555	214,369	214,369
Total General Fund		315,598	306,598	418,555	2,531,145	2,501,062

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Station 60 – Cornell Road

Fund 10 • Division 60 • Department 060

STATION DESCRIPTION

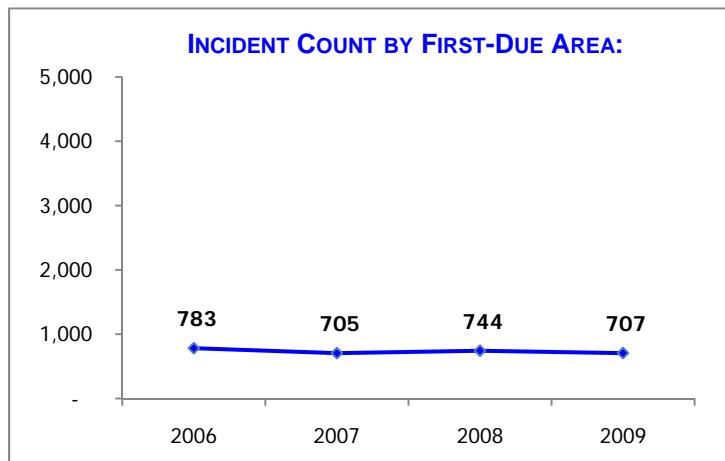
Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **nine full-time personnel** (three personnel on each 24-hour, three-shift schedule). If the District is awarded the SAFER grant for additional firefighters, this station's engine will be staffed by four firefighters per shift. 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	2007-08 Actual	2008-09 Budget	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,186,771	\$1,358,797	\$1,277,747	\$1,302,693
Materials and Services	37,594	36,344	43,525	42,905
Total Expenditures	\$1,224,365	\$1,395,141	\$1,321,272	\$1,345,598

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	96.0%	94.1%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:26	1:36
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	7:13	7:22
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	7:09	7:09
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	13:11	13:11

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 60 - Cornell Road

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10060 General Fund						
5001 Salaries & Wages Union	494,675	566,874	630,125	630,125	630,125	630,125
5003 Vacation Taken Union	88,983	94,775	83,399	83,399	83,399	83,399
5005 Sick Leave Taken Union	36,755	34,671	27,800	27,800	27,800	27,800
5007 Personal Leave Taken Union	10,262	13,993				
5016 Vacation Sold at Retirement	2,580	25,607	3,707	3,707	3,707	3,707
5017 PEHP Vac Sold at Retirement			6,672	6,672	6,672	6,672
5020 Deferred Comp Match Union	11,490	12,362	12,973	27,800	27,800	27,800
5101 Vacation Relief	101,346	128,931	73,762	96,001	96,001	96,001
5105 Sick Relief	40,913	34,981	16,828	16,828	16,828	16,828
5110 Personal Leave Relief	15,141	23,282	10,749	10,749	10,749	10,749
5115 Vacant Slot Relief	17,778	4,919				
5118 Standby Overtime	633	749	593	593	593	593
5120 Overtime Union	7,375	7,643	5,189	5,189	5,189	5,189
5201 PERS Taxes	153,551	177,273	165,293	152,244	152,244	152,244
5203 FICA/MEDI	60,368	69,019	66,692	69,528	69,528	69,528
5206 Worker's Comp	21,308	21,157	23,539	24,539	24,539	24,539
5207 TriMet/Wilsonville Tax	4,981	5,551	5,857	6,106	6,106	6,106
5208 OR Worker's Benefit Fund Tax	315	344	767	767	767	767
5210 Medical Ins Union	113,217	131,266	138,402	135,246	135,246	135,246
5220 Post Retire Ins Union	5,100	5,400	5,400	5,400	5,400	5,400
Total Personnel Services	1,186,771	1,358,797	1,277,747	1,302,693	1,302,693	1,302,693
5300 Office Supplies	536	1,220	1,000	900	900	900
5301 Special Department Supplies	2,067	2,021	2,500	2,700	2,700	2,700
5302 Training Supplies			350	225	225	225
5305 Fire Extinguisher	174		180	100	100	100
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	(13)					
5321 Fire Fighting Supplies	1,961	1,289	2,500	1,800	1,800	1,800
5325 Protective Clothing				180	180	180
5330 Noncapital Furniture & Equip	3,678	929	1,950	1,200	1,200	1,200
5350 Apparatus Fuel/Lubricants	8,964	8,501	9,500	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	2,512	4,138	4,400	4,000	4,000	4,000
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip		110	400	270	270	270
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	29	21	300	270	270	270
5415 Printing	16			50	50	50
5432 Natural Gas	4,065	4,503	4,500	4,500	4,500	4,500
5433 Electricity	7,933	7,660	8,000	8,250	8,250	8,250
5434 Water/Sewer	3,663	3,926	4,725	5,000	5,000	5,000
5436 Garbage	1,128	1,200	1,420	1,500	1,500	1,500
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	83	112	350	200	200	200
5570 Misc Business Exp		30	200	360	360	360
Total Materials and Services	37,594	36,344	43,525	42,905	42,905	42,905
Total General Fund	1,224,365	1,395,141	1,321,272	1,345,598	1,345,598	1,345,598

Station 61 – Butner Road

Fund 10 • Division 60 • Department 061

STATION DESCRIPTION

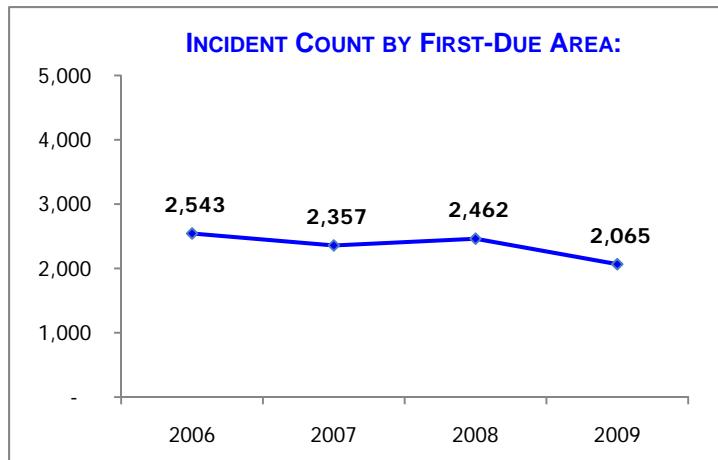
Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squrt 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a 10-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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,992,946	\$1,912,290	\$1,915,331	\$1,995,862
Materials and Services	55,756	49,259	55,135	58,150
Total Expenditures	\$2,048,702	\$1,961,549	\$1,970,466	\$2,054,012

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	93.3%	89.6%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:34	1:31
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:41	6:47

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 61 - Butner Road

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10061 General Fund						
5001 Salaries & Wages Union	954,480	914,682	940,110	940,110	940,110	940,110
5003 Vacation Taken Union	128,343	112,794	124,426	124,426	124,426	124,426
5005 Sick Leave Taken Union	18,477	16,311	41,475	41,475	41,475	41,475
5007 Personal Leave Taken Union	15,981	18,705				
5016 Vacation Sold at Retirement	2,027		5,530	5,530	5,530	5,530
5017 PEHP Vac Sold at Retirement	1,946	2,037	9,954	9,954	9,954	9,954
5020 Deferred Comp Match Union	15,347	16,158	19,355	41,475	41,475	41,475
5101 Vacation Relief	151,765	151,934	110,048	143,228	143,228	143,228
5105 Sick Relief	24,290	26,710	25,106	25,106	25,106	25,106
5110 Personal Leave Relief	26,243	29,897	16,037	16,037	16,037	16,037
5115 Vacant Slot Relief	40,981	18,450				
5118 Standby Overtime	1,255	944	885	885	885	885
5120 Overtime Union	8,419	14,897	7,742	7,742	7,742	7,742
5201 PERS Taxes	251,256	246,926	246,607	270,652	270,652	270,652
5203 FICA/MEDI	100,408	94,922	99,501	103,732	103,732	103,732
5206 Worker's Comp	37,925	34,042	35,118	36,611	36,611	36,611
5207 TriMet/Wilsonville Tax	8,718	8,516	8,738	9,109	9,109	9,109
5208 OR Worker's Benefit Fund Tax	586	536	1,007	1,007	1,007	1,007
5210 Medical Ins Union	196,699	195,229	215,292	210,383	210,383	210,383
5220 Post Retire Ins Union	7,800	8,600	8,400	8,400	8,400	8,400
Total Personnel Services	1,992,946	1,912,290	1,915,331	1,995,862	1,995,862	1,995,862
5300 Office Supplies	1,150	1,534	1,300	1,400	1,400	1,400
5301 Special Department Supplies	4,108	3,763	3,000	4,200	4,200	4,200
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	122	44	200	100	100	100
5306 Photography Supplies & Process			100			
5307 Smoke Detector Program				200	200	200
5321 Fire Fighting Supplies	4,541	4,031	3,300	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip	3,852	3,496	1,900	920	920	920
5350 Apparatus Fuel/Lubricants	13,922	7,919	11,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	4,790	5,375	5,025	5,825	5,825	5,825
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip		276	400	420	420	420
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	145	29	300	420	420	420
5415 Printing	5		50	75	75	75
5432 Natural Gas	4,923	5,068	5,090	5,500	5,500	5,500
5433 Electricity	8,844	9,088	10,500	10,000	10,000	10,000
5434 Water/Sewer	6,385	5,745	8,500	9,000	9,000	9,000
5436 Garbage	2,025	2,025	2,220	2,200	2,200	2,200
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping		14				
5500 Dues & Subscrip	83	168	350	200	200	200
5570 Misc Business Exp	31		200	560	560	560
5575 Laundry/Repair Expense		32	100			
Total Materials and Services	55,756	49,259	55,135	58,150	58,150	58,150
Total General Fund	2,048,702	1,961,549	1,970,466	2,054,012	2,054,012	2,054,012

Station 62 - Aloha

Fund 10 • Division 60 • Department 062

STATION DESCRIPTION

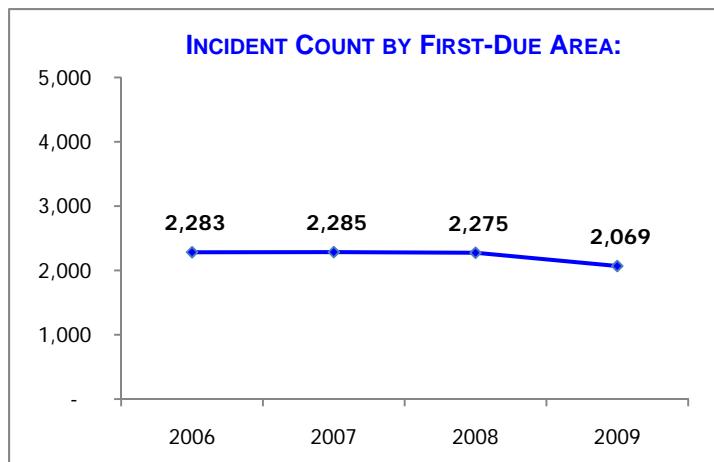
Station 62, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing aerial pumper **Squrt 62** and can also respond in **Heavy Brush 62** 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 10-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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,922,215	\$1,823,689	\$1,893,529	\$1,862,451
Materials and Services	68,680	69,688	83,300	86,735
Total Expenditures	\$1,990,895	\$1,893,377	\$1,976,829	\$1,949,186

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	94.8%	90.4%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:36	1:34
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:43	6:53
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	6:25	8:51
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	11:09	11:52

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 62 - Aloha

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10062 General Fund						
5001 Salaries & Wages Union	950,484	795,026	928,007	858,748	858,748	858,748
5003 Vacation Taken Union	106,324	103,217	122,834	113,658	113,658	113,658
5005 Sick Leave Taken Union	27,727	30,724	40,945	37,886	37,886	37,886
5007 Personal Leave Taken Union	14,782	15,541				
5016 Vacation Sold at Retirement			5,459	5,051	5,051	5,051
5017 PEHP Vac Sold at Retirement	1,879	41,276	9,827	9,093	9,093	9,093
5020 Deferred Comp Match Union	14,972	12,866	19,107	37,886	37,886	37,886
5101 Vacation Relief	123,138	156,084	108,640	130,833	130,833	130,833
5105 Sick Relief	36,455	27,158	24,785	22,934	22,934	22,934
5110 Personal Leave Relief	20,803	21,695	15,832	14,649	14,649	14,649
5115 Vacant Slot Relief	17,816	41,981				
5118 Standby Overtime	943	1,143	873	808	808	808
5120 Overtime Union	9,692	24,815	7,643	7,072	7,072	7,072
5201 PERS Taxes	244,053	230,020	243,451	247,228	247,228	247,228
5203 FICA/MEDI	96,975	90,491	98,228	94,754	94,754	94,754
5206 Worker's Comp	37,471	32,422	34,669	33,443	33,443	33,443
5207 TriMet/Wilsonville Tax	7,905	7,445	8,626	8,321	8,321	8,321
5208 OR Worker's Benefit Fund Tax	585	515	911	863	863	863
5210 Medical Ins Union	202,311	181,670	215,292	231,424	231,424	231,424
5220 Post Retire Ins Union	7,900	9,600	8,400	7,800	7,800	7,800
Total Personnel Services	1,922,215	1,823,689	1,893,529	1,862,451	1,862,451	1,862,451
5300 Office Supplies	906	852	1,300	1,400	1,400	1,400
5301 Special Department Supplies	3,313	3,915	3,000	4,200	4,200	4,200
5302 Training Supplies	36	18	350	350	350	350
5305 Fire Extinguisher	151	79	200	200	200	200
5306 Photography Supplies & Process			100			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	(7)	96				
5321 Fire Fighting Supplies	2,279	4,487	3,300	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip	2,671	2,553	1,200	2,450	2,450	2,450
5350 Apparatus Fuel/Lubricants	16,500	11,604	17,500	17,500	17,500	17,500
5361 M&R Bldg/Bldg Equip & Improv	5,863	5,423	6,000	6,000	6,000	6,000
5363 Vehicle Maintenance		255				
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	140		400	420	420	420
5367 M&R Office Equip	798	684	750	1,380	1,380	1,380
5414 Other Professional Services	544	461	300	420	420	420
5415 Printing	13			75	75	75
5432 Natural Gas	9,327	12,066	12,000	12,000	12,000	12,000
5433 Electricity	16,072	16,665	24,000	24,000	24,000	24,000
5434 Water/Sewer	8,376	8,873	10,000	10,000	10,000	10,000
5436 Garbage	1,400	1,392	1,700	1,800	1,800	1,800
5450 Rental of Equip				100	100	100
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	108	176	350	200	200	200
5570 Misc Business Exp	190	76	200	560	560	560
5575 Laundry/Repair Expense		13	150	100	100	100
Total Materials and Services	68,680	69,688	83,300	86,735	86,735	86,735
Total General Fund	1,990,895	1,893,377	1,976,829	1,949,186	1,949,186	1,949,186

Station 64 Somerset

Fund 10 • Division 60 • Department 064

STATION DESCRIPTION

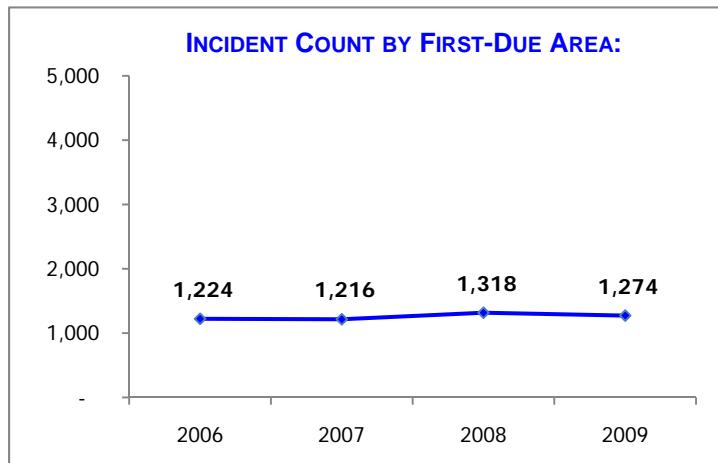
Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970. This 7,500 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 64** and can also respond 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,465,952	\$1,494,465	\$1,628,674	\$1,715,083
Materials and Services	49,192	48,186	65,495	58,625
Total Expenditures	\$1,515,144	\$1,542,651	\$1,694,169	\$1,773,708

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	93.4%	90.7%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:24	1:28
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:35	6:42
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	6:53	6:41
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	15:00	13:56

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 64 - Somerset

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10064 General Fund						
5001 Salaries & Wages Union	706,190	681,707	798,584	798,584	798,584	798,584
5003 Vacation Taken Union	78,730	88,386	105,695	105,695	105,695	105,695
5005 Sick Leave Taken Union	14,277	19,264	35,232	35,232	35,232	35,232
5007 Personal Leave Taken Union	8,731	8,963				
5016 Vacation Sold at Retirement			4,698	4,698	4,698	4,698
5017 PEHP Vac Sold at Retirement	1,835		8,456	8,456	8,456	8,456
5020 Deferred Comp Match Union	10,850	11,779	16,441	35,232	35,232	35,232
5101 Vacation Relief	110,810	136,937	93,481	121,667	121,667	121,667
5105 Sick Relief	23,530	23,788	21,327	21,327	21,327	21,327
5110 Personal Leave Relief	14,695	15,049	13,623	13,623	13,623	13,623
5115 Vacant Slot Relief	23,029	14,978				
5118 Standby Overtime	965	828	752	752	752	752
5120 Overtime Union	27,943	22,100	6,577	6,577	6,577	6,577
5201 PERS Taxes	184,965	190,100	209,482	229,907	229,907	229,907
5203 FICA/MEDI	74,947	75,703	84,522	88,116	88,116	88,116
5206 Worker's Comp	28,237	25,942	29,831	31,100	31,100	31,100
5207 TriMet/Wilsonville Tax	6,102	6,136	7,422	7,738	7,738	7,738
5208 OR Worker's Benefit Fund Tax	459	448	815	815	815	815
5210 Medical Ins Union	144,007	164,007	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	5,650	8,350	7,200	7,200	7,200	7,200
Total Personnel Services	1,465,952	1,494,465	1,628,674	1,715,083	1,715,083	1,715,083
5300 Office Supplies	599	816	1,300	1,500	1,500	1,500
5301 Special Department Supplies	3,302	3,232	3,000	4,500	4,500	4,500
5302 Training Supplies	209	67	350	375	375	375
5305 Fire Extinguisher	152	56	200	150	150	150
5306 Photography Supplies & Process	13	25	20			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	465	108				
5321 Fire Fighting Supplies	2,564	3,148	3,300	3,000	3,000	3,000
5325 Protective Clothing				300	300	300
5330 Noncapital Furniture & Equip	566	187	1,000			
5350 Apparatus Fuel/Lubricants	21,250	20,495	27,000	25,000	25,000	25,000
5361 M&R Bldg/Bldg Equip & Improv	4,909	3,377	11,200	5,000	5,000	5,000
5364 M&R Fire Communic Equip	1		250	150	150	150
5365 M&R Firefight Equip	6	18	400	450	450	450
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	222	385	300	450	450	450
5415 Printing			25	50	50	50
5432 Natural Gas	3,019	4,399	4,000	4,000	4,000	4,000
5433 Electricity	7,102	7,065	8,000	7,500	7,500	7,500
5434 Water/Sewer	2,793	2,782	2,500	2,700	2,700	2,700
5436 Garbage	983	956	1,000	950	950	950
5480 Community Events/Open House		98	250	150	150	150
5484 Postage, UPS & Shipping		4				
5500 Dues & Subscrip	200	183	350	200	200	200
5570 Misc Business Exp	39	101	200	600	600	600
5575 Laundry/Repair Expense			100			
Total Materials and Services	49,192	48,186	65,495	58,625	58,625	58,625
Total General Fund	1,515,144	1,542,651	1,694,169	1,773,708	1,773,708	1,773,708

Station 65 – West Slope

Fund 10 • Division 60 • Department 065

STATION DESCRIPTION

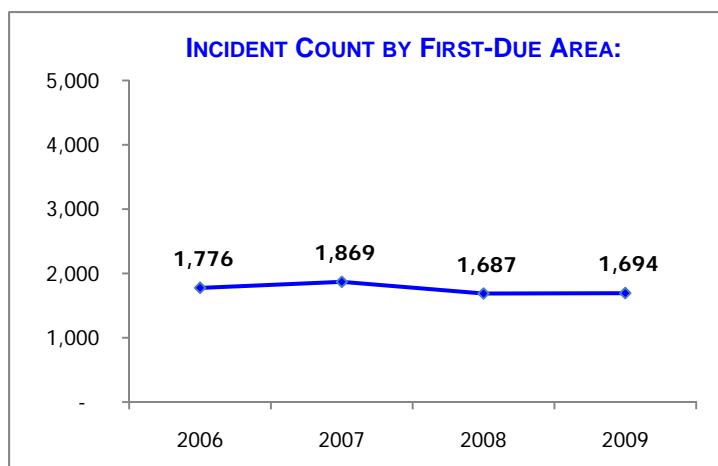
Station 65, located at the intersection of SW Canyon Drive and Canyon Road (Highway 8), was constructed in 1968. This 7,700 foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 65**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,392,423	\$1,539,692	\$1,639,541	\$1,726,493
Materials and Services	37,188	37,801	43,795	43,460
Total Expenditures	\$1,429,611	\$1,577,493	\$1,683,336	\$1,769,953

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	93.5%	90.5%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:23	1:27
Response Performance at the 75 th Percentile (minutes:seconds) Category A	6:40	6:41	6:36

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 65 - West Slope

	Actual Prior	Actual Prior	Budget Prior	Budget Proposed	Budget Approved	Budget Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10065 General Fund						
5001 Salaries & Wages Union	623,894	679,521	804,600	804,600	804,600	804,600
5003 Vacation Taken Union	80,861	82,412	106,491	106,491	106,491	106,491
5005 Sick Leave Taken Union	29,407	12,951	35,497	35,497	35,497	35,497
5007 Personal Leave Taken Union	8,419	13,541				
5016 Vacation Sold at Retirement		6,006	4,733	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement	31,248	32,259	8,519	8,519	8,519	8,519
5020 Deferred Comp Match Union	10,577	11,633	16,565	35,497	35,497	35,497
5101 Vacation Relief	100,333	123,917	94,186	122,583	122,583	122,583
5105 Sick Relief	38,418	35,490	21,488	21,488	21,488	21,488
5110 Personal Leave Relief	11,861	22,555	13,726	13,726	13,726	13,726
5115 Vacant Slot Relief	37,708	44,296				
5118 Standby Overtime	1,043	820	757	757	757	757
5120 Overtime Union	4,024	11,689	6,626	6,626	6,626	6,626
5201 PERS Taxes	179,828	198,731	211,061	231,639	231,639	231,639
5203 FICA/MEDI	67,427	74,024	85,159	88,780	88,780	88,780
5206 Worker's Comp	21,391	20,382	30,056	31,334	31,334	31,334
5207 TriMet/Wilsonville Tax	5,902	6,698	7,478	7,796	7,796	7,796
5208 OR Worker's Benefit Fund Tax	402	432	863	863	863	863
5210 Medical Ins Union	134,230	154,385	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	5,450	7,950	7,200	7,200	7,200	7,200
Total Personnel Services	1,392,423	1,539,692	1,639,541	1,726,493	1,726,493	1,726,493
5300 Office Supplies	692	1,144	1,300	1,200	1,200	1,200
5301 Special Department Supplies	3,035	3,187	3,000	3,600	3,600	3,600
5302 Training Supplies			350	300	300	300
5305 Fire Extinguisher	135		250	250	250	250
5306 Photography Supplies & Process		13				
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	136	89				
5321 Fire Fighting Supplies	2,530	3,126	3,300	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	636	3,938	1,250	300	300	300
5350 Apparatus Fuel/Lubricants	9,519	6,885	9,800	9,800	9,800	9,800
5361 M&R Bldg/Bldg Equip & Improv	3,147	3,242	5,000	5,000	5,000	5,000
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	17		400	360	360	360
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	195	27	300	360	360	360
5415 Printing			25	50	50	50
5432 Natural Gas	3,174	1,970	3,500	3,500	3,500	3,500
5433 Electricity	8,591	8,635	9,000	9,000	9,000	9,000
5434 Water/Sewer	3,175	3,432	3,300	3,300	3,300	3,300
5436 Garbage	1,200	1,200	1,220	1,220	1,220	1,220
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	163	203	350	200	200	200
5570 Misc Business Exp	45	26	200	480	480	480
Total Materials and Services	37,188	37,801	43,795	43,460	43,460	43,460
Total General Fund	1,429,611	1,577,493	1,683,336	1,769,953	1,769,953	1,769,953

Station 66 – Brockman Road

Fund 10 • Division 60 • Department 066

STATION DESCRIPTION

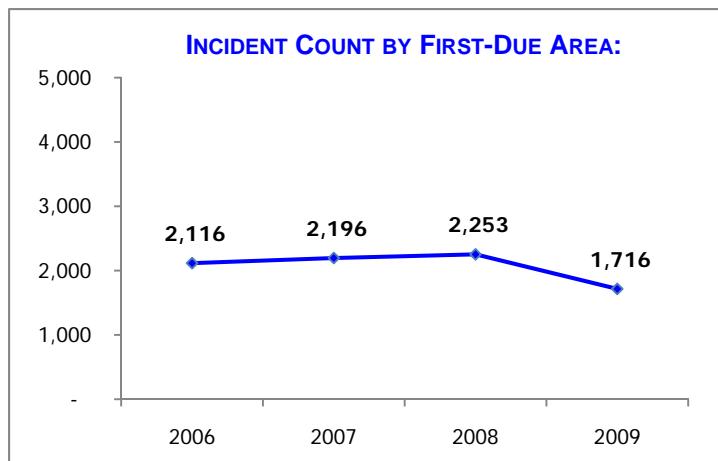
Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and recently remodeled in 2008 utilizing bond proceeds that were approved by voters in 2006. The 7,494 square foot station houses a total of **12 full-time personnel** (four 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,412,652	\$1,544,560	\$1,650,410	\$1,737,909
Materials and Services	45,498	47,244	49,555	44,935
Total Expenditures	\$1,458,150	\$1,591,804	\$1,699,965	\$1,782,844

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	90.9%	90.7%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:30	1:31
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:37	6:20

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 66 - Brockman Road

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10066 General Fund						
5001 Salaries & Wages Union	724,575	709,402	810,617	810,617	810,617	810,617
5003 Vacation Taken Union	80,832	92,163	107,288	107,288	107,288	107,288
5005 Sick Leave Taken Union	10,093	15,600	35,763	35,763	35,763	35,763
5007 Personal Leave Taken Union	8,417	8,304				
5016 Vacation Sold at Retirement	2,172		4,768	4,768	4,768	4,768
5017 PEHP Vac Sold at Retirement	1,619		8,583	8,583	8,583	8,583
5020 Deferred Comp Match Union	9,699	12,082	16,689	35,763	35,763	35,763
5101 Vacation Relief	88,825	127,447	94,890	123,500	123,500	123,500
5105 Sick Relief	11,630	24,625	21,648	21,648	21,648	21,648
5110 Personal Leave Relief	12,393	16,914	13,828	13,828	13,828	13,828
5115 Vacant Slot Relief	14,031	46,536				
5118 Standby Overtime	743	771	763	763	763	763
5120 Overtime Union	7,489	14,207	6,676	6,676	6,676	6,676
5201 PERS Taxes	176,631	198,655	212,639	233,371	233,371	233,371
5203 FICA/MEDI	70,797	76,429	85,796	89,443	89,443	89,443
5206 Worker's Comp	28,195	24,342	30,281	31,568	31,568	31,568
5207 TriMet/Wilsonville Tax	6,109	6,873	7,534	7,855	7,855	7,855
5208 OR Worker's Benefit Fund Tax	456	450	911	911	911	911
5210 Medical Ins Union	152,396	162,110	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	5,550	7,650	7,200	7,200	7,200	7,200
Total Personnel Services	1,412,652	1,544,560	1,650,410	1,737,909	1,737,909	1,737,909
5300 Office Supplies	1,167	969	1,300	1,200	1,200	1,200
5301 Special Department Supplies	4,280	4,443	3,000	3,600	3,600	3,600
5302 Training Supplies	54		350	300	300	300
5305 Fire Extinguisher	88		100			
5306 Photography Supplies & Process		3	150			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	443	89				
5321 Fire Fighting Supplies	3,304	2,230	3,300	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	2,422	3,966				
5350 Apparatus Fuel/Lubricants	11,583	10,548	17,000	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	3,508	5,207	3,850	3,850	3,850	3,850
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip		100	400	360	360	360
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	321	344	300	360	360	360
5415 Printing	28		50	50	50	50
5432 Natural Gas	4,931	5,062	4,500	4,500	4,500	4,500
5433 Electricity	6,952	7,312	7,000	7,000	7,000	7,000
5434 Water/Sewer	3,963	4,526	4,360	4,500	4,500	4,500
5436 Garbage	1,550	1,513	1,995	1,995	1,995	1,995
5450 Rental of Equip		35				
5480 Community Events/Open House		20	250	150	150	150
5500 Dues & Subscrip	88	104	350	200	200	200
5570 Misc Business Exp	6	89	200	480	480	480
5575 Laundry/Repair Expense		12	100			
Total Materials and Services	45,498	47,244	49,555	44,935	44,935	44,935
Total General Fund	1,458,150	1,591,804	1,699,965	1,782,844	1,782,844	1,782,844

Station 67 – Farmington Road

Fund 10 • Division 60 • Department 067

STATION DESCRIPTION

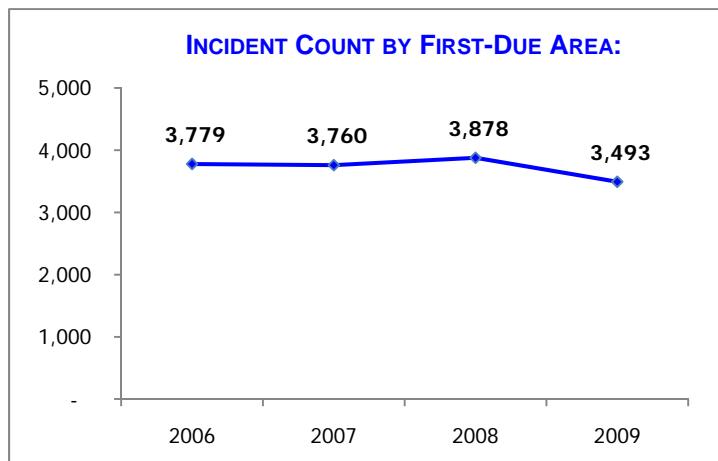
Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional 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 10-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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,804,317	\$2,800,938	\$3,255,685	\$3,559,254
Materials and Services	68,170	63,809	71,800	71,505
Total Expenditures	\$2,872,487	\$2,864,747	\$3,327,485	\$3,630,759

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	97.8%	96.5%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:39	1:44
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	5:57	5:59

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 67 - Farmington Road

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10067 General Fund						
5001 Salaries & Wages Union	1,411,628	1,325,103	1,596,218	1,656,382	1,656,382	1,656,382
5003 Vacation Taken Union	163,020	178,384	211,264	219,227	219,227	219,227
5005 Sick Leave Taken Union	25,063	29,235	70,421	73,076	73,076	73,076
5007 Personal Leave Taken Union	13,459	12,167				
5016 Vacation Sold at Retirement			9,390	9,743	9,743	9,743
5017 PEHP Vac Sold at Retirement	2,672	1,589	16,901	17,538	17,538	17,538
5020 Deferred Comp Match Union	24,987	25,020	32,863	73,076	73,076	73,076
5101 Vacation Relief	183,083	228,818	186,851	252,355	252,355	252,355
5105 Sick Relief	48,379	35,798	42,628	44,235	44,235	44,235
5110 Personal Leave Relief	22,046	23,469	27,230	28,256	28,256	28,256
5115 Vacant Slot Relief	20,366	35,428				
5118 Standby Overtime	1,227	958	1,502	1,559	1,559	1,559
5120 Overtime Union	22,488	38,817	13,145	13,641	13,641	13,641
5201 PERS Taxes	358,394	359,501	418,715	476,862	476,862	476,862
5203 FICA/MEDI	142,504	141,575	168,944	182,765	182,765	182,765
5206 Worker's Comp	49,183	42,649	59,627	64,505	64,505	64,505
5207 TriMet/Wilsonville Tax	11,722	11,941	14,836	16,050	16,050	16,050
5208 OR Worker's Benefit Fund Tax	866	802	1,678	1,726	1,726	1,726
5210 Medical Ins Union	289,930	296,884	369,072	413,258	413,258	413,258
5220 Post Retire Ins Union	13,300	12,800	14,400	15,000	15,000	15,000
Total Personnel Services	2,804,317	2,800,938	3,255,685	3,559,254	3,559,254	3,559,254
5300 Office Supplies	1,384	2,126	1,500	2,400	2,400	2,400
5301 Special Department Supplies	5,038	4,629	4,000	7,200	7,200	7,200
5302 Training Supplies	97	110	350	600	600	600
5305 Fire Extinguisher	219	194				
5306 Photography Supplies & Process		6				
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies		197				
5321 Fire Fighting Supplies	5,228	4,770	4,500	4,800	4,800	4,800
5325 Protective Clothing				480	480	480
5330 Noncapital Furniture & Equip	4,242	1,092				
5350 Apparatus Fuel/Lubricants	17,514	13,025	16,950	16,950	16,950	16,950
5361 M&R Bldg/Bldg Equip & Improv	8,223	7,141	9,250	7,000	7,000	7,000
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	401	827	800	720	720	720
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	306	478	300	720	720	720
5415 Printing		31		75	75	75
5432 Natural Gas	5,887	9,502	6,500	6,500	6,500	6,500
5433 Electricity	10,879	10,930	11,800	11,800	11,800	11,800
5434 Water/Sewer	5,949	6,123	12,000	7,200	7,200	7,200
5436 Garbage	1,717	1,717	2,000	2,000	2,000	2,000
5461 External Training		75				
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping	7	12				
5500 Dues & Subscrip		175	234	200	200	200
5570 Misc Business Exp				250	960	960
5575 Laundry/Repair Expense			12			
Total Materials and Services	68,170	63,809	71,800	71,505	71,505	71,505
Total General Fund	2,872,487	2,864,747	3,327,485	3,630,759	3,630,759	3,630,759

Station 68 – Oak Hills

Fund 10 • Division 60 • Department 068

STATION DESCRIPTION

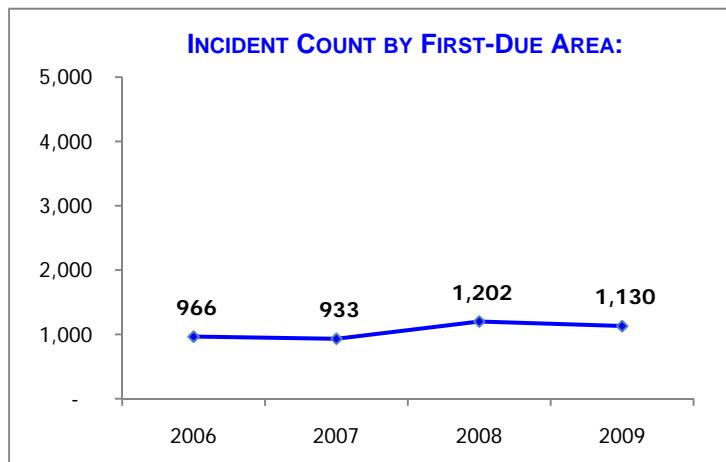
Station 68, located on NW 147th Place just north of West Union Road, was originally constructed in 1970 as a residential home. The 1,500 square foot station and detached 880 square foot apparatus bay houses a total of **nine full-time personnel** (three personnel on each 24-hour, three-shift schedule). If the District is awarded the SAFER grant for additional firefighters, this station's engine will be staffed by four firefighters per shift. The crew responds to incidents utilizing **Engine 68**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 7,041 acres (11.00 miles²) of Station 68's First-Due Area includes primarily unincorporated territory in Washington and Multnomah counties (Bethany).

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,172,482	\$1,212,871	\$1,617,807	\$1,311,141
Materials and Services	16,384	16,221	21,865	22,020
Total Expenditures	\$1,188,866	\$1,229,092	\$1,639,672	\$1,333,161

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	94.4%	91.9%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:31	1:37
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:40	6:38
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	9:42	9:23
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	12:22	15:20

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 68 - Oak Hills

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10068 General Fund						
5001 Salaries & Wages Union	556,813	541,061	792,568	612,076	612,076	612,076
5003 Vacation Taken Union	79,171	62,301	104,899	81,010	81,010	81,010
5005 Sick Leave Taken Union	19,346	35,702	34,966	27,003	27,003	27,003
5007 Personal Leave Taken Union	13,815	7,851				
5016 Vacation Sold at Retirement			4,662	3,600	3,600	3,600
5017 PEHP Vac Sold at Retirement			8,392	6,481	6,481	6,481
5020 Deferred Comp Match Union	11,010	11,592	16,318	27,003	27,003	27,003
5101 Vacation Relief	81,778	89,747	92,777	93,252	93,252	93,252
5105 Sick Relief	28,356	37,105	21,166	16,346	16,346	16,346
5110 Personal Leave Relief	16,576	14,040	13,520	10,441	10,441	10,441
5115 Vacant Slot Relief	8,057	21,131				
5118 Standby Overtime	1,256	1,016	746	576	576	576
5120 Overtime Union	1,153	20,387	6,527	5,041	5,041	5,041
5201 PERS Taxes	152,832	157,208	207,904	176,213	176,213	176,213
5203 FICA/MEDI	58,349	60,210	83,885	67,536	67,536	67,536
5206 Worker's Comp	21,308	19,246	29,607	23,836	23,836	23,836
5207 TriMet/Wilsonville Tax	5,033	5,379	7,367	5,931	5,931	5,931
5208 OR Worker's Benefit Fund Tax	323	325	767	623	623	623
5210 Medical Ins Union	112,056	123,520	184,536	148,773	148,773	148,773
5220 Post Retire Ins Union	5,250	5,050	7,200	5,400	5,400	5,400
Total Personnel Services	1,172,482	1,212,871	1,617,807	1,311,141	1,311,141	1,311,141
5300 Office Supplies	367	519	1,000	900	900	900
5301 Special Department Supplies	2,052	1,946	2,500	2,700	2,700	2,700
5302 Training Supplies	10		350	225	225	225
5305 Fire Extinguisher	59	170		200	200	200
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	178					
5321 Fire Fighting Supplies	1,267	1,431	2,500	1,800	1,800	1,800
5325 Protective Clothing				180	180	180
5330 Noncapital Furniture & Equip	692		1,100	750	750	750
5350 Apparatus Fuel/Lubricants	913	419	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	1,931	2,952	2,000	2,500	2,500	2,500
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip		200	400	270	270	270
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	57	80	300	270	270	270
5415 Printing	13			50	50	50
5432 Natural Gas	1,758	1,591	1,840	1,840	1,840	1,840
5433 Electricity	3,984	3,941	4,580	4,580	4,580	4,580
5434 Water/Sewer	1,720	1,742	1,890	1,890	1,890	1,890
5436 Garbage	507	435	605	605	605	605
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	58	60	350	200	200	200
5570 Misc Business Exp	20	51	200	360	360	360
Total Materials and Services	16,384	16,221	21,865	22,020	22,020	22,020
Total General Fund	1,188,866	1,229,092	1,639,672	1,333,161	1,333,161	1,333,161

Central Integrated Operations Division - Combined

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	2007-08 Actual (1)	2008-09 Actual (1)	2009-10 Budget (1)	2010-11 Budget
Personnel Services	\$10,661,456	\$12,185,792	\$12,106,409	\$12,870,917
Materials and Services	256,425	317,758	383,104	341,504
Total Expenditures	\$10,917,881	\$12,503,550	\$12,489,513	\$13,212,421

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

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief (1)				1.00
Battalion Chief (2)	3.00	3.00	3.00	3.00
Public Education Chief Officer (3)	1.00	1.00	1.00	1.00
Government Affairs Officer (4)	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors (3)	5.00	5.00	5.00	5.00
Administrative Assistant II (3), (5)	3.00	3.00	3.00	3.00
Administrative Assistant I (5)	0.50	0.50	0.50	0.50
Station 33	12.00	12.00	12.00	12.00
Station 35	16.00	16.00	14.00	14.00
Station 50	8.00	12.00	12.00	13.00
Station 51	21.00	21.00	24.00	24.00
Station 53	16.00	14.00	14.00	14.00
Station 69(6)	9.00	9.00	9.00	12.00
Total Full-Time Equivalents (FTE)	95.50	97.50	101.50	103.50

(1) Newly created position offset in overall General Fund by retirement of a Director in the Fire Chief's Office.

(2) Transferred from Emergency Operations for the 2010-11 budget.

(3) Transferred from the former Fire Prevention program for the 2010-11 budget.

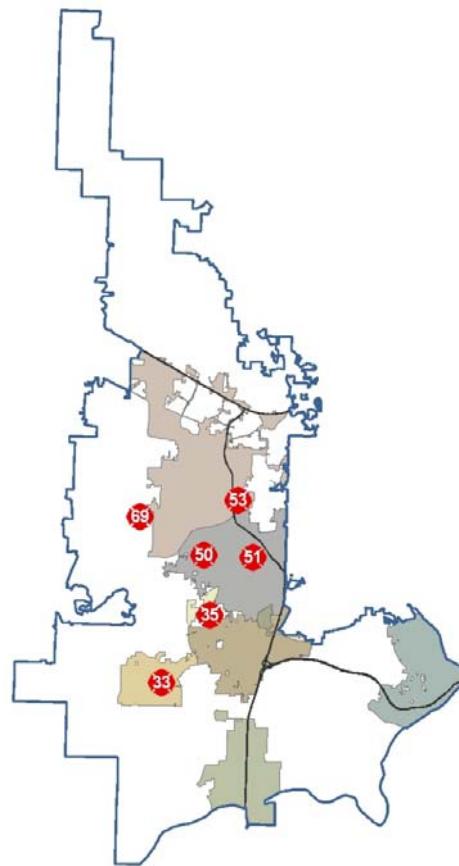
(4) Transferred from the former Community Services program for the 2010-11 budget.

(5) Transferred from the Fire Chief's Office for the 2010-11 budget.

(6) These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase this station to a total of 12 FTE (4 per shift).

Central Integrated Operations Division - Combined

LOCATION OF STATIONS IN AREA OF OPERATIONS



STATION FTE AND UNITS

Stations	2009-10 Budget			2010-11 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)	12.00	■	Engine	13.00	■ ■	Engine, Car
Station 51 (Tigard)	24.00	■ ■	Truck, Heavy Rescue	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

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

*These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 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

Central Operating Center

Division 20 • Department 160

DESCRIPTION

The newly created Central Operating Center will manage 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				\$2,611,390
Materials and Services				301,891
Total Expenditures				\$2,913,281

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief ⁽¹⁾				1.00
Battalion Chief ⁽²⁾	3.00	3.00	3.00	3.00
Public Education Chief Officer ⁽³⁾	1.00	1.00	1.00	1.00
Government Affairs Officer ⁽⁴⁾	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors ⁽³⁾	5.00	5.00	5.00	5.00
Administrative Assistant II ^{(3), (5)}	3.00	3.00	3.00	3.00
Administrative Assistant I ⁽⁵⁾	0.50	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	13.50	13.50	13.50	14.50

⁽¹⁾ Newly created position offset in overall General Fund by retirement of a Director in the Fire Chief's Office.

⁽²⁾ Transferred from Emergency Operations for the 2010-11 budget.

⁽³⁾ Transferred from the former Fire Prevention program for the 2010-11 budget.

⁽⁴⁾ Transferred from the former Community Services program for the 2010-11 budget.

⁽⁵⁾ Transferred from the Fire Chief's Office for the 2010-11 budget.

2010-11 SIGNIFICANT CHANGES

This Center will be based out of the new Command and Business Operations Center at the District's new Dartmouth facility. The District was able to purchase the building and property for the seismically reinforced Command and Business Operations Center in an area central to the District due to lowered pricing on property due to the economy. Like many of the fire stations, the District has been able to achieve cost savings in the Capital Bond construction program and this Center during this economic downturn. The Center includes many of the estimated costs to move not only the Operating Center personnel but also all Command and Business functions. In addition the Center's budget includes estimated copier leases, estimated utility costs and supply costs for the building in addition to transferred costs from former Fire Prevention and Community Services budgets.

Central Operating Center, continued

2010-11 SIGNIFICANT BUDGET ITEMS, CONTINUED

Within Materials and Services, Office Supplies includes the estimated budget for office supplies for the building's workrooms. Account 5301, Special Department Supplies, includes the expected costs for janitorial, building and lunchroom supplies. Training Supplies represent transferred and split Fire Prevention building codes and examination materials.

Hydrant Maintenance reflects allocated Blue Hydrant markers providing the District water purveyors to mark hydrants. Food Service was a prorated budget for a Spring Academy and City Building department outreach training program now allocated to the three Operating Centers. Account 5367 reflects estimated copier lease costs and Other Professional Services includes an estimate of \$50,000 for professional moving services for both the Central and North Division moves as well other allocated projects for Community Services and Fire Protection. Postage, UPS and Shipping represents allocated costs for Safety meeting mailings as well as administrative mail costs for the District as a whole.



Central Integrated Ops Center

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved	Budget Adopted
					FY 2011	FY 2011
10160 General Fund						
5001	Salaries & Wages Union			590,480	590,480	590,480
5002	Salaries & Wages Nonunion			754,932	754,932	754,932
5003	Vacation Taken Union			37,635	37,635	37,635
5004	Vacation Taken Nonunion			74,664	74,664	74,664
5015	Vacation Sold			29,893	29,893	29,893
5020	Deferred Comp Match Union			14,636	14,636	14,636
5021	Deferred Comp Match Nonunion			22,698	22,698	22,698
5102	Duty Chief Relief			89,307	89,307	89,307
5120	Overtime Union			77,479	77,479	77,479
5121	Overtime Nonunion			1,169	1,169	1,169
5201	PERS Taxes			413,243	413,243	413,243
5203	FICA/MEDI			161,153	161,153	161,153
5206	Worker's Comp			38,834	38,834	38,834
5207	TriMet/Wilsonville Tax			14,290	14,290	14,290
5208	OR Worker's Benefit Fund Tax			513	513	513
5210	Medical Ins Union			82,651	82,651	82,651
5211	Medical Ins Nonunion			138,293	138,293	138,293
5220	Post Retire Ins Union			3,000	3,000	3,000
5221	Post Retire Ins Nonunion			8,550	8,550	8,550
5230	Dental Ins Nonunion			19,535	19,535	19,535
5240	Life/Disability Insurance			9,500	9,500	9,500
5270	Uniform Allowance			2,595	2,595	2,595
5290	Employee Tuition Reimburse			18,643	18,643	20,580
5295	Vehicle Allowance			5,760	5,760	5,760
Total Personnel Services				2,609,453	2,609,453	2,611,390
5300	Office Supplies			10,304	10,304	10,304
5301	Special Department Supplies			12,559	12,559	12,559
5302	Training Supplies			1,000	1,000	1,000
5304	Hydrant Maintenance			1,667	1,667	1,667
5305	Fire Extinguisher			700	700	700
5306	Photography Supplies & Process			67	67	67
5307	Smoke Detector Program			67	67	67
5320	EMS Supplies			33	33	33
5321	Fire Fighting Supplies			667	667	667
5323	Food Service			1,500	1,500	1,500
5325	Protective Clothing			2,583	2,583	2,583
5330	Noncapital Furniture & Equip			5,000	5,000	5,000
5350	Apparatus Fuel/Lubricants			7,615	7,615	7,615
5361	M&R Bldg/Bldg Equip & Improv			7,500	7,500	7,500
5367	M&R Office Equip			38,000	38,000	38,000
5414	Other Professional Services			68,500	68,500	56,833
5415	Printing			8,000	8,000	3,333
5416	Custodial & Bldg Services			3,000	3,000	3,000
5417	Temporary Services			2,667	2,667	2,667
5432	Natural Gas			13,633	13,633	13,633
5433	Electricity			58,233	58,233	58,233
5434	Water/Sewer			16,120	16,120	16,120
5436	Garbage			4,420	4,420	4,420
5461	External Training			3,900	3,900	3,709
5462	Travel and Per Diem			4,705	4,705	4,114
5471	Citizen Awards			250	250	250

Central Integrated Ops Center

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5472 Employee Recog & Awards				167	167	167
5480 Community Events/Open House				4,567	4,567	3,133
5481 Community Education Materials				9,333	9,333	9,333
5484 Postage, UPS & Shipping				22,333	22,333	11,000
5500 Dues & Subscrip				3,135	3,135	3,135
5570 Misc Business Exp				5,833	5,833	5,633
5571 Planning Retreat Expense				550	550	550
5572 Advertis/Public Notice				13,333	13,333	13,333
5575 Laundry/Repair Expense				33	33	33
Total Materials and Services				331,974	331,974	301,891
Total General Fund				2,941,427	2,941,427	2,913,281

Station 33 - Sherwood

Fund 10 • Division 61 • Department 033

STATION DESCRIPTION

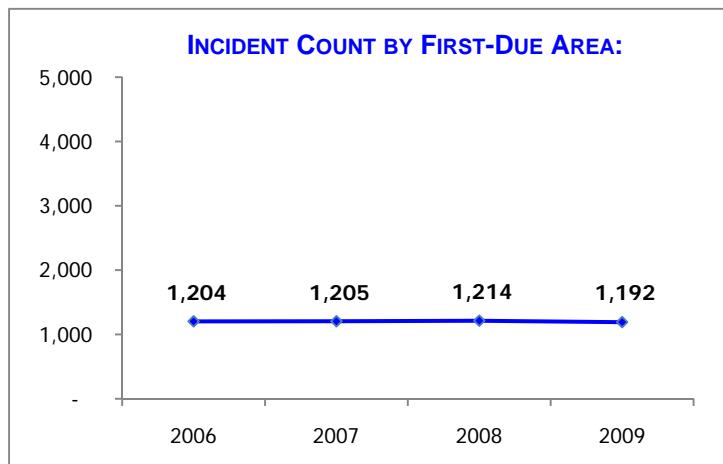
Station 33, located on SW Oregon Street northeast of downtown, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine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

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,470,796	\$1,577,920	\$1,639,541	\$1,726,493
Materials and Services	45,963	48,337	49,256	48,741
Total Expenditures	\$1,516,759	\$1,626,257	\$1,688,797	\$1,775,234

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	95.2%	94.9%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:28	1:35
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:22	6:32
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	9:51	10:06
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	14:20	15:50

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 33 - Sherwood

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10033 General Fund						
5001 Salaries & Wages Union	668,988	721,949	804,600	804,600	804,600	804,600
5003 Vacation Taken Union	107,989	99,401	106,491	106,491	106,491	106,491
5005 Sick Leave Taken Union	28,109	15,698	35,497	35,497	35,497	35,497
5007 Personal Leave Taken Union	9,449	13,908				
5016 Vacation Sold at Retirement			4,733	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement			8,519	8,519	8,519	8,519
5020 Deferred Comp Match Union	15,309	14,063	16,565	35,497	35,497	35,497
5101 Vacation Relief	118,977	140,285	94,186	122,583	122,583	122,583
5105 Sick Relief	24,723	28,139	21,488	21,488	21,488	21,488
5110 Personal Leave Relief	14,446	18,912	13,726	13,726	13,726	13,726
5115 Vacant Slot Relief	18,795	26,419				
5118 Standby Overtime	975	1,401	757	757	757	757
5120 Overtime Union	11,615	12,802	6,626	6,626	6,626	6,626
5201 PERS Taxes	186,925	202,851	211,061	231,639	231,639	231,639
5203 FICA/MEDI	73,582	78,450	85,159	88,780	88,780	88,780
5206 Worker's Comp	27,371	24,160	30,056	31,334	31,334	31,334
5207 TriMet/Wilsonville Tax	6,389	7,015	7,478	7,796	7,796	7,796
5208 OR Worker's Benefit Fund Tax	445	454	863	863	863	863
5210 Medical Ins Union	150,459	164,063	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	6,250	7,950	7,200	7,200	7,200	7,200
Total Personnel Services	1,470,796	1,577,920	1,639,541	1,726,493	1,726,493	1,726,493
5300 Office Supplies	1,082	848	1,300	1,200	1,200	1,200
5301 Special Department Supplies	2,314	3,061	3,000	3,600	3,600	3,600
5302 Training Supplies	36		350	300	300	300
5305 Fire Extinguisher	140		80	150	150	150
5307 Smoke Detector Program				200	200	200
5321 Fire Fighting Supplies	2,973	4,925	3,300	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	1,413	1,776	1,225			
5350 Apparatus Fuel/Lubricants	11,025	8,433	11,500	11,500	11,500	11,500
5361 M&R Bldg/Bldg Equip & Improv	6,035	7,101	5,500	5,500	5,500	5,500
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	230	211	400	360	360	360
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	266	70	300	360	360	360
5415 Printing	13			50	50	50
5432 Natural Gas	4,563	5,031	4,500	4,500	4,500	4,500
5433 Electricity	8,519	8,605	9,786	9,786	9,786	9,786
5434 Water/Sewer	4,788	5,651	4,715	4,715	4,715	4,715
5436 Garbage	1,451	1,451	1,500	1,500	1,500	1,500
5480 Community Events/Open House	49	129	250	150	150	150
5500 Dues & Subscrip	78	100	350	200	200	200
5570 Misc Business Exp	190	261	200	480	480	480
Total Materials and Services	45,963	48,337	49,256	48,741	48,741	48,741
Total General Fund	1,516,759	1,626,257	1,688,797	1,775,234	1,775,234	1,775,234

Station 35 - King City

Fund 10 • Division 61 • Department 035

STATION DESCRIPTION

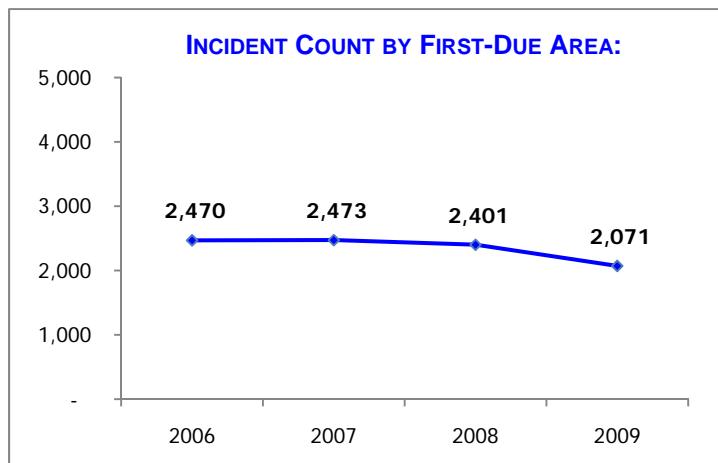
Station 35, located on Highway 99W just south of Durham Road, was constructed in 1972 and seismically upgraded in 2003. The 6,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 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 10-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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,159,719	\$2,485,695	\$1,969,671	\$2,073,979
Materials and Services	50,508	49,054	58,035	52,255
Total Expenditures	\$2,210,227	\$2,534,749	\$2,027,706	\$2,126,234

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	97.1%	97.2%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:37	1:41
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:08	6:03
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	8:08	8:02

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 35 - King City

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10035 General Fund						
5001 Salaries & Wages Union	1,055,303	1,103,105	970,192	970,192	970,192	970,192
5003 Vacation Taken Union	128,115	144,865	128,408	128,408	128,408	128,408
5005 Sick Leave Taken Union	35,545	27,439	42,803	42,803	42,803	42,803
5007 Personal Leave Taken Union	11,735	17,787				
5016 Vacation Sold at Retirement			5,707	5,707	5,707	5,707
5017 PEHP Vac Sold at Retirement			10,273	10,273	10,273	10,273
5020 Deferred Comp Match Union	15,926	18,722	19,975	42,803	42,803	42,803
5101 Vacation Relief	163,393	230,694	113,569	147,812	147,812	147,812
5105 Sick Relief	26,253	41,591	25,910	25,910	25,910	25,910
5110 Personal Leave Relief	14,655	33,908	16,550	16,550	16,550	16,550
5115 Vacant Slot Relief	20,912	79,518				
5118 Standby Overtime	2,275	1,801	913	913	913	913
5120 Overtime Union	26,726	32,662	7,990	7,990	7,990	7,990
5201 PERS Taxes	276,201	323,189	254,498	279,312	279,312	279,312
5203 FICA/MEDI	109,073	125,771	102,685	107,051	107,051	107,051
5206 Worker's Comp	38,007	37,553	36,242	37,783	37,783	37,783
5207 TriMet/Wilsonville Tax	9,117	11,026	9,017	9,401	9,401	9,401
5208 OR Worker's Benefit Fund Tax	639	693	1,247	1,247	1,247	1,247
5210 Medical Ins Union	216,444	244,271	215,292	231,424	231,424	231,424
5220 Post Retire Ins Union	9,400	11,100	8,400	8,400	8,400	8,400
Total Personnel Services	2,159,719	2,485,695	1,969,671	2,073,979	2,073,979	2,073,979
5300 Office Supplies	991	668	1,500	1,400	1,400	1,400
5301 Special Department Supplies	3,683	3,845	4,000	4,200	4,200	4,200
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	20	32	60	50	50	50
5306 Photography Supplies & Process			100			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	83					
5321 Fire Fighting Supplies	3,395	5,040	4,000	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip	4,936	3,896	1,550	1,200	1,200	1,200
5350 Apparatus Fuel/Lubricants	11,978	9,825	12,500	12,500	12,500	12,500
5361 M&R Bldg/Bldg Equip & Improv	6,290	8,101	10,525	5,500	5,500	5,500
5364 M&R Fire Communic Equip	34	37	250	150	150	150
5365 M&R Firefight Equip	464	435	800	420	420	420
5367 M&R Office Equip	807	684	750	1,400	1,400	1,400
5414 Other Professional Services	264	222	400	420	420	420
5415 Printing			12	75	75	75
5432 Natural Gas	4,993	3,575	5,500	5,500	5,500	5,500
5433 Electricity	7,398	8,123	9,500	9,500	9,500	9,500
5434 Water/Sewer	2,869	2,779	3,400	3,400	3,400	3,400
5436 Garbage	1,525	1,225	2,000	2,000	2,000	2,000
5450 Rental of Equip	157					
5480 Community Events/Open House	353	163	250	150	150	150
5500 Dues & Subscrip	108	210	350	200	200	200
5570 Misc Business Exp	160	182	250	560	560	560
Total Materials and Services	50,508	49,054	58,035	52,255	52,255	52,255
Total General Fund	2,210,227	2,534,749	2,027,706	2,126,234	2,126,234	2,126,234

Station 50 - Walnut

Fund 10 • Division 61 • Department 050

STATION DESCRIPTION

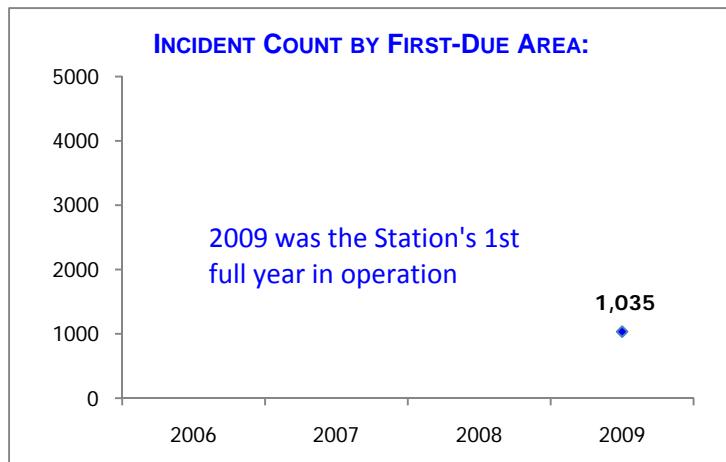
Station 50, located on SW Walnut Street just east of Gaarde Street, opened its doors on January 23, 2009 as the first station added to the District's service area in over a decade. Station 50 was constructed with bond proceeds that were approved by voters in 2006, and is the District's first "green" 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 10-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.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$556,096	\$1,335,744	\$1,639,541	\$1,857,333
Materials and Services	263	62,056	51,700	57,805
Total Expenditures	\$556,359	\$1,397,800	\$1,691,241	\$1,915,138

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	90.0%	90.0%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:30	1:30
Response Performance at the 75 th Percentile (minutes:seconds) Category A	6:40	6:53	6:53

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 50 - Walnut

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10050 General Fund						
5001 Salaries & Wages Union	271,364	592,211	804,600	864,764	864,764	864,764
5003 Vacation Taken Union	29,822	91,317	106,491	114,454	114,454	114,454
5005 Sick Leave Taken Union	10,559	19,522	35,497	38,151	38,151	38,151
5007 Personal Leave Taken Union	6,429	9,263				
5016 Vacation Sold at Retirement			4,733	5,087	5,087	5,087
5017 PEHP Vac Sold at Retirement	1,313		8,519	9,156	9,156	9,156
5020 Deferred Comp Match Union	5,273	10,733	16,565	38,151	38,151	38,151
5101 Vacation Relief	27,357	121,120	94,186	131,749	131,749	131,749
5105 Sick Relief	13,179	29,976	21,488	23,094	23,094	23,094
5110 Personal Leave Relief	7,658	10,856	13,726	14,752	14,752	14,752
5115 Vacant Slot Relief	1,917	30,031				
5118 Standby Overtime	107	467	757	814	814	814
5120 Overtime Union	266	9,842	6,626	7,122	7,122	7,122
5201 PERS Taxes	69,605	172,500	211,061	248,960	248,960	248,960
5203 FICA/MEDI	27,756	68,872	85,159	95,418	95,418	95,418
5206 Worker's Comp	19,539	17,930	30,056	33,677	33,677	33,677
5207 TriMet/Wilsonville Tax	2,459	5,969	7,478	8,379	8,379	8,379
5208 OR Worker's Benefit Fund Tax	147	361	863	911	911	911
5210 Medical Ins Union	58,046	138,924	184,536	214,894	214,894	214,894
5220 Post Retire Ins Union	3,300	5,850	7,200	7,800	7,800	7,800
Total Personnel Services	556,096	1,335,744	1,639,541	1,857,333	1,857,333	1,857,333
5300 Office Supplies		1,467	1,300	1,400	1,400	1,400
5301 Special Department Supplies		14,600	3,000	4,200	4,200	4,200
5302 Training Supplies		293	350	350	350	350
5305 Fire Extinguisher			150	150	150	150
5306 Photography Supplies & Process		141	100			
5307 Smoke Detector Program				200	200	200
5321 Fire Fighting Supplies		4,293	3,300	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip		20,963	500	2,350	2,350	2,350
5350 Apparatus Fuel/Lubricants	249	3,182	17,000	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv		3,474	5,400	2,800	2,800	2,800
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip			400	420	420	420
5367 M&R Office Equip		495	750	1,400	1,400	1,400
5414 Other Professional Services		45	300	420	420	420
5415 Printing	14	14	200	75	75	75
5432 Natural Gas		1,509	3,500	3,000	3,000	3,000
5433 Electricity		8,312	8,500	14,000	14,000	14,000
5434 Water/Sewer		2,479	4,000	4,000	4,000	4,000
5436 Garbage		660	1,900	1,900	1,900	1,900
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping		40				
5500 Dues & Subscrip		64	350	200	200	200
5570 Misc Business Exp		25	200	560	560	560
Total Materials and Services	263	62,056	51,700	57,805	57,805	57,805
Total General Fund	556,359	1,397,800	1,691,241	1,915,138	1,915,138	1,915,138

Station 51 - Tigard

Fund 10 • Division 61 • Department 051

STATION DESCRIPTION

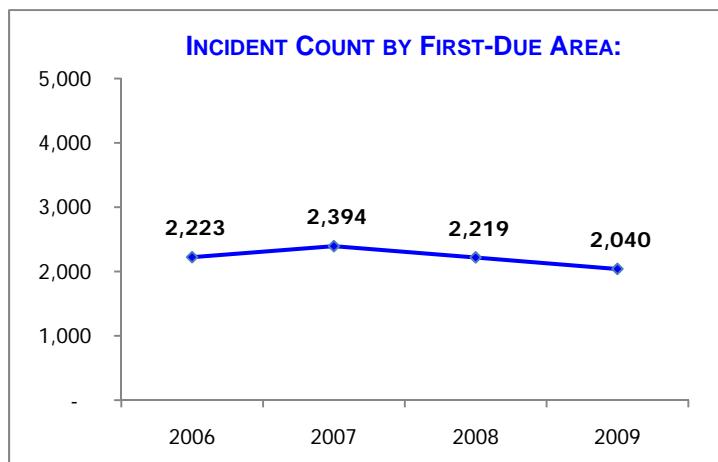
Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993. The 9,800 square foot station houses a total of **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Heavy Rescue 51**, and 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. **Volunteer Company 351** is located at Station 51, responding out of **Rehab 351** and **Van 351**. The District's **Technical Rescue Team** is also housed at Station 51.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,923,692	\$2,900,267	\$3,514,870	\$3,700,609
Materials and Services	62,515	65,959	76,425	73,955
Total Expenditures	\$2,986,207	\$2,966,226	\$3,591,295	\$3,774,564

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	97.3%	96.6%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:37	1:45
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:26	6:43

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 51 - Tigard

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10051 General Fund						
5001 Salaries & Wages Union	1,454,932	1,432,046	1,739,408	1,739,408	1,739,408	1,739,408
5003 Vacation Taken Union	193,894	200,803	230,216	230,216	230,216	230,216
5005 Sick Leave Taken Union	30,859	35,830	76,739	76,739	76,739	76,739
5007 Personal Leave Taken Union	23,189	16,567				
5016 Vacation Sold at Retirement	29,156		10,232	10,232	10,232	10,232
5017 PEHP Vac Sold at Retirement	9,349	2,127	18,417	18,417	18,417	18,417
5020 Deferred Comp Match Union	25,209	23,983	35,811	76,739	76,739	76,739
5101 Vacation Relief	152,181	158,455	203,613	265,004	265,004	265,004
5105 Sick Relief	37,658	48,142	46,452	46,452	46,452	46,452
5110 Personal Leave Relief	23,781	15,020	29,672	29,672	29,672	29,672
5115 Vacant Slot Relief	38,864	48,153				
5118 Standby Overtime	1,019	952	1,637	1,637	1,637	1,637
5120 Overtime Union	20,947	26,717	14,325	14,325	14,325	14,325
5201 PERS Taxes	379,277	370,218	456,277	500,764	500,764	500,764
5203 FICA/MEDI	147,870	146,309	184,099	191,926	191,926	191,926
5206 Worker's Comp	51,739	49,380	64,976	67,739	67,739	67,739
5207 TriMet/Wilsonville Tax	12,904	13,026	16,167	16,854	16,854	16,854
5208 OR Worker's Benefit Fund Tax	810	767	3,357	3,357	3,357	3,357
5210 Medical Ins Union	275,705	299,222	369,072	396,728	396,728	396,728
5220 Post Retire Ins Union	14,200	12,550	14,400	14,400	14,400	14,400
5221 Post Retire Ins Nonunion	50					
5230 Dental Ins Nonunion	99					
Total Personnel Services	2,923,692	2,900,267	3,514,870	3,700,609	3,700,609	3,700,609
5300 Office Supplies	1,431	1,394	1,500	2,400	2,400	2,400
5301 Special Department Supplies	4,692	3,884	4,000	7,200	7,200	7,200
5302 Training Supplies	272		3,450	600	600	600
5305 Fire Extinguisher	164		150			
5306 Photography Supplies & Process			25			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	137	709				
5321 Fire Fighting Supplies	4,003	5,943	4,500	4,800	4,800	4,800
5325 Protective Clothing				480	480	480
5330 Noncapital Furniture & Equip	4,623	2,781	1,550	1,200	1,200	1,200
5350 Apparatus Fuel/Lubricants	16,923	16,941	17,300	17,800	17,800	17,800
5361 M&R Bldg/Bldg Equip & Improv	5,342	10,027	13,700	7,600	7,600	7,600
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	650	767	800	720	720	720
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	86	278	300	720	720	720
5415 Printing	31			75	75	75
5432 Natural Gas	6,034	5,992	5,500	6,150	6,150	6,150
5433 Electricity	10,225	9,786	15,000	14,500	14,500	14,500
5434 Water/Sewer	4,826	4,664	4,500	4,700	4,700	4,700
5436 Garbage	1,759	1,782	1,950	1,950	1,950	1,950
5450 Rental of Equip			250			
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping	18	45	100			
5500 Dues & Subscrip	107	236	350	200	200	200
5570 Misc Business Exp	394	46	250	960	960	960
Total Materials and Services	62,515	65,959	76,425	73,955	73,955	73,955
Total General Fund	2,986,207	2,966,226	3,591,295	3,774,564	3,774,564	3,774,564

Technical Rescue Team

Fund 10 • Division 61 • 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 members who are extensively trained and 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$10,795	\$14,411	\$23,339	\$17,501
Materials and Services	17,109	24,385	35,425	21,743
Total Expenditures	\$27,904	\$38,796	\$58,764	\$39,244



Technical Rescue

	Actual	Actual	Budget	Budget	Budget	Budget
	Prior	Prior	Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10622 General Fund						
5120 Overtime Union	8,291	10,866	17,911	13,348	13,348	13,348
5201 PERS Taxes	1,572	2,052	3,396	2,664	2,664	2,664
5203 FICA/MEDI	634	821	1,370	1,021	1,021	1,021
5206 Worker's Comp	245	540	519	360	360	360
5207 TriMet/Wilsonville Tax	50	72	120	90	90	90
5208 OR Worker's Benefit Fund Tax	3	4	23	18	18	18
5270 Uniform Allowance			56			
Total Personnel Services	10,795	14,411	23,339	17,501	17,501	17,501
5300 Office Supplies	18		250	150	150	150
5301 Special Department Supplies	356	201	1,850	500	500	500
5302 Training Supplies	340	802	6,995	1,400	1,400	1,400
5321 Fire Fighting Supplies	5,011	6,084	5,398	7,923	7,923	7,923
5325 Protective Clothing	3,203	5,152	10,032	5,000	5,000	5,000
5330 Noncapital Furniture & Equip	1,591	216				
5350 Apparatus Fuel/Lubricants	2,176	361	5,250	1,600	1,600	1,600
5361 M&R Bldg/Bldg Equip & Improv	241					
5365 M&R Firefight Equip	1,760	803	2,800	2,350	2,350	2,350
5450 Rental of Equip	1,101	3,375	2,500	2,500	2,500	2,500
5461 External Training	300	3,835				
5462 Travel and Per Diem	1,012	3,544				
5484 Postage, UPS & Shipping			12			
5570 Misc Business Exp				350	320	320
Total Materials and Services	17,109	24,385	35,425	21,743	21,743	21,743
Total General Fund	27,904	38,796	58,764	39,244	39,244	39,244

Station 53 - Progress

Fund 10 • Division 61 • Department 053

STATION DESCRIPTION

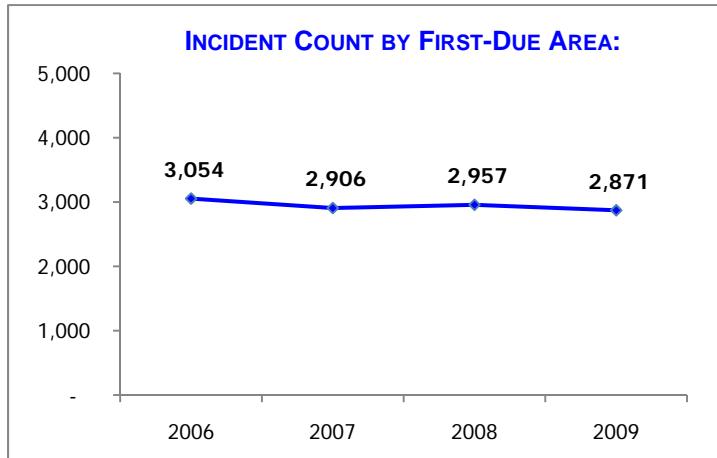
Station 53, located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall, was originally constructed in 1966. Utilizing bond proceeds that were approved by voters in 2006, Station 53 was completely rebuilt in 2009–10 and will reopen in the spring of 2010. While the current location works well from a response perspective, concerns about soil stability, building layout, apparatus bays that are too small for standard units, dated mechanical and electrical systems, and a lack of compliance with local building codes and state seismic requirements made the facility unworkable and a liability in case of a major earthquake. 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 10-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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,282,808	\$2,575,259	\$2,063,436	\$2,172,445
Materials and Services	45,799	41,512	74,843	48,830
Total Expenditures	\$2,328,607	\$2,616,771	\$2,138,279	\$2,221,275

SERVICE MEASURES BY STATION FIRST-DUE AREA—BY CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	91.8%	83.0%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:40	1:42
Response Performance at the 75 th Percentile (minutes:seconds) Category A	6:40	6:31	6:40

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 53 - Progress

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10053 General Fund						
5001 Salaries & Wages Union	1,114,142	1,198,466	1,021,933	1,021,933	1,021,933	1,021,933
5003 Vacation Taken Union	155,321	174,593	135,256	135,256	135,256	135,256
5005 Sick Leave Taken Union	29,037	28,458	45,085	45,085	45,085	45,085
5007 Personal Leave Taken Union	19,134	18,996				
5016 Vacation Sold at Retirement			6,011	6,011	6,011	6,011
5017 PEHP Vac Sold at Retirement	1,899	1,954	10,820	10,820	10,820	10,820
5020 Deferred Comp Match Union	17,985	20,473	21,040	45,085	45,085	45,085
5101 Vacation Relief	151,448	216,222	119,626	155,694	155,694	155,694
5105 Sick Relief	29,973	43,801	27,292	27,292	27,292	27,292
5110 Personal Leave Relief	23,860	20,534	17,433	17,433	17,433	17,433
5115 Vacant Slot Relief	39,196	47,586				
5118 Standby Overtime	1,812	1,527	962	962	962	962
5120 Overtime Union	7,907	22,518	8,416	8,416	8,416	8,416
5201 PERS Taxes	297,533	335,647	268,070	294,208	294,208	294,208
5203 FICA/MEDI	115,496	129,081	108,161	112,760	112,760	112,760
5206 Worker's Comp	40,359	39,337	38,175	39,798	39,798	39,798
5207 TriMet/Wilsonville Tax	10,143	11,607	9,498	9,902	9,902	9,902
5208 OR Worker's Benefit Fund Tax	626	676	1,966	1,966	1,966	1,966
5210 Medical Ins Union	216,687	253,183	215,292	231,424	231,424	231,424
5220 Post Retire Ins Union	10,250	10,600	8,400	8,400	8,400	8,400
Total Personnel Services	2,282,808	2,575,259	2,063,436	2,172,445	2,172,445	2,172,445
5300 Office Supplies	1,308	1,066	1,500	1,400	1,400	1,400
5301 Special Department Supplies	3,210	2,895	10,750	4,200	4,200	5,800
5302 Training Supplies	127		350	350	350	350
5305 Fire Extinguisher			500	75	75	75
5306 Photography Supplies & Process		6	50			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	(14)	108				
5321 Fire Fighting Supplies	3,601	3,692	4,000	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip	2,768	3,374	18,065	750	750	750
5350 Apparatus Fuel/Lubricants	12,044	8,748	11,638	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	3,574	1,772	5,725	1,500	1,500	1,500
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	122	446	800	420	420	420
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	202	180	300	420	420	420
5415 Printing	43			75	75	75
5432 Natural Gas	3,980	3,868	3,740	3,000	3,000	3,000
5433 Electricity	9,170	9,204	10,450	14,000	14,000	14,000
5434 Water/Sewer	3,469	4,029	3,760	4,000	4,000	4,000
5436 Garbage	1,200	1,260	1,365	1,300	1,300	1,300
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping	17					
5500 Dues & Subscrip	150	144	350	200	200	200
5570 Misc Business Exp	30	36	250	560	560	560
Total Materials and Services	45,799	41,512	74,843	47,230	47,230	48,830
Total General Fund	2,328,607	2,616,771	2,138,279	2,219,675	2,219,675	2,221,275

Station 69 – Cooper Mountain

Fund 10 • Division 61 • Department 069

STATION DESCRIPTION

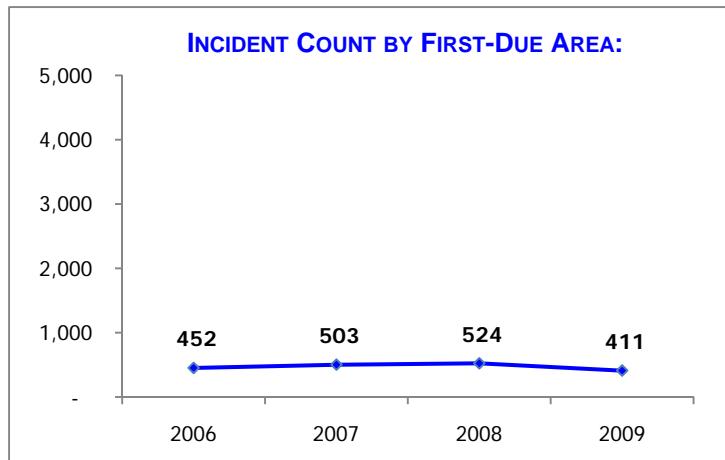
Station 69, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981. The 6,000 square foot station houses a total of **nine full-time personnel** (three personnel on each 24-hour, three-shift schedule). If the District is awarded the SAFER grant for additional firefighters, this station's engine will be staffed by four firefighters per shift. The crew responds to incidents primarily utilizing **Engine 69** and can also respond in **Light 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,257,550	\$1,296,496	\$1,256,011	\$1,322,557
Materials and Services	34,268	26,455	37,420	38,175
Total Expenditures	\$1,291,818	\$1,322,951	\$1,293,431	\$1,360,732

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	91.5%	92.9%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:28	1:30
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	7:00	6:46
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	7:48	7:43
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	9:45	11:10

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 69 - Cooper Mountain

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10069 General Fund						
5001 Salaries & Wages Union	518,815	557,085	618,092	618,092	618,092	618,092
5003 Vacation Taken Union	111,416	101,264	81,806	81,806	81,806	81,806
5005 Sick Leave Taken Union	31,980	13,346	27,269	27,269	27,269	27,269
5007 Personal Leave Taken Union	10,115	8,965				
5016 Vacation Sold at Retirement			3,636	3,636	3,636	3,636
5017 PEHP Vac Sold at Retirement	1,544	3,178	6,545	6,545	6,545	6,545
5020 Deferred Comp Match Union	13,063	12,370	12,725	27,269	27,269	27,269
5101 Vacation Relief	116,548	132,684	72,353	94,168	94,168	94,168
5105 Sick Relief	33,923	22,849	16,507	16,507	16,507	16,507
5110 Personal Leave Relief	13,648	12,677	10,544	10,544	10,544	10,544
5115 Vacant Slot Relief	27,134	36,294				
5118 Standby Overtime	799	752	582	582	582	582
5120 Overtime Union	4,026	3,032	5,090	5,090	5,090	5,090
5201 PERS Taxes	164,420	168,172	162,136	177,945	177,945	177,945
5203 FICA/MEDI	63,787	65,559	65,419	68,200	68,200	68,200
5206 Worker's Comp	20,359	18,700	23,089	24,071	24,071	24,071
5207 TriMet/Wilsonville Tax	5,598	5,411	5,745	5,989	5,989	5,989
5208 OR Worker's Benefit Fund Tax	333	350	671	671	671	671
5210 Medical Ins Union	114,642	128,458	138,402	148,773	148,773	148,773
5220 Post Retire Ins Union	5,400	5,350	5,400	5,400	5,400	5,400
Total Personnel Services	1,257,550	1,296,496	1,256,011	1,322,557	1,322,557	1,322,557
5300 Office Supplies	483	631	1,000	900	900	900
5301 Special Department Supplies	1,677	2,257	2,500	2,700	2,700	2,700
5302 Training Supplies		18	350	225	225	225
5305 Fire Extinguisher	219			200	200	200
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	34					
5321 Fire Fighting Supplies	1,794	1,674	2,500	1,800	1,800	1,800
5325 Protective Clothing				180	180	180
5330 Noncapital Furniture & Equip	2,251	676	250	1,750	1,750	1,750
5350 Apparatus Fuel/Lubricants	9,875	6,211	7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	3,670	1,675	4,750	4,000	4,000	4,000
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip			400	270	270	270
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	171		300	270	270	270
5415 Printing				50	50	50
5432 Natural Gas	3,995	3,425	4,720	4,720	4,720	4,720
5433 Electricity	6,306	6,273	7,250	7,250	7,250	7,250
5434 Water/Sewer	1,412	1,305	2,480	2,480	2,480	2,480
5436 Garbage	1,490	1,490	1,620	1,620	1,620	1,620
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	58	136	350	200	200	200
5570 Misc Business Exp	35		200	360	360	360
Total Materials and Services	34,268	26,455	37,420	38,175	38,175	38,175
Total General Fund	1,291,818	1,322,951	1,293,431	1,360,732	1,360,732	1,360,732

South Integrated Operations Division - Combined

DIVISION DESCRIPTION

The newly created South Integrated Operations Division will manage and respond 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$8,350,624	\$9,191,745	\$9,977,965	\$10,654,207
Materials and Services	280,155	274,092	391,122	350,593
Total Expenditures	\$8,630,779	\$9,465,837	\$10,369,087	\$11,004,800

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

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief ⁽¹⁾				1.00
Battalion Chief ^{(2), (5)}	1.00	1.00	1.00	1.00
Assistant Fire Marshal ⁽³⁾			1.00	1.00
Deputy Fire Marshal ⁽³⁾	5.00	5.00	5.00	5.00
Communications Officer ⁽⁴⁾	1.00	1.00	1.00	1.00
Administrative Assistant ⁽⁴⁾	1.38	1.38	1.38	1.38
Station 34	12.00	18.00	14.00	12.00
Station 52	12.00	12.00	12.00	12.00
Station 56	13.00	9.00	12.00	13.00
Station 57	9.00	9.00	9.00	12.00
Station 58	12.00	12.00	12.00	12.00
Station 59	9.00	9.00	12.00	12.00
Total Full-Time Equivalents (FTE)	74.38	76.38	80.38	83.38

⁽¹⁾ Newly created position. One FTE transferred from Facilities for the Capital Projects fund as part of project management costs offset this FTE.

⁽²⁾ Transferred from Emergency Operations for the 2010-11 budget.

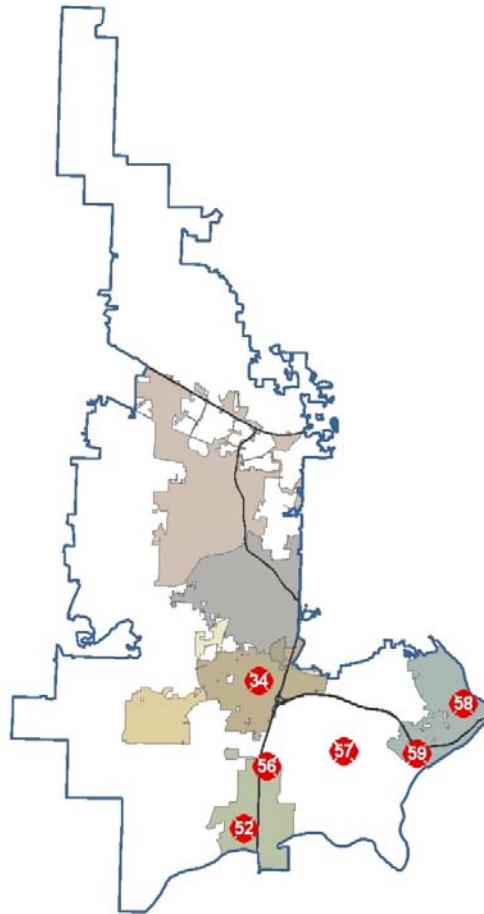
⁽³⁾ Transferred from the former Fire Prevention program for the 2010-11 budget.

⁽⁴⁾ Transferred from the former Community Services program for the 2010-11 budget.

⁽⁵⁾ Two Battalion Chiefs are anticipated to be funded by the SAFER grant award and are budgeted in the Grant fund. The change from two current Battalions managing fire stations to three to align with the operating centers will not occur until this grant is awarded.

South Integrated Operations Division - Combined

LOCATION OF STATIONS IN AREA OF OPERATIONS



STATION FTE AND UNITS

Stations	2009-10 Budget			2010-11 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 34 (Tualatin)	14.00	■■■	Engine, Other	12.00	■■	Aerial Pumper
Station 52 (Wilsonville)	12.00	■■	Engine	12.00	■■	Engine
Station 56 (Elligsen Rd.)	12.00	■■	Aerial Pumper	13.00	■■■	Truck/Engine [§] , Car
Station 57 (Mountain Rd.)	9.00	■■	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 Operating Center

Division 20 • 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				\$2,080,366
Materials and Services				190,186
Total Expenditures				\$2,270,552

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief ⁽¹⁾				1.00
Battalion Chief ^{(2), (5)}	1.00	1.00	1.00	1.00
Assistant Fire Marshal ⁽³⁾			1.00	1.00
Deputy Fire Marshal ⁽³⁾	5.00	5.00	5.00	5.00
Communications Officer ⁽⁴⁾	1.00	1.00	1.00	1.00
Administrative Assistant ⁽⁴⁾	1.38	1.38	1.38	1.38
Total Full-Time Equivalents (FTE)	7.38	7.38	9.38	10.38

⁽¹⁾ Newly created position. One FTE transferred from Facilities for the Capital Projects fund as part of project management costs offset this FTE.

⁽²⁾ Transferred from Emergency Operations for the 2010-11 budget.

⁽³⁾ Transferred from the former Fire Prevention program for the 2010-11 budget.

⁽⁴⁾ Transferred from the former Community Services program for the 2010-11 budget.

⁽⁵⁾ Two Battalion Chiefs are anticipated to be funded by the SAFER grant award and are budgeted in the Grant fund. The change from two current Battalions managing fire stations to three to align with the operating centers will not occur until this grant is awarded.

2010-11 SIGNIFICANT CHANGES

The Centers budget includes prorated estimated costs to operate the Center and prorated items from the former Fire Prevention and Community Services budgets.

South Integrated Ops Center

		Actual	Actual	Budget	Budget	Budget	
		Prior	Prior	Prior	Proposed	Approved	Adopted
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10600 General Fund							
5001	Salaries & Wages Union			593,738	593,738	593,738	593,738
5002	Salaries & Wages Nonunion			450,818	450,818	450,818	450,818
5003	Vacation Taken Union			38,372	38,372	38,372	38,372
5004	Vacation Taken Nonunion			38,372	38,372	38,372	38,372
5015	Vacation Sold			32,128	32,128	32,128	32,128
5020	Deferred Comp Match Union			18,897	18,897	18,897	18,897
5021	Deferred Comp Match Nonunion			9,804	9,804	9,804	9,804
5102	Duty Chief Relief			89,307	89,307	89,307	89,307
5120	Overtime Union			77,479	77,479	77,479	77,479
5121	Overtime Nonunion			1,169	1,169	1,169	1,169
5201	PERS Taxes			344,827	344,827	344,827	344,827
5203	FICA/MEDI			134,931	134,931	134,931	134,931
5206	Worker's Comp			34,018	34,018	34,018	34,018
5207	TriMet/Wilsonville Tax			11,953	11,953	11,953	11,953
5208	OR Worker's Benefit Fund Tax			367	367	367	367
5210	Medical Ins Union			101,495	101,495	101,495	101,495
5211	Medical Ins Nonunion			58,228	58,228	58,228	58,228
5220	Post Retire Ins Union			3,600	3,600	3,600	3,600
5221	Post Retire Ins Nonunion			5,400	5,400	5,400	5,400
5230	Dental Ins Nonunion			8,225	8,225	8,225	8,225
5240	Life/Disability Insurance			6,000	6,000	6,000	6,000
5270	Uniform Allowance			2,595	2,595	2,595	2,595
5290	Employee Tuition Reimburse			20,580	20,580	18,643	
Total Personnel Services				2,082,303	2,082,303	2,080,366	
5300	Office Supplies			2,952	2,952	2,952	2,952
5301	Special Department Supplies			1,832	1,832	1,832	1,832
5302	Training Supplies			1,000	1,000	1,000	1,000
5304	Hydrant Maintenance			1,666	1,666	1,666	1,666
5305	Fire Extinguisher			200	200	200	200
5306	Photography Supplies & Process			66	66	66	66
5307	Smoke Detector Program			66	66	66	66
5320	EMS Supplies			34	34	34	34
5321	Fire Fighting Supplies			666	666	666	666
5323	Food Service			1,500	1,500	1,500	1,500
5325	Protective Clothing			2,584	2,584	2,584	2,584
5330	Noncapital Furniture & Equip			400	400	400	400
5350	Apparatus Fuel/Lubricants			7,615	7,615	7,615	7,615
5361	M&R Bldg/Bldg Equip & Improv			2,000	2,000	2,000	2,000
5367	M&R Office Equip			5,000	5,000	5,000	5,000
5414	Other Professional Services			18,500	18,500	6,834	
5415	Printing			8,000	8,000	3,334	
5416	Custodial & Bldg Services			3,000	3,000	3,000	
5417	Temporary Services			2,666	2,666	2,666	
5432	Natural Gas			1,634	1,634	1,634	
5433	Electricity			3,234	3,234	3,234	
5434	Water/Sewer			1,120	1,120	1,120	
5436	Garbage			420	420	420	
5445	Rent/Lease of Building			101,000	101,000	101,000	
5461	External Training			3,730	3,730	3,537	
5462	Travel and Per Diem			3,875	3,875	3,282	
5471	Citizen Awards			250	250	250	

South Integrated Ops Center

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5472 Employee Recog & Awards				166	166	166
5480 Community Events/Open House				4,566	4,566	3,134
5481 Community Education Materials				9,334	9,334	9,334
5484 Postage, UPS & Shipping				13,334	13,334	2,000
5500 Dues & Subscrip				3,108	3,108	3,108
5570 Misc Business Exp				834	834	634
5571 Planning Retreat Expense				550	550	550
5572 Advertis/Public Notice				13,334	13,334	13,334
5575 Laundry/Repair Expense				34	34	34
Total Materials and Services				220,270	220,270	190,186
Total General Fund				2,302,573	2,302,573	2,270,552

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Station 34 – Tualatin

Fund 10 • Division 20 • Department 034

STATION DESCRIPTION

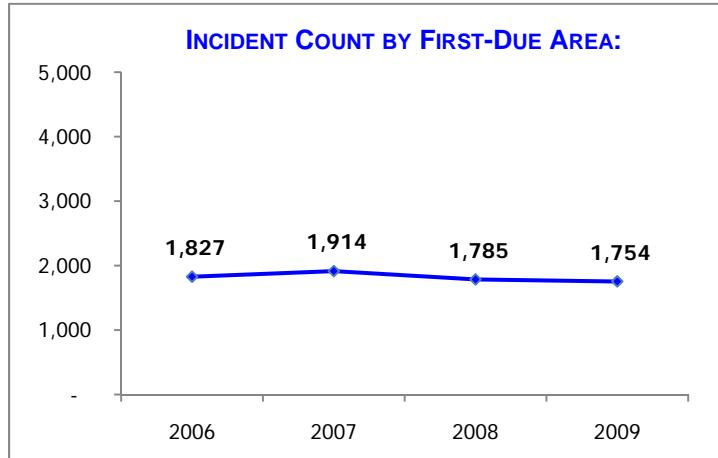
Station 34, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990. Utilizing bond proceeds that were approved by voters in 2006, Station 34 is being remodeled in 2010 to incorporate adequate facilities for female firefighters. The 8,200 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,511,440	\$2,127,428	\$2,056,896	\$1,843,148
Materials and Services	55,899	53,614	67,913	63,173
Total Expenditures	\$1,567,339	\$2,181,042	\$2,124,809	\$1,906,321

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	95.2%	94.5%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:40	1:52
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:38	6:55
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	7:39	8:42

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 34 - Tualatin

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10034 General Fund						
5001 Salaries & Wages Union	775,309	993,774	1,018,323	865,968	865,968	865,968
5003 Vacation Taken Union	103,408	116,705	134,778	114,613	114,613	114,613
5005 Sick Leave Taken Union	25,148	47,364	44,926	38,204	38,204	38,204
5007 Personal Leave Taken Union	6,424	12,138				
5016 Vacation Sold at Retirement			5,990	5,094	5,094	5,094
5017 PEHP Vac Sold at Retirement	4,151	1,430	10,782	9,169	9,169	9,169
5020 Deferred Comp Match Union	13,760	17,262	20,965	38,204	38,204	38,204
5101 Vacation Relief	72,453	143,652	119,204	131,933	131,933	131,933
5105 Sick Relief	12,602	27,363	27,195	23,126	23,126	23,126
5110 Personal Leave Relief	11,656	23,011	17,371	14,772	14,772	14,772
5115 Vacant Slot Relief	10,170	74,214				
5118 Standby Overtime	1,338	1,649	958	815	815	815
5120 Overtime Union	8,223	19,766	8,386	7,131	7,131	7,131
5201 PERS Taxes	194,076	275,235	267,124	249,307	249,307	249,307
5203 FICA/MEDI	73,970	107,178	107,779	95,551	95,551	95,551
5206 Worker's Comp	29,680	26,017	38,040	33,724	33,724	33,724
5207 TriMet/Wilsonville Tax	6,583	9,551	9,465	8,391	8,391	8,391
5208 OR Worker's Benefit Fund Tax	428	569	1,918	1,582	1,582	1,582
5210 Medical Ins Union	154,811	221,350	215,292	198,364	198,364	198,364
5220 Post Retire Ins Union	7,250	9,200	8,400	7,200	7,200	7,200
Total Personnel Services	1,511,440	2,127,428	2,056,896	1,843,148	1,843,148	1,843,148
5300 Office Supplies	1,643	1,311	1,500	1,200	1,200	1,200
5301 Special Department Supplies	3,676	3,852	4,000	3,600	3,600	3,600
5302 Training Supplies	328	247	350	300	300	300
5305 Fire Extinguisher	75	294	250	300	300	300
5306 Photography Supplies & Process	4		25			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies		450				
5321 Fire Fighting Supplies	4,685	4,868	4,000	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	2,582	710	3,525	1,800	1,800	4,550
5350 Apparatus Fuel/Lubricants	12,274	11,821	17,400	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	8,123	4,882	8,500	9,020	9,020	9,020
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	5	1,060	800	360	360	360
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	65	205	300	360	360	360
5415 Printing	54			50	50	50
5432 Natural Gas	5,234	5,892	4,800	4,800	4,800	4,800
5433 Electricity	9,491	10,144	11,363	11,363	11,363	11,363
5434 Water/Sewer	4,857	4,781	7,400	7,400	7,400	7,400
5436 Garbage	1,380	1,596	1,650	1,650	1,650	1,650
5462 Travel and Per Diem		495				
5480 Community Events/Open House	120	28	250	150	150	150
5484 Postage, UPS & Shipping		10				
5500 Dues & Subscrip	182	88	350	200	200	200
5570 Misc Business Exp	248	146	250	480	480	480
5575 Laundry/Repair Expense	75	50	200			
Total Materials and Services	55,899	53,614	67,913	60,423	60,423	63,173
Total General Fund	1,567,339	2,181,042	2,124,809	1,903,571	1,903,571	1,906,321

Hazardous Materials Team

Fund 10 • Division 20 • 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 **HazMat34** and **HazMat53**. 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$22,636	\$18,503	\$26,693	\$16,930
Materials and Services	15,292	10,187	28,040	28,590
Total Expenditures	\$37,928	\$28,690	\$54,733	\$45,520



Hazardous Materials

	Actual Prior	Actual Prior	Budget Prior	Budget Proposed	Budget Approved	Budget Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10625 General Fund						
5120 Overtime Union	17,625	14,391	20,484	12,912	12,912	12,912
5201 PERS Taxes	3,335	2,735	3,884	2,577	2,577	2,577
5203 FICA/MEDI	1,312	951	1,567	988	988	988
5206 Worker's Comp	245	326	594	349	349	349
5207 TriMet/Wilsonville Tax	113	95	138	87	87	87
5208 OR Worker's Benefit Fund Tax	6	5	26	17	17	17
Total Personnel Services	22,636	18,503	26,693	16,930	16,930	16,930
5300 Office Supplies	219	199	300	300	300	300
5301 Special Department Supplies	431	733	1,800	1,500	1,500	1,500
5302 Training Supplies	821		2,450	1,950	1,950	1,950
5311 Haz Mat Materials In Area	1,193	475	1,530	1,530	1,530	1,530
5315 Haz Mat Respon Out of Area			2,040	2,000	2,000	2,000
5321 Fire Fighting Supplies	1,638	2,361	4,000	8,150	8,150	8,150
5325 Protective Clothing	5,670	2,248	3,080	400	400	400
5330 Noncapital Furniture & Equip	956	591	450	600	600	600
5350 Apparatus Fuel/Lubricants	1,747	1,442	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip	899	1,824	1,000	1,000	1,000	1,000
5415 Printing			100	350	350	350
5461 External Training	1,050		4,000	4,000	4,000	4,000
5462 Travel and Per Diem			4,000	4,000	4,000	4,000
5484 Postage, UPS & Shipping	98	59	100	150	150	150
5570 Misc Business Exp	570	255	850	320	320	320
Total Materials and Services	15,292	10,187	28,040	28,590	28,590	28,590
Total General Fund	37,928	28,690	54,733	45,520	45,520	45,520

Station 52 - Wilsonville

Fund 10 • Division 20 • Department 052

STATION DESCRIPTION

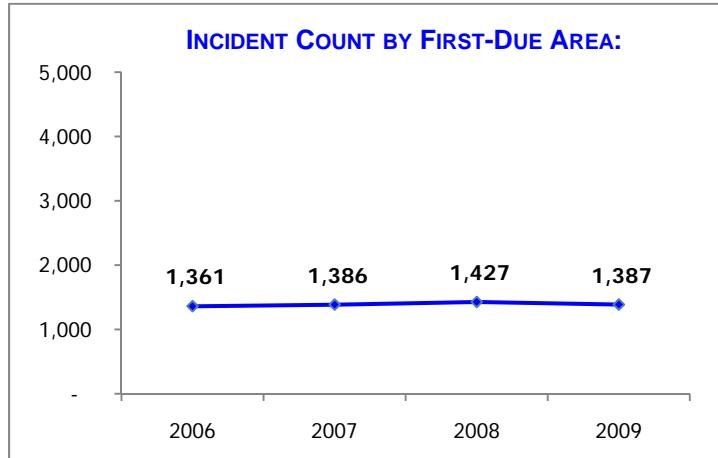
Station 52, located on SW Kinsman west of Interstate 5's main Wilsonville exit, was constructed in 1991. The 9,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52** 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,450,056	\$1,480,656	\$1,639,541	\$1,726,493
Materials and Services	48,289	45,345	56,225	50,490
Total Expenditures	\$1,498,345	\$1,526,001	\$1,695,766	\$1,776,983

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	94.6%	95.0%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:31	1:36
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	7:04	7:06
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	9:51	9:44
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	12:41	14:00

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 52 - Wilsonville

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10052 General Fund						
5001 Salaries & Wages Union	698,340	696,887	804,600	804,600	804,600	804,600
5003 Vacation Taken Union	90,855	78,471	106,491	106,491	106,491	106,491
5005 Sick Leave Taken Union	20,781	24,325	35,497	35,497	35,497	35,497
5007 Personal Leave Taken Union	9,994	11,247				
5016 Vacation Sold at Retirement		5,561	4,733	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement		1,889	8,519	8,519	8,519	8,519
5020 Deferred Comp Match Union	12,355	11,680	16,565	35,497	35,497	35,497
5101 Vacation Relief	111,537	117,864	94,186	122,583	122,583	122,583
5105 Sick Relief	23,238	33,725	21,488	21,488	21,488	21,488
5110 Personal Leave Relief	13,967	15,726	13,726	13,726	13,726	13,726
5115 Vacant Slot Relief	8,505	6,742				
5118 Standby Overtime	822	1,419	757	757	757	757
5120 Overtime Union	5,505	8,288	6,626	6,626	6,626	6,626
5201 PERS Taxes	186,060	187,044	211,061	231,639	231,639	231,639
5203 FICA/MEDI	73,190	74,708	85,159	88,780	88,780	88,780
5206 Worker's Comp	28,319	24,680	30,056	31,334	31,334	31,334
5207 TriMet/Wilsonville Tax	3,827	4,626	7,478	7,796	7,796	7,796
5208 OR Worker's Benefit Fund Tax	445	437	863	863	863	863
5210 Medical Ins Union	156,016	166,287	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	6,300	9,050	7,200	7,200	7,200	7,200
Total Personnel Services	1,450,056	1,480,656	1,639,541	1,726,493	1,726,493	1,726,493
5300 Office Supplies	726	1,017	1,300	1,200	1,200	1,200
5301 Special Department Supplies	3,069	3,837	3,000	3,600	3,600	3,600
5302 Training Supplies	54		350	300	300	300
5305 Fire Extinguisher	78		150	150	150	150
5306 Photography Supplies & Process			20			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	408	89				
5321 Fire Fighting Supplies	2,854	2,225	3,300	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	4,710	1,295	1,350	150	150	150
5350 Apparatus Fuel/Lubricants	7,854	5,744	8,640	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	4,790	5,140	9,280	6,000	6,000	6,000
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	93	245	400	360	360	360
5367 M&R Office Equip	798	684	750	750	750	750
5414 Other Professional Services	145	206	300	360	360	360
5415 Printing		4	25	50	50	50
5432 Natural Gas	4,520	4,636	4,900	4,900	4,900	4,900
5433 Electricity	10,174	10,953	11,500	11,500	11,500	11,500
5434 Water/Sewer	6,052	7,060	7,990	7,990	7,990	7,990
5436 Garbage	1,784	1,659	1,700	1,800	1,800	1,800
5450 Rental of Equip	60	65	120	60	60	60
5480 Community Events/Open House		8	250	150	150	150
5500 Dues & Subscrip	120	207	350	200	200	200
5570 Misc Business Exp			271	480	480	480
5575 Laundry/Repair Expense			100			
Total Materials and Services	48,289	45,345	56,225	50,490	50,490	50,490
Total General Fund	1,498,345	1,526,001	1,695,766	1,776,983	1,776,983	1,776,983

Station 56 – Elligsen Road

Fund 10 • Division 20 • Department 056

STATION DESCRIPTION

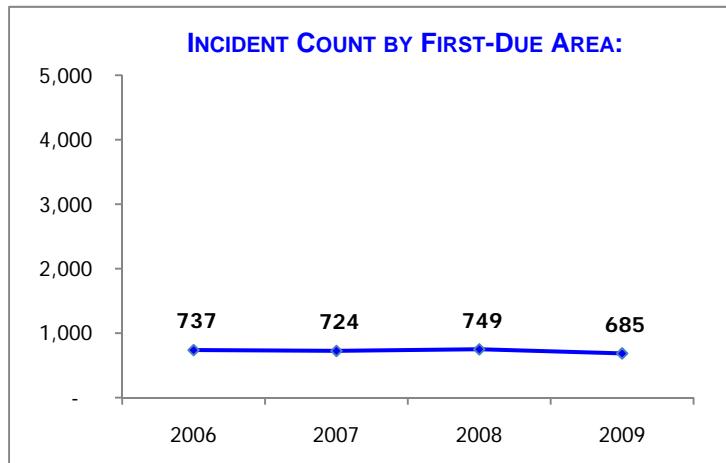
Station 56, located on SW Elligsen Road just east of Interstate 5's north Wilsonville exit, was constructed in 1979. The 17,000 square foot building (approximately 7,000 square feet of station and 10,000 square feet of office space) houses a total of **13 full-time personnel**. Four personnel (on each 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 10-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**.

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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	1,439,804	\$1,258,792	1,628,674	\$1,845,921
Materials and Services	46,876	51,081	55,335	54,845
Total Expenditures	\$1,486,680	\$1,309,873	\$1,684,009	\$1,900,766

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	93.0%	91.8%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:38	1:41
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	6:46	6:58
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	8:09	8:09

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 56 - Elligsen Road

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10056 General Fund						
5001 Salaries & Wages Union	644,534	594,441	798,584	858,748	858,748	858,748
5003 Vacation Taken Union	87,187	87,112	105,695	113,658	113,658	113,658
5005 Sick Leave Taken Union	19,472	10,546	35,232	37,886	37,886	37,886
5007 Personal Leave Taken Union	9,947	3,089				
5016 Vacation Sold at Retirement			4,698	5,051	5,051	5,051
5017 PEHP Vac Sold at Retirement	28,281	5,051	8,456	9,093	9,093	9,093
5020 Deferred Comp Match Union	11,844	10,799	16,441	37,886	37,886	37,886
5101 Vacation Relief	124,243	123,232	93,481	130,833	130,833	130,833
5105 Sick Relief	25,270	21,132	21,327	22,934	22,934	22,934
5110 Personal Leave Relief	12,617	5,872	13,623	14,649	14,649	14,649
5115 Vacant Slot Relief	35,553	9,891				
5118 Standby Overtime	1,140	1,067	752	808	808	808
5120 Overtime Union	8,646	4,233	6,577	7,072	7,072	7,072
5201 PERS Taxes	185,256	162,136	209,482	247,228	247,228	247,228
5203 FICA/MEDI	72,055	62,851	84,522	94,754	94,754	94,754
5206 Worker's Comp	30,667	18,336	29,831	33,443	33,443	33,443
5207 TriMet/Wilsonville Tax	6,170	5,606	7,422	8,321	8,321	8,321
5208 OR Worker's Benefit Fund Tax	407	344	815	863	863	863
5210 Medical Ins Union	130,415	125,938	184,536	214,894	214,894	214,894
5211 Medical Ins Nonunion		1,116				
5220 Post Retire Ins Union	6,100	6,000	7,200	7,800	7,800	7,800
Total Personnel Services	1,439,804	1,258,792	1,628,674	1,845,921	1,845,921	1,845,921
5300 Office Supplies	485	1,078	1,000	1,400	1,400	1,400
5301 Special Department Supplies	2,955	3,360	2,500	4,200	4,200	4,200
5302 Training Supplies	111	36	350	350	350	350
5305 Fire Extinguisher	63		160	100	100	100
5306 Photography Supplies & Process			100			
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	83					
5321 Fire Fighting Supplies	3,559	3,894	2,500	2,800	2,800	2,800
5325 Protective Clothing				280	280	280
5330 Noncapital Furniture & Equip	1,880	4,327	2,025			
5350 Apparatus Fuel/Lubricants	9,654	7,476	11,500	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	1,996	4,463	3,300	3,330	3,330	3,330
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	45	179	400	420	420	420
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	41	92	300	420	420	420
5415 Printing	59			75	75	75
5432 Natural Gas	7,129	8,253	8,000	8,000	8,000	8,000
5433 Electricity	12,357	11,359	14,250	14,250	14,250	14,250
5434 Water/Sewer	5,140	4,634	5,500	5,500	5,500	5,500
5436 Garbage	334	977	1,650	2,000	2,000	2,000
5450 Rental of Equip	55	60		60	60	60
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping		11				
5500 Dues & Subscrip	93	171	350	200	200	200
5570 Misc Business Exp	39	27	200	560	560	560
Total Materials and Services	46,876	51,081	55,335	54,845	54,845	54,845
Total General Fund	1,486,680	1,309,873	1,684,009	1,900,766	1,900,766	1,900,766

Wildland Program

Fund 10 • Division 20 • 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 on August 28, 2009, when a small contingent of the Wildland Program, consisting of two Chief Officers and seven Line Personnel, was deployed to the Microwave Fire located adjacent to the west side of Mosier, OR. The fire was reported on the evening of August 27th and consumed approximately 1,224 acres at an estimated cost of \$2.75 million; it was brought under control on the evening of September 3, 2009.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services			\$19,805	\$7,116
Materials and Services	\$5,927	\$12,047	14,324	1,900
Total Expenditures	\$5,927	\$12,047	\$34,129	\$9,016



Wildland

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10621 General Fund						
5101 Vacation Relief			2,171			
5120 Overtime Union			13,027	5,428	5,428	5,428
5201 PERS Taxes			2,882	1,083	1,083	1,083
5203 FICA/MEDI			1,163	415	415	415
5206 Worker's Comp			441	147	147	147
5207 TriMet/Wilsonville Tax			102	36	36	36
5208 OR Worker's Benefit Fund Tax			19	7	7	7
Total Personnel Services			19,805	7,116	7,116	7,116
5300 Office Supplies		131	250	100	100	100
5301 Special Department Supplies	76	59	1,000	200	200	200
5302 Training Supplies			500	100	100	100
5320 EMS Supplies	57					
5321 Fire Fighting Supplies	4,438	7,691	9,120	1,500	1,500	1,500
5330 Noncapital Furniture & Equip		8	250			
5350 Apparatus Fuel/Lubricants		184				
5461 External Training			2,190	2,500		
5462 Travel and Per Diem		1,164	1,976	704		
Total Materials and Services	5,927	12,047	14,324	1,900	1,900	1,900
Total General Fund	5,927	12,047	34,129	9,016	9,016	9,016

Station 57 – Mountain Road

Fund 10 • Division 20 • Department 057

STATION DESCRIPTION

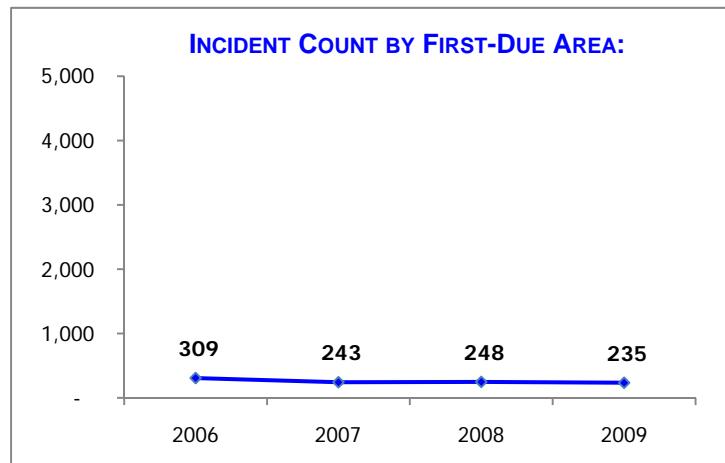
Station 57, located on SW Mountain Road south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,277,948	\$1,331,719	\$1,256,011	\$1,692,250
Materials and Services	33,955	33,450	39,250	34,590
Total Expenditures	\$1,311,903	\$1,365,169	\$1,295,261	\$1,726,840

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	92.7%	91.5%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:45	1:55
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	10:37	9:15
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	8:28	9:06
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	11:57	12:07

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 57 - Mountain Road

	Actual Prior	Actual Prior	Budget Prior	Budget Proposed	Budget Approved	Budget Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10057 General Fund						
5001 Salaries & Wages Union	587,347	552,566	618,092	786,551	786,551	786,551
5003 Vacation Taken Union	68,890	86,706	81,806	104,102	104,102	104,102
5005 Sick Leave Taken Union	30,797	23,424	27,269	34,701	34,701	34,701
5007 Personal Leave Taken Union	10,527	10,989				
5016 Vacation Sold at Retirement	19,891		3,636	4,627	4,627	4,627
5017 PEHP Vac Sold at Retirement	27,508	1,589	6,545	8,328	8,328	8,328
5020 Deferred Comp Match Union	12,677	11,913	12,725	34,701	34,701	34,701
5101 Vacation Relief	84,231	131,171	72,353	119,833	119,833	119,833
5105 Sick Relief	21,572	27,171	16,507	21,006	21,006	21,006
5110 Personal Leave Relief	14,587	15,099	10,544	13,418	13,418	13,418
5115 Vacant Slot Relief	12,421	38,022				
5118 Standby Overtime	2,071	1,185	582	740	740	740
5120 Overtime Union	15,368	32,896	5,090	6,477	6,477	6,477
5201 PERS Taxes	159,193	174,011	162,136	226,443	226,443	226,443
5203 FICA/MEDI	61,713	68,692	65,419	86,788	86,788	86,788
5206 Worker's Comp	21,638	18,882	23,089	30,631	30,631	30,631
5207 TriMet/Wilsonville Tax	5,387	5,598	5,745	7,621	7,621	7,621
5208 OR Worker's Benefit Fund Tax	349	362	671	719	719	719
5210 Medical Ins Union	116,781	126,143	138,402	198,364	198,364	198,364
5220 Post Retire Ins Union	5,000	5,300	5,400	7,200	7,200	7,200
Total Personnel Services	1,277,948	1,331,719	1,256,011	1,692,250	1,692,250	1,692,250
5300 Office Supplies	724	1,123	1,000	1,200	1,200	1,200
5301 Special Department Supplies	1,906	2,344	2,500	3,600	3,600	3,600
5302 Training Supplies			350	300	300	300
5305 Fire Extinguisher			100			
5306 Photography Supplies & Process		6				
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	68					
5321 Fire Fighting Supplies	945	1,916	2,500	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	5,397	4,197	2,020			
5350 Apparatus Fuel/Lubricants	5,469	4,101	6,000	4,500	4,500	4,500
5361 M&R Bldg/Bldg Equip & Improv	4,230	5,372	6,880	4,580	4,580	4,580
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	18	300	400	360	360	360
5367 M&R Office Equip	798	684	750	1,400	1,400	1,400
5414 Other Professional Services	100	13	300	360	360	360
5415 Printing				50	50	50
5432 Natural Gas	7,730	6,040	7,850	6,900	6,900	6,900
5433 Electricity	4,943	5,028	5,900	5,900	5,900	5,900
5436 Garbage	1,371	1,414	1,550	1,500	1,500	1,500
5450 Rental of Equip	130	581	100	120	120	120
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	58	331	350	200	200	200
5570 Misc Business Exp	68		200	480	480	480
Total Materials and Services	33,955	33,450	39,250	34,590	34,590	34,590
Total General Fund	1,311,903	1,365,169	1,295,261	1,726,840	1,726,840	1,726,840

Station 58 Bolton

Fund 10 • Division 20 • Department 058

STATION DESCRIPTION

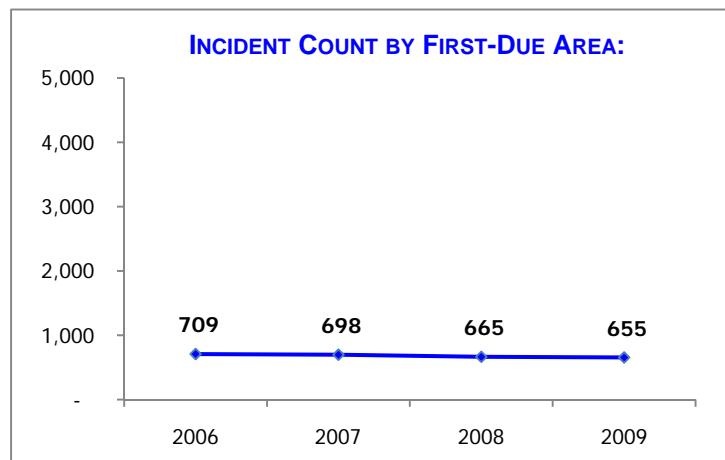
Station 58, located on Failing Street just north of Hwy 43, is estimated to be originally constructed in the early 1950s. Utilizing bond proceeds that were approved by voters in 2006, Station 58 was completely rebuilt on a nearby site in 2009–10, and will reopen in the spring of 2010. The older framed structure did not meet current ADA, seismic, or a variety of District standards. The apparatus bays were too small and lacked the overhead clearance and depth required to house standard District apparatus. Additionally, the previous location resulted in delayed response times as crews had to circle the block to access Highway 43. 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,563,300	\$1,740,076	\$1,625,674	\$1,715,093
Materials and Services	32,060	33,503	61,984	66,205
Total Expenditures	\$1,595,360	\$1,773,579	\$1,687,658	\$1,781,298

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	96.7%	96.9%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:43	1:47
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	7:39	7:23
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	11:20	11:20

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 58 - WL Bolton

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10058 General Fund						
5001 Salaries & Wages Union	721,481	751,062	798,584	798,584	798,584	798,584
5003 Vacation Taken Union	87,362	105,476	105,695	105,695	105,695	105,695
5005 Sick Leave Taken Union	29,802	41,174	35,232	35,232	35,232	35,232
5007 Personal Leave Taken Union	8,107	15,411				
5016 Vacation Sold at Retirement	11,539		4,698	4,698	4,698	4,698
5017 PEHP Vac Sold at Retirement	35,707	35,958	8,456	8,456	8,456	8,456
5020 Deferred Comp Match Union	14,172	15,478	16,441	35,232	35,232	35,232
5101 Vacation Relief	102,604	137,348	93,481	121,677	121,677	121,677
5105 Sick Relief	25,077	18,929	21,327	21,327	21,327	21,327
5110 Personal Leave Relief	14,019	21,625	13,623	13,623	13,623	13,623
5115 Vacant Slot Relief	33,191	23,195				
5118 Standby Overtime	1,703	1,855	752	752	752	752
5120 Overtime Union	16,351	35,225	6,577	6,577	6,577	6,577
5201 PERS Taxes	194,555	228,611	206,482	229,907	229,907	229,907
5203 FICA/MEDI	77,682	86,316	84,522	88,116	88,116	88,116
5206 Worker's Comp	27,371	24,524	29,831	31,100	31,100	31,100
5207 TriMet/Wilsonville Tax	6,712	7,501	7,422	7,738	7,738	7,738
5208 OR Worker's Benefit Fund Tax	454	474	815	815	815	815
5210 Medical Ins Union	149,211	181,364	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	6,200	8,550	7,200	7,200	7,200	7,200
Total Personnel Services	1,563,300	1,740,076	1,625,674	1,715,093	1,715,093	1,715,093
5300 Office Supplies	699	752	1,300	1,200	1,200	1,200
5301 Special Department Supplies	2,574	2,955	9,750	3,600	3,600	10,350
5302 Training Supplies	36	115	350	300	300	300
5305 Fire Extinguisher	47		500	50	50	50
5307 Smoke Detector Program				200	200	200
5320 EMS Supplies	83					
5321 Fire Fighting Supplies	1,874	3,034	3,300	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	2,834	1,273	19,215			18,815
5350 Apparatus Fuel/Lubricants	5,135	6,974	6,500	7,000	7,000	7,000
5361 M&R Bldg/Bldg Equip & Improv	5,429	5,327	5,000	1,500	1,500	1,500
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	161		400	360	360	360
5367 M&R Office Equip			750	1,400	1,400	1,400
5414 Other Professional Services	219	80	300	360	360	360
5415 Printing	13			50	50	50
5432 Natural Gas	3,754	3,806	4,284	3,000	3,000	3,000
5433 Electricity	7,028	6,690	7,500	14,000	14,000	14,000
5434 Water/Sewer	2,036	2,343	1,785	4,000	4,000	4,000
5480 Community Events/Open House			250	150	150	150
5500 Dues & Subscrip	138	154	350	200	200	200
5570 Misc Business Exp			200	480	480	480
Total Materials and Services	32,060	33,503	61,984	40,640	40,640	66,205
Total General Fund	1,595,360	1,773,579	1,687,658	1,755,733	1,755,733	1,781,298

Station 59 - Willamette

Fund 10 • Division 20 • Department 059

STATION DESCRIPTION

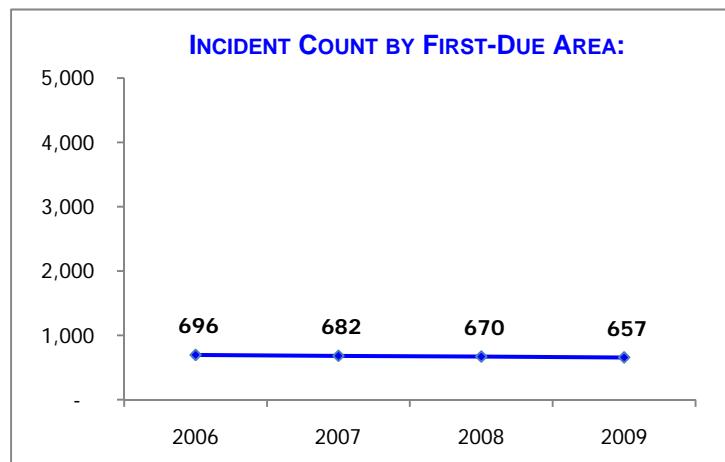
Station 59, located on Willamette Falls Drive south of Interstate 205 off of the 10th Street exit, is estimated to be originally constructed in the 1940s or early 1950s. Utilizing bond proceeds that were approved by voters in 2006, Station 59 was completely rebuilt in 2009–10. It opened its doors on March 3, 2010. The old, two-story brick structure met no current seismic, design, or ADA requirements. The facility was also significantly undersized for standard District apparatus, and did not accommodate the Water Rescue crafts and tow vehicle. 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$1,072,556	\$1,221,700	\$1,704,095	\$1,794,273
Materials and Services	20,300	24,933	54,887	38,510
Total Expenditures	\$1,092,856	\$1,246,633	\$1,758,982	\$1,832,783

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	92.6%	90.7%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:48	1:56
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category A</i>	6:40	7:17	7:17
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category B</i>	8:15	9:24	9:42
Response Performance at the 75 th Percentile (minutes:seconds) <i>Category C</i>	13:30	8:27	6:45

Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Station 59 - Willamette

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10059 General Fund						
5001 Salaries & Wages Union	552,392	634,267	840,097	840,097	840,097	840,097
5003 Vacation Taken Union	80,863	87,957	111,189	111,189	111,189	111,189
5005 Sick Leave Taken Union	5,429	7,724	37,063	37,063	37,063	37,063
5007 Personal Leave Taken Union	8,964	9,956				
5016 Vacation Sold at Retirement			4,942	4,942	4,942	4,942
5017 PEHP Vac Sold at Retirement	1,991	1,728	8,895	8,895	8,895	8,895
5020 Deferred Comp Match Union	10,070	11,281	17,296	37,063	37,063	37,063
5101 Vacation Relief	48,240	57,193	98,341	127,991	127,991	127,991
5105 Sick Relief	6,876	3,229	22,436	22,436	22,436	22,436
5110 Personal Leave Relief	10,115	8,093	14,331	14,331	14,331	14,331
5115 Vacant Slot Relief	10,430	11,984				
5118 Standby Overtime	801	927	791	791	791	791
5120 Overtime Union	6,429	11,644	6,918	6,918	6,918	6,918
5201 PERS Taxes	138,137	158,372	220,372	241,859	241,859	241,859
5203 FICA/MEDI	52,582	58,937	88,916	92,696	92,696	92,696
5206 Worker's Comp	22,917	19,738	31,382	32,716	32,716	32,716
5207 TriMet/Wilsonville Tax	4,441	4,750	7,808	8,140	8,140	8,140
5208 OR Worker's Benefit Fund Tax	291	306	1,582	1,582	1,582	1,582
5210 Medical Ins Union	106,588	128,214	184,536	198,364	198,364	198,364
5220 Post Retire Ins Union	5,000	5,400	7,200	7,200	7,200	7,200
Total Personnel Services	1,072,556	1,221,700	1,704,095	1,794,273	1,794,273	1,794,273
5300 Office Supplies	468	518	1,000	1,200	1,200	1,200
5301 Special Department Supplies	1,662	1,876	9,250	3,600	3,600	3,600
5302 Training Supplies	18	39	350	300	300	300
5305 Fire Extinguisher		74	500			
5306 Photography Supplies & Process			100			
5307 Smoke Detector Program				200	200	200
5321 Fire Fighting Supplies	1,517	1,725	2,500	2,400	2,400	2,400
5325 Protective Clothing				240	240	240
5330 Noncapital Furniture & Equip	234	3,383	19,115			
5350 Apparatus Fuel/Lubricants	4,354	3,493	6,088	4,800	4,800	4,800
5361 M&R Bldg/Bldg Equip & Improv	2,286	2,181	3,000	1,500	1,500	1,500
5364 M&R Fire Communic Equip			250	150	150	150
5365 M&R Firefight Equip	23	274	400	360	360	360
5367 M&R Office Equip	914	653	750	1,400	1,400	1,400
5414 Other Professional Services	25		300	360	360	360
5415 Printing			25	50	50	50
5432 Natural Gas	2,266	2,369	2,563	3,000	3,000	3,000
5433 Electricity	5,423	7,225	6,512	14,000	14,000	14,000
5434 Water/Sewer	892	964	1,309	4,000	4,000	4,000
5450 Rental of Equip				120	120	120
5480 Community Events/Open House			250	150	150	150
5484 Postage, UPS & Shipping		8	60			
5500 Dues & Subscrip	88	100	350	200	200	200
5570 Misc Business Exp	130	51	200	480	480	480
5575 Laundry/Repair Expense			15			
Total Materials and Services	20,300	24,933	54,887	38,510	38,510	38,510
Total General Fund	1,092,856	1,246,633	1,758,982	1,832,783	1,832,783	1,832,783

Water Rescue Team

Fund 10 • Division 20 • 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$12,884	\$12,871	\$20,576	\$12,983
Materials and Services	21,557	9,932	13,164	12,290
Total Expenditures	\$34,441	\$22,803	\$33,740	\$25,273



Water Rescue Team

	Actual	Actual	Budget	Budget	Budget	Budget
	Prior	Prior	Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10626 General Fund						
5120 Overtime Union	9,977	9,866	15,790	9,902	9,902	9,902
5201 PERS Taxes	1,892	1,876	2,994	1,976	1,976	1,976
5203 FICA/MEDI	763	740	1,208	758	758	758
5206 Worker's Comp	190	328	458	267	267	267
5207 TriMet/Wilsonville Tax	59	57	106	67	67	67
5208 OR Worker's Benefit Fund Tax	3	4	20	13	13	13
Total Personnel Services	12,884	12,871	20,576	12,983	12,983	12,983
5301 Special Department Supplies	24	89	65			
5302 Training Supplies	568		170			
5321 Fire Fighting Supplies	4,032	2,801	1,072			
5325 Protective Clothing	1,142	1,358	762	1,680	1,680	1,680
5330 Noncapital Furniture & Equip	588	71	2,200			
5350 Apparatus Fuel/Lubricants	2,705	1,470	2,705	2,705	2,705	2,705
5365 M&R Firefight Equip	4,999	2,280	5,000	5,000	5,000	5,000
5400 Insurance Premium	535	555	525			
5461 External Training	6,470			2,330	2,330	2,330
5462 Travel and Per Diem	225	939				
5484 Postage, UPS & Shipping	33	126	100	200	200	200
5500 Dues & Subscrip	145	145	215	215	215	215
5570 Misc Business Exp	91	98	350	160	160	160
Total Materials and Services	21,557	9,932	13,164	12,290	12,290	12,290
Total General Fund	34,441	22,803	33,740	25,273	25,273	25,273

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 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

Expenditures	2007-08 Actual	2008-09 Budget	2009-10 Budget	2010-11 Budget
Personnel Services	\$854,655	\$855,573	\$957,533	\$1,396,897
Materials and Services	408,552	464,131	588,523	711,172
Total Expenditures	\$1,263,207	\$1,319,704	\$1,546,056	\$2,108,069

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 and Wellness as of July 1, 2010.

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Budget	2009-10 Budget	2010-11 Budget
Division Chief	0.00	0.00	0.00	1.00
Battalion Chief	0.00	0.00	0.00	1.00
EMS Chief	1.00	1.00	1.00	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	0.00	1.00
Nurse	1.00	1.00	1.00	1.00
Behavioral Health Specialist	0.00	0.00	0.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	9.00

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

EMS / Health / Wellness, continued

2010-11 SIGNIFICANT CHANGES

In 2010-11, the budgets for the EMS cost center and the Safety, Health and Survival Wellness Program cost center were consolidated. The responsibility for Safety was transferred to Training as part of the District-wide reorganization.

Budgeted revenues for this cost center are \$297,560 and come primarily from contracts and fees from area agencies served such as Clackamas County inter governmental service agreement which 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.

Personnel Services includes Union Overtime for mandatory ALS in-service training attendance, critical skills instructor training, and peer fitness training.

The majority of Materials and Services expenses are for District-wide EMS Supplies, medical supervision in Account 5413 and laboratory services in Account 5414. In addition the District must recertify its paramedics every two years and accordingly, certification on fees was increased.

STATUS OF 2009-10 SERVICE MEASURES

- **Cardiac Campaign**

Goal(s):	I, III, VII
Service Type(s):	Discretionary
Measured By:	Increased percentage of 9-1-1 use by patients experiencing heart attacks who require immediate care of hospital cardiac catheterization lab (STEMI). Increased bystander hands-only cardiopulmonary resuscitation (CPR).
Status or Outcome:	The EMS partnership with Community Services is in year two of a five year plan, to present public education through a data-driven process. The first two quarters of 2010 will deliver messages on the topic of hands-only CPR. Topics of signs/symptoms of heart attack and actions for survival will follow. The expected outcome is to sustain/improve our already high level of bystander CPR participation. Philips monitors will receive a software upgrade in April 2010, which improves diagnostic accuracy of 12 lead ECGs to identify STEMI. The District remains an active participant in the QI process of two local cardiac catheterization labs to monitor outcomes.

- **Cardiac Arrest Survival**

Goal(s):	I
Service Type(s):	Discretionary
Measured By:	Sustained or improved percentage of survival of cardiac arrest patients.
Status or Outcome:	The ROC cardiac arrest trial concluded with evidence that use of ITD valve had no positive effect on patient outcome, and there was no difference in CPR time performed before defibrillation. This information was utilized to return to the previous protocol with emphasis on cardiac compression performance. An evidence-based post resuscitation hypothermia protocol was added in January 2010 which shows promise of producing higher survival and better neurologic outcomes. District survival rates remain among the top ones published nationally.

EMS / Health / Wellness, continued

STATUS OF 2009-10 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 SHS – 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:	Throughout 2009, District personnel were provided mandatory OSHA vaccinations, testing services and blood and airborne pathogen presentations. The exposure service maintained its 24/7 access and post-exposure follow-up services for TVF&R and contracted agency personnel. All mandatory data collection and recordkeeping was maintained in accordance with federal, state, OSHA and CDC requirements. With the outbreak of the H1N1 virus, multiple educational updates and vaccination services were provided to District personnel and outside agencies. No adverse events were reported. All relative SOGs, Standing Orders, and practices are up to date.

- **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:	<i>This Service Measure has been transitioned from Operations.</i> Ongoing. Multiple groups throughout the District have been able to benefit from the centralized collection of this data. The EMS Quality Improvement Committee requests confidential treatment data from the UER process in their continued efforts to evaluate and improve treatment protocols and medication standardization. The Safety Committee evaluated roughly five years of reported shoreline damage at the station level to determine the cause and identify a cost-effective solution to this low risk/high frequency issue. Based on its size and function, the Operations Division continues to be the largest contributor of this data. The risk management process and documentation of findings has proven to be a valuable learning tool and asset to the Duty Chiefs and Captains in documenting and tracking performance management information and trends.

EMS / Health / Wellness, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- 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.
Status or Outcome:	<i>This Service Measure has been transitioned from Operations.</i> Ongoing. The management of these documents has been transitioned into SharePoint document libraries. Although the process of collecting the information is still cumbersome, the meta-data that is maintained in the document libraries is proving to be a helpful tool in retrieving trending information in a more efficient manner. As an extension of this SharePoint site, SHS staff will be more actively engaged in the medical case management process in an attempt to reduce workers' compensation costs and speed the return to work process.

- 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:	<i>This Service Measure has been transitioned from Operations.</i> Ongoing. Multiple groups throughout the District have been able to benefit from the centralized collection of this data. The EMS Quality Improvement Committee requests confidential treatment data from the UER process in their continued efforts to evaluate and improve treatment protocols and medication standardization. The Safety Committee evaluated roughly five years of reported shoreline damage at the station level to determine the cause and identify a cost-effective solution to this low risk/high frequency issue. Based on its size and function, the Operations Division continues to be the largest contributor of this data. The risk management process and documentation of findings has proven to be a valuable learning tool and asset to the Duty Chiefs and Captains in documenting and tracking performance management information and trends.

EMS / Health / Wellness, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- **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:	Collections are currently at approximately 90% within 60 days. Outstanding collections have been due largely to month-to-month contracts with the City of Salem. With the change to MUNIS, SHS anticipates a more efficient billing and collection capability. Fitness assessment data is managed in-house in a web-based database that can sort and report information by individual, age, gender, rank, and fire station. Wellness questionnaire data is administered through the District's SharePoint website. Injury information is tracked by the District's workers' compensation insurance provider and reviewed by the District's Safety Committee. Annual fitness assessment, wellness questionnaire, and cholesterol data is collected in aggregate form and reported to all District staff via the annual Wellness Services report. Confidentiality is essential; individual health and fitness data is never distributed in a manner that would violate confidentiality.

- **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.
Status or Outcome:	In an attempt to provide cost sensitive and efficient occupational health services, a new method of providing physical exams to the crews was pilot tested. Station 56 was retrofitted into a clinic where employees completed their pre-physical and physical exam(s). Historically, crews were pulled from their first due areas on two occasions to complete these evaluations. This method merged the two evaluations and saved critical time away from the station. With the occurrence of the H1N1 virus, SHS provided a number of educational presentations and vaccination services to TVF&R and outside agencies. SHS developed and delivered educational presentations specifically targeting non-line personnel workgroups in an effort to improve their personal health, fitness, and wellness.

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

Goal(s):	IV, VI, VII
Service Type(s):	Essential
Measured By:	Number of tasks completed and tracked on the PFT SharePoint task list.
Status or Outcome:	In September 2009, the PFT Committee Charter and PFT Position Description were approved by the District. In October 2009, eight additional PFTs were certified bringing the District total to 13. The mission of the PFT group is to promote the enhancement of muscular strength and cardiovascular endurance of line, recruit, and volunteer firefighters; thus increasing and maintaining a high level of safety, injury prevention, and performance.

EMS / Health / Wellness, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- **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: SHS coordinates several SharePoint sites. The Occupational Health site advertises a monthly clinic calendar and provides clinical disease information. The Wellness site includes fitness, injury prevention, and nutritional information.

- **AED Partnerships.** Continue to develop non-traditional AED partnerships to improve cardiac response and survival.

Goal(s): I, VII
Budget Impact: Discretionary
Duration: Year 3 of 3
Budget Description: Increase the number of AED resources to accessible before arrival of EMS responders.
Partner(s): WCCA, CCOM, law enforcement, citizen organizations, businesses
Status or Outcome: Due to legislation effective January 2010, AEDs are required in businesses with >50,000 sq. feet and > 25 employees. The District worked with many businesses to help establish their AED program. Partnerships with Washington Co EMS and Clackamas Fire District #1 Foundation have resulted in addition of many community AEDs. Public and law enforcement AED use is increasing and resulting in survivors.

- **Medical Supply Co-operative System Upgrade.** Participate in Washington County EMS system to improve efficiencies in EMS supply reimbursement.

Goal(s): I, VII
Budget Impact: Savings expected
Duration: Year 3 of 3
Budget Description: Increase cash reimbursement for disposable EMS supplies while decreasing internal cost to administer the program.
Partner(s): Washington County EMS providers
Status or Outcome: Successfully added cash in lieu of resupply option to County Administrative Rule, and Metro West January 2010 franchise agreement. Washington County EMS Officers now exploring process with Metro West and County EMS to evaluate implementation of this option.

EMS / Health / Wellness, continued

STATUS OF 2009-10 CHANGE STRATEGIES

- Leverage use of existing resources to conduct pre-physical exams in a manner that enables critical response readiness and reduces fiscal impacts.

Goal(s):	I, III, IV, VII
Budget Impact:	Increase Required
Duration:	Year 3 of 3
Budget Description:	By conducting the exams on-site at specific fire stations, crews are not pulled from their coverage response areas.
Partner(s):	Integrated Operations
Status or Outcome:	As previously described in the Service Measure for Provide Annual Pre-Physical and Physicals; staff provided on-site, pre-physical testing at two fire stations and provided both pre-physicals and actual physicals in the space vacated by the City of Wilsonville adjacent to Station 56. While successful in keeping crews in their response areas, issues were encountered that eliminated a mobile resource potential, but validated a fixed site for physicals. SHS will work toward the establishment of a clinical space at the newly remodeled Station 56. Discussions have been initiated with Logistics and Operations to begin this process.

- **Air Management 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 analysis recommendations.
Duration:	Year 3 of 3
Budget Description:	Capital replacement requested this year.
Partner(s):	Integrated Operations and Logistics
Status or Outcome:	A comprehensive analysis was completed in December of 2009, titled <i>Respiratory Protection Project, Evaluations, Conclusions, and Recommendations</i> . Elements in the recommendations section of this analysis have already been accepted and acted upon, such as the replacement of aging compressor systems. A budget justification has been completed.

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

Goal(s):	III, IV
Budget Impact:	Increase requested to analyze validity of a pilot program.
Duration:	Year 1 of 2
Budget Description:	Funding for a pilot program
Partner(s):	Integrated Operations and Human Resources
Status or Outcome:	Recent data suggests that patients who received rehabilitative care within four days of injury required eight physical therapy sessions before they were released from care. Patients who waited one month before seeking rehabilitative care required 13-14 physical therapy sessions before they were released from care (Cascade Occupational Health, 2009). In an effort to reduce time loss and speed the return to work process, this change strategy provides an essential assessment and treatment tool.

EMS / Health / Wellness, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Synchronize existing partnerships to provide cost-effective Occupational Health Services to contract agencies.** Currently, OHS staff provides occupational health services such as vaccinations and testing, pre-physical exams, fitness evaluations, and educational seminars to other government agencies. By providing services to contract agencies, OHS has been able to offset SHS operational costs and return a modest profit to the general fund. The application of TVF&R personnel time to prepare for and administer off-site services has had a moderate impact on daily OHS operations. An additional part-time OHS employee may be necessary, especially to ensure no adverse impact on the provision of services to TVF&R's personnel.

Goal(s):	III, IV, 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):	Outside Contract Agencies, specifically CCFD #1
Status or Outcome:	Efficiency was gained by combining two budgeted .25 FTE RN positions into a single .5 position. SHS plans to increase this position to a .75 FTE in July of 2010, with support to other divisions such as Training and EMS. The OHS fee structure has been revised to incorporate increases in the costs of providing service. SHS will complete the exit strategy for Salem area clients by the close of the fiscal year. SHS is currently exploring opportunities to partner with agencies such as Clackamas County Fire District #1.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Participated in development of alternate/paramedic response car project.
- Completed state DHS Vision 2012 planning process and proposed legislation.
- Participated in completing major upgrade to ambulance franchise agreement and County EMS Rules.
- Maintained Clackamas County integration agreement, returning over \$100,000 to the District.
- Placed a third new medic unit in service and upgraded District bariatric capabilities.
- Provided on-site pre-physical and physical services to uniformed employees eliminating nearly \$30,000 in overtime cost from the previous year.
- Provided H1N1 education and vaccination services to TVF&R. In addition, SHS partnered with municipalities within the District's service area, multiple police agencies, and outside contracted agencies.
- Provided a comprehensive injury and illness management and return to work process that was able to return personnel to duty more quickly and limit overtime. With medical management and an excellent collaboration with the Cascade Occupational Medicine group, the District was able to triage appropriate injured personnel to alternative services and reduce worker's compensation claims. Over the course of the year, if ten injured firefighters are returned three shifts early, over \$30,000 in overtime costs are saved annually. Data and relevant studies indicate that early intervention will accomplish this goal.
- Throughout 2009, SHS staff conducted several health and wellness seminars with uniformed, contract, administrative, and support employees and volunteers. Seminars include group workouts, new equipment orientation, nutritional instruction, injury prevention, and bloodborne pathogen training. Divisions reached include Administrative Support Team, Finance, Human Resources, Logistics, Information Technology, Supply, Training, Operations and Fire Prevention.

EMS / Health / Wellness, continued

ADDITIONAL 2008-09 ACCOMPLISHMENTS, CONTINUED

- In August, TVF&R's Occupational Health and Safety team won the prestigious International Association of Fire Chiefs' Billy Goldfeder Fire Service Organizational Safety Award. This award is given to a fire service organization that has demonstrated an outstanding commitment or significant contribution in the area of fire service health and safety.

SERVICE MEASURES

EMS Status	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Patient Care Reports Written	16,050	15,754	14,849	16,013	17,578
Number of EMS Responses	25,262	25,381	24,085	26,252	28,352
Cardiac Arrest Survival Percent	13.7%	22.1%		14%	14%
Wellness Program Status	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Completed annual pre-physicals for all uniformed staff	99%	99%	99%	99%	99%
Completed annual physicals for all uniformed staff	99%	99%	99%	90%	99%
Completed annual fitness assessments	70%	90%	90%	90%	95%
Survey aerobic activity participation in line personnel	75%	68%	75%	75%	80%
Survey strength training participation in line personnel	43%	47%	51%	50%	55%
Survey flexibility participation in line personnel	34%	29%	30%	30%	40%
Individual Fitness Consultations	35	40	41	45	45+
Peer Fitness Trainer Contacts	0	0	0	75	100
Occupational Health Program Status	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Mandatory compliance with OSHA required education	100%	100%	100%	100%	100%
Provide mandatory and recommended vaccinations and testing services for TVFR and outside agencies (OA)	TVFR OA	517 5817	483 6790	950 5200	650 4500
Influenza vaccinations/H1N1 vaccinations for District personnel to TVFR and Outside Agencies (OA)	147	210	281	280 Seasonal 261 H1N1	300
Number of reported adverse events reported	0	0	0	0	0
Billing and collections received within 60 days	95%	90%	95%	95%	98%

2010-11 SERVICE MEASURES

- Cardiac Arrest Survival

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

EMS / Health / Wellness, continued

2010-11 SERVICE MEASURES, CONTINUED

- **Cardiac Campaign**

Goal(s): I, III, VII
Service Type(s): Discretionary
Measured By: Increased awareness of heart attack symptoms by patients. Increased use of 9-1-1 for patients experiencing STEMI. Increased bystander hands-only cardiopulmonary resuscitation (CPR).

- **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 SHS – 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.

- **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.

- **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.

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

Goal(s): III, IV, VII
Service Type(s): Essential
Measured By: Number of examinations completed.

EMS / Health / Wellness, continued

2010-11 SERVICE MEASURES , CONTINUED

- **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%.

- **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.

- **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.

- **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.

EMT Level (Paid and volunteer)	# of 2009 Recertification	# of 2011 recertification
EMT-Basic	227	180
EMT-Intermediate	15	10
Paramedic	190	195

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 2011/2012 budget cycle.

Goal(s): I, VII
Budget Impact: Staff time during year 1
Duration: Year 1 of 2
Budget Description: Begin selection process to replace large capital item in subsequent budget year.
Partner(s): Information Technology, Finance

EMS / Health / Wellness, continued

2010-11 CHANGE STRATEGIES, CONTINUED

- **Medical Supply Cooperative System Upgrade**

Goal(s): I, VII
Budget Impact: Savings expected
Duration: Year 3 of 4
Budget Description: Increase cash reimbursement for disposable EMS supplies while decreasing internal cost to administer the program.
Partner(s): Finance, Supply

- **Leverage use of existing resources to conduct pre-physical exams** in a manner that enables critical response readiness and reduces fiscal impacts.

Goal(s): I, III, IV, VII
Budget Impact: Increase Required
Duration: Year 3 of 3
Budget Description: By conducting the exams on-site at specific fire stations, crews are not pulled from their coverage response areas. This will be the model until Station #56 is completed.
Partner(s): Integrated Operations, Logistics

- **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): Integrated Operations, Training, Logistics

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

Goal(s): III, IV
Budget Impact: Increase requested to analyze validity of a pilot program.
Duration: Year 1 of 2
Budget Description: Funding for a pilot program.
Partner(s): Integrated Operations, Human Resources

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

Goal(s): III, IV, 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 our relationship with CCFD #1.

EMS/Health/Wellness

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10421 General Fund						
5001 Salaries & Wages Union	77,421	82,156	88,123	88,122	88,122	88,122
5002 Salaries & Wages Nonunion	319,916	332,762	364,030	618,011	618,011	618,011
5003 Vacation Taken Union	11,613	10,867	8,715	8,715	8,715	8,715
5004 Vacation Taken Nonunion	18,654	14,956	36,003	60,914	60,914	60,914
5006 Sick Taken Nonunion	5,623	6,662				
5008 Personal Leave Taken Nonunion	810	268				
5010 Comp Taken Nonunion	978	46				
5015 Vacation Sold	5,009	3,413	5,469	14,838	14,838	14,838
5016 Vacation Sold at Retirement	9,960	6,293	8,092			
5017 PEHP Vac Sold at Retirement	1,865	3,992				
5020 Deferred Comp Match Union	1,349	1,395	1,395	3,389	3,389	3,389
5021 Deferred Comp Match Nonunion	4,641	5,887	9,983	16,335	16,335	16,335
5102 Duty Chief Relief		191				
5118 Standby Overtime	136					
5120 Overtime Union	96,933	110,634	145,269	133,656	133,656	133,656
5121 Overtime Nonunion	2,710	2,681	1,500	3,000	3,000	3,000
5201 PERS Taxes	97,124	103,296	126,762	190,257	190,257	190,257
5203 FICA/MEDI	40,766	41,777	51,147	72,919	72,919	72,919
5206 Worker's Comp	10,357	9,941	9,393	13,392	13,392	13,392
5207 TriMet/Wilsonville Tax	3,500	3,685	4,492	6,499	6,499	6,499
5208 OR Worker's Benefit Fund Tax	189	269	212	320	320	320
5210 Medical Ins Union	12,738	14,212	15,378	16,530	16,530	16,530
5211 Medical Ins Nonunion	49,679	59,697	60,263	116,448	116,448	116,448
5220 Post Retire Ins Union	600	600	600	600	600	600
5221 Post Retire Ins Nonunion	2,500	3,602	4,050	5,850	5,850	5,850
5230 Dental Ins Nonunion	7,838	8,118	8,207	15,752	15,752	15,752
5240 Life/Disability Insurance	3,278	3,604	4,500	6,500	6,500	6,500
5270 Uniform Allowance	230	53		250	250	250
5280 Physical Exams/Shots	64,506	20,151				
5290 Employee Tuition Reimburse	3,731	4,365	3,950	4,600	4,600	4,600
Total Personnel Services	854,655	855,573	957,533	1,396,897	1,396,897	1,396,897
5300 Office Supplies	620	2,753	3,994	1,350	1,350	1,350
5301 Special Department Supplies	7,177	9,769	9,000	8,000	8,000	8,000
5302 Training Supplies	4,805	12,661	5,436	6,800	6,800	6,800
5303 Physical Fitness	8,751	9,472	13,000	7,000	7,000	7,000
5305 Fire Extinguisher	190					
5320 EMS Supplies	211,589	210,390	232,290	252,350	252,350	252,350
5321 Fire Fighting Supplies	93	281				
5323 Food Service			700			
5325 Protective Clothing				2,500	2,500	2,500
5330 Noncapital Furniture & Equip	3,245	4,436	500	16,000	16,000	16,000
5350 Apparatus Fuel/Lubricants	4,557	4,660	7,020	10,700	10,700	10,700
5361 M&R Bldg/Bldg Equip & Improv	25	773				
5365 M&R Firefight Equip		122				
5366 M&R EMS Equip	17,488	39,183	35,182	37,575	37,575	37,575
5367 M&R Office Equip			500	500	500	500
5413 Consultant Fees	83,240	90,755	112,700	112,700	112,700	112,700

EMS/Health/Wellness

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5414 Other Professional Services	35,777	16,340	125,000	157,495	157,495	157,495
5415 Printing	4,635	1,346	5,202	7,500	7,500	7,500
5417 Temporary Services	1,375	4,634	3,500	4,000	4,000	4,000
5430 Telephone	1,240	1,244	1,400			
5461 External Training	4,811	5,266	14,642	15,275	15,275	15,275
5462 Travel and Per Diem	11,590	13,590	10,431	15,300	15,300	15,300
5471 Citizen Awards			100	100	100	100
5472 Employee Recog & Awards	718	827	850	1,300	1,300	1,300
5473 Employ Safety Pro & Incent				13,000	13,000	13,000
5484 Postage, UPS & Shipping	255	309	525	275	275	275
5500 Dues & Subscrip	1,292	1,244	975	2,975	2,975	2,975
5502 Certification & Licensing	1,715	31,780	3,890	35,220	35,220	35,220
5570 Misc Business Exp	3,361	2,296	1,686	2,757	2,757	2,757
5571 Planning Retreat Expense				500	500	500
Total Materials and Services	408,552	464,131	588,523	711,172	711,172	711,172
Total General Fund	1,263,207	1,319,704	1,546,056	2,108,069	2,108,069	2,108,069

Training/Safety

Fund 10 • Division 40 • Department 402

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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Budget
Personnel Services	\$1,150,919	\$1,243,691	\$1,203,975	\$1,207,207
Materials and Services	275,153	306,521	341,924	277,162
Total Expenditures	\$1,426,072	\$1,550,212	\$1,545,899	\$1,484,369

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.50	5.50	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	8.50	8.00	8.00

2010-11 SIGNIFICANT CHANGES

Within Personnel Services, overtime was reduced in a conscious effort to manage as cost effectively as possible and manage overall District overtime. PERS was increased in the budget and medical insurance estimated cost increases budgeted. Insurance for the union will renew July 1, 2010, and rates will be determined at that time. The Training Division Chief was moved to a car allowance and his former District vehicle reassigned.

Within Materials and Services, account 5361, Maintenance and Repair for Building and Building Improvements, is lowered as a result of more projects and maintenance being transferred to the Facility Department's budget. Account 5416 was similarly transferred.

Training/Safety, continued

STATUS OF 2009-10 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: The organization achieved 100% compliance, except for those employees who are on Military Assignment or Leave of Absence.

- **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: Training staff worked with Human Resources to develop and implement a new Captain Civil Service Examination. Training also collaborated with HR to review and rewrite all job descriptions for the Division. In the fall of 2009, Training put on a day long career development conference for all interested TVF&R employees.

- **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: Move to a change strategy.

- **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 the Operations Risk Management process.
Status or Outcome: Training continues to participate in EMS and Integrated Operations QI processes. Trend information is taken and is used to prepare the 18-month training schedule at the Division's annual retreat.

STATUS OF 2009-10 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: TVF&R's Training Division has entered into a public/private partnership with NW Natural Gas to construct a natural gas prop that will provide training opportunities for natural gas workers and firefighters. Scheduled to be finished by fall of 2010.

- **Continue to provide technical assistance to all TVF&R divisions/departments** for special activities such as CPR/AED training, Incident Management Team 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: Staff and Training Officers assisted in providing CPR/AED training to all non-line employees (24 hrs), two eight hour individual mandatory compliance training sessions to Fire Prevention personnel, and one full day to Emergency Management during IMT Drills.

STATUS OF 2009-10 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
Duration: Year 1 of 3
Budget Description: Increase as reflected in Capital Requests
Partner(s): Operations
Status or Outcome: The Fire Critical Skills program was implemented in the spring of 2009, with a follow-up session in the fall of 2009. The curriculum and methodology that have been covered thus far includes: Denver Drill, Nance Drill, Moving a Downed Firefighter, Mayday, Wall Breech and Escape, and CFBT Door Entry. Initial subjects left to cover include: Firefighter Ladder Rescue, Bail Out Rope System, and the SCBA Confidence Course.

Training/Safety, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- Adopt scientific and standardized approach to fire behavior, initial actions, and overall strategy and tactics.

Goal(s):	IV, VI
Budget Impact:	Increase
Duration:	Year 1 of 3
Budget Description:	This program will need additional money for prop purchases and training materials.
Partner(s):	Integrated Operations, Training/Safety, EMS/Health/Wellness
Status or Outcome:	Every firefighter at TVF&R has been given a minimum of 16 hours of instruction in the subject of Compartment Fire Behavior. CFBT curriculum was implemented in the 09-02 Recruit Academy and will be in all future academies. All line companies are participating in a year-long online CFBT self-study program, which when completed will give all firefighters an additional 48 hours of training in CFBT.
	Practical application of CFBT procedures will be done in March and April of 2010, during a month-long training exercise with nine acquired structures.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Completed one Lateral Entry Firefighter Academy.
- Reviewed and developed new Entry Level Recruit Academy Curriculum.
- Graduated 14 recruits from the 09-02 Entry Recruit Academy.
- Assisted Operations with the implementation of CFBT self-study program for firefighters.

Training/Safety, continued

2010-11 SERVICE MEASURES

	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Estimated	2010-11 Projected
Career Performance Training					
MCO Training	320	84	320	320	320
Fire Critical Skill / Core Training				480	816
Company Officer Inservice	24	24	24	24	24
CPR/AED	68	68	80	80	80
EMS Critical Skills	297	126	216	216	216
Battalion Drills	234	96	96	144	96
Night Drills	44	42	60	60	60
ALS Inservice	36	36	36	***24	36
CFBT Training		60	96	144	96
Entry Level Recruit Academy	520	1040	*40	630	630
Apparatus Operator Academy	120	120	288	288	288
Metro Fire Officer Academy	240	240	240	240	240
TVF&R Home School	0	24	0	*0	24
Benchmark Testing	45	296	0	108	128
Total Hours of Career Training	2,420	2,342	1,496	2,758	3,054
 Volunteer Performance Training					
Recruit Academy	180	90	0	90	90
Fire Training	144	136	90	90	90
EMS Continuing Education	144	136	97	97	97
Apparatus Operator Academy	64	64	64	64	64
Total Hours of Volunteer Training	532	426	251	341	341

* Home School Cut

** Lateral Entry Academy is only 1 month

*** Dec. In-service cut/OT

- **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.

- **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.

- **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.

Training/Safety, continued

2010-11 SERVICE MEASURES , CONTINUED

- **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.

- **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.

- **Continue to provide technical assistance to all TVF&R divisions/departments** for special activities such as CPR/AED training, 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.

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
Duration: Year 2 of 3
Budget Description: Increase as reflected in Capital Requests for props and in Ops for Fire Studio.
Partner(s): Integrated Operations

- **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 CFBT City Prop is budgeted for in Capital.
Partner(s): Integrated Operations, Safety, Health, & Survival

2010-11 CHANGE STRATEGIES, CONTINUED

- Complete the training catalog revision of the training module / Integrated business operations system

Goal(s): VII
Budget Impact: TBD
Duration: Ongoing
Budget Description: Initial planning phase underway
Partner(s): Logistics, Prevention, Integrated Operations



Training/Safety

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10402 General Fund						
5001	Salaries & Wages Union	472,066	432,316	420,270	427,456	427,456
5002	Salaries & Wages Nonunion	177,976	185,353	202,767	205,842	205,842
5003	Vacation Taken Union	43,469	60,922	41,565	42,276	42,276
5004	Vacation Taken Nonunion	17,376	18,265	20,054	20,358	20,358
5005	Sick Leave Taken Union	1,987	43,819			
5006	Sick Taken Nonunion	1,763	669			
5007	Personal Leave Taken Union	3,325	6,811			
5008	Personal Leave Taken Nonunion	321	1,866			
5010	Comp Taken Nonunion	1,595	598			
5015	Vacation Sold		10,413	9,845	10,007	10,007
5016	Vacation Sold at Retirement		11,088	13,126	13,343	13,343
5017	PEHP Vac Sold at Retirement	2,608	5,999			
5020	Deferred Comp Match Union	8,358	8,196	6,655	16,441	16,441
5021	Deferred Comp Match Nonunion	4,401	5,385	6,070	6,163	6,163
5101	Vacation Relief	1,335				
5118	Standby Overtime	19				
5120	Overtime Union	72,370	74,354	99,083	68,056	68,056
5121	Overtime Nonunion	4,475	2,811	9,384	4,467	4,467
5123	Comptime Sold Nonunion	238	1,411			
5201	PERS Taxes	151,407	158,809	157,144	163,706	163,706
5203	FICA/MEDI	55,826	60,511	63,405	62,743	62,743
5206	Worker's Comp	13,357	12,693	11,645	11,523	11,523
5207	TriMet/Wilsonville Tax	5,161	5,525	5,568	5,592	5,592
5208	OR Worker's Benefit Fund Tax	259	240	283	283	283
5210	Medical Ins Union	72,208	91,332	76,890	82,651	82,651
5211	Medical Ins Nonunion	22,450	27,462	40,175	43,671	43,671
5220	Post Retire Ins Union	3,400	3,700	3,000	3,000	3,000
5221	Post Retire Ins Nonunion	4,161	3,778	2,700	2,700	2,700
5230	Dental Ins Nonunion	3,648	4,033	5,471	6,169	6,169
5240	Life/Disability Insurance	2,204	2,395	3,000	3,000	3,000
5270	Uniform Allowance	1,853	991	1,995	2,000	2,000
5290	Employee Tuition Reimburse	1,303	1,946	3,880		
5295	Vehicle Allowance				5,760	5,760
Total Personnel Services		1,150,919	1,243,691	1,203,975	1,207,207	1,207,207
5300	Office Supplies	8,188	5,851	4,900	4,900	4,900
5301	Special Department Supplies	15,063	8,959	14,600	12,600	12,600
5302	Training Supplies	38,889	57,134	61,498	58,450	58,450
5305	Fire Extinguisher	178	1,539			
5306	Photography Supplies & Process	16	50	1,500		
5320	EMS Supplies	1,400	951	15,590	12,535	12,535
5321	Fire Fighting Supplies	2,401	3,085	5,050	2,500	2,500
5323	Food Service	2,850	2,780	4,970		
5325	Protective Clothing		39	3,841	3,700	3,700
5330	Noncapital Furniture & Equip	3,360	1,543			
5350	Apparatus Fuel/Lubricants	21,503	16,385	10,400	10,400	10,400
5361	M&R Bldg/Bldg Equip & Improv	52,953	51,059	54,400	20,000	20,000
5365	M&R Firefight Equip	1,789	2,355	2,500	2,500	2,500
5367	M&R Office Equip	5,259	3,567	10,188	11,000	11,000
5414	Other Professional Services	3,194	4,215	14,200	9,500	9,500
5415	Printing	668	173	500	1,000	1,000
5416	Custodial & Bldg Services	16,263	15,999	16,800		

Training/Safety

	Actual Prior	Actual Prior	Budget	Budget	Budget	Budget
			Prior	Proposed	Approved	Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
5417	Temporary Services	5,348	14,442	12,000	16,500	16,500
5432	Natural Gas	14,468	25,464	19,200	19,200	19,200
5433	Electricity	45,391	48,203	48,507	48,507	48,507
5436	Garbage	7,985	10,072	9,600	9,600	9,600
5450	Rental of Equip	1,692	735	3,700	7,200	7,200
5461	External Training	9,601	6,267	12,790	12,470	12,470
5462	Travel and Per Diem	4,664	5,152	6,055	5,100	5,100
5472	Employee Recog & Awards	50				
5484	Postage, UPS & Shipping	949	1,144	950	950	950
5500	Dues & Subscrip	7,198	16,398	5,035	2,305	2,305
5502	Certification & Licensing				300	300
5570	Misc Business Exp	1,087	885	2,000	3,195	3,195
5571	Planning Retreat Expense	2,243	1,677	400	2,000	2,000
5575	Laundry/Repair Expense	503	398	750	750	750
Total Materials and Services		275,153	306,521	341,924	277,162	277,162
Total General Fund		1,426,072	1,550,212	1,545,899	1,484,369	1,484,369

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External Training

Fund 10 • 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

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2009-10 Budget
Personnel Services	\$14,809	\$24,204	\$19,547	\$23,777
Materials and Services	22,325	16,655	36,350	11,100
Total Expenditures	\$37,134	\$40,859	\$55,897	\$34,877

2010-11 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 2009-10 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: Due to lack of student enrollment, External Training only put on one Hazardous Materials Class Weeks 1-4 in FY 2009-10.

- **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 in FY 2009-10.

External Training, continued

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.

- **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	Actual Prior	Budget Prior	Budget Proposed	Budget Approved	Budget Adopted
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2011	FY 2011
10420 General Fund						
5120 Overtime Union	11,118	18,390	15,000	18,134	18,134	18,134
5201 PERS Taxes	2,106	3,483	2,844	3,620	3,620	3,620
5203 FICA/MEDI	848	1,397	1,148	1,387	1,387	1,387
5206 Worker's Comp	661	810	435	490	490	490
5207 TriMet/Wilsonville Tax	72	116	101	122	122	122
5208 OR Worker's Benefit Fund Tax	4	8	19	24	24	24
Total Personnel Services	14,809	24,204	19,547	23,777	23,777	23,777
5300 Office Supplies	60	391	250	200	200	200
5301 Special Department Supplies			1,000	3,500	3,500	3,500
5302 Training Supplies	8,268	7,892	15,000	2,500	2,500	2,500
5305 Fire Extinguisher	1,392	420				
5306 Photography Supplies & Process	55	30				
5323 Food Service	7,896	6,162	9,500			
5414 Other Professional Services	4,644	1,722	5,000			
5416 Custodial & Bldg Services			1,500			
5450 Rental of Equip			2,000	1,400	1,400	1,400
5461 External Training	10		2,100			
5484 Postage, UPS & Shipping		6				
5570 Misc Business Exp		32		3,500	3,500	3,500
Total Materials and Services	22,325	16,655	36,350	11,100	11,100	11,100
Total General Fund	37,134	40,859	55,897	34,877	34,877	34,877

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Program Description

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training academy. Eight full-time equivalent employees represent 96 months of training time and one 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$722,696	\$63,608	\$706,678	\$1,526,515
Materials and Services	104,505	18,355	105,058	168,425
Total Expenditures	\$827,201	\$81,963	\$811,736	\$1,694,940

2010-11 Significant Changes

The budget reflects plans for two twelve-person, four month long, entry level firefighter academies, which requires funding for the equivalent of eight FTEs, and approximately one FTE in assigned instructor costs. The number of recruits needed reflects the estimated amount necessary to fill projected retirements. An additional month of training is budgeted in 2010-11 over the prior standard of three months.

2009-10 SERVICE MEASURES

- **Measure of recruits** who graduate from the Academy versus recruits who successfully complete the Field Training Evaluation Program (FTEP) and probationary 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:	The Lateral Academy 09-01 had eight recruits enter the academy, and Entry Academy 09-02 began with 16 recruits. Currently, all lateral recruits are still employed and working through their probationary periods. The Entry Academy graduated 14 of 16 recruits; one was terminated during the academy for performance and the other suffered an academy ending ankle injury. Those who graduated are still employed and working through their probationary periods.

Recruits, continued

2009-10 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 - one time purchase
Duration: Year 1 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. These components are needed to analyze 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

- **Measure and analyze Recruit Academy performance** - Measure entry-level Recruit Academy performance through trend comparison to the FTEP success/failure percentage using the following steps:

- Review all Fire and EMS Individual Performance Standards for critical failure criteria.
- Formalize benchmark process for Field Training Officer personnel.
- Train benchmark evaluators on both Fire and EMS Individual Performance Standards changes and evaluation process.
- Make trend comparison at the end of probationary periods for recruit classes.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 3
Budget Description: No budget impact expected
Partner(s): Training Advisory Committee, Integrated Operations, Information Technology, Media Services

Recruits

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10230 General Fund						
5001	Salaries & Wages Union	395,048	21,569	389,532	946,831	946,831
5002	Salaries & Wages Nonunion		(352)			
5003	Vacation Taken Union		10,390		51,556	73,800
5005	Sick Leave Taken Union		7,605		17,185	24,600
5007	Personal Leave Taken Union		9			
5016	Vacation Sold at Retirement		970			
5020	Deferred Comp Match Union	1,253	121	8,020	24,600	24,600
5101	Vacation Relief		1,098			
5118	Standby Overtime			367	524	524
5120	Overtime Union	12,352	130	36,775	29,185	29,185
5121	Overtime Nonunion		280			
5201	PERS Taxes	45,060	1,558	95,451	141,780	141,780
5203	FICA/MEDI	31,256	1,637	38,513	54,340	54,340
5206	Worker's Comp	16,741	8,456	13,593	19,178	19,178
5207	TriMet/Wilsonville Tax	2,738	144	3,382	4,772	4,772
5208	OR Worker's Benefit Fund Tax	266	10	298	432	432
5210	Medical Ins Union	150,902	20,496	15,082	148,773	148,773
5220	Post Retire Ins Union		1,908	400	600	600
5270	Uniform Allowance		41,197	9,087	33,776	54,860
5290	Employee Tuition Reimburse			3,975	2,560	2,240
Total Personnel Services		722,696	63,608	706,678	1,526,515	1,526,515
5300	Office Supplies	512	188	3,700	1,000	1,000
5301	Special Department Supplies	2,708	576	2,000	3,000	3,000
5302	Training Supplies	13,945	1,009	24,850	19,925	19,925
5305	Fire Extinguisher	352		350	8,400	8,400
5306	Photography Supplies & Process			8		
5320	EMS Supplies	3,259	195	1,200	1,200	1,200
5321	Fire Fighting Supplies	16,202	6,988	9,400	10,700	10,700
5323	Food Service	665	60	3,600		
5325	Protective Clothing	57,673	5,282	43,200	54,000	54,000
5330	Noncapital Furniture & Equip	280	2,531			
5365	M&R Firefight Equip	3,115	164	3,500	3,500	3,500
5415	Printing	149		350	300	300
5417	Temporary Services	4,503	754	8,500	12,800	12,800
5436	Garbage	824		2,758	3,000	3,000
5484	Postage, UPS & Shipping	5				
5570	Misc Business Exp	313	19	1,650	2,600	2,600
5575	Laundry/Repair Expense			581		
Total Materials and Services		104,505	18,355	105,058	120,425	120,425
Total General Fund		827,201	81,963	811,736	1,646,940	1,694,940

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Integrated Operations Administration

Fund 10 • Division 20 • Department 200

Program Description

The District reorganized for the July 1, 2010 fiscal year and all functions of this former department will now be included in the Fire Chief's Office, the Integrated Operating Center, the North Operating Center, the Relief Pool, and EMS/Health/Wellness Division.

During the first year of this reorganization, change strategies, and service measures will be reported in the former department's section as the timing of the reorganization did not lead to alignment with the reorganized departments.

Budget Summary

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,788,953	\$2,762,717	\$2,951,086	\$101,730
Materials and Services	317,592	376,591	445,751	364,898
Total Expenditures	\$3,106,545	\$3,139,308	\$3,396,837	\$466,628

Personnel Summary

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Assistant Chief	1.00	0.00	1.00	⁽¹⁾
Division Chief	2.00	1.00	1.00	⁽²⁾
Chief of Staff	1.00	0.00	1.00	⁽³⁾
Battalion Chief	5.00	7.00	7.00	⁽⁴⁾
Operations Business Manager	1.00	1.00	1.00	⁽¹⁾
Records Specialist	1.00	1.00	1.00	⁽¹⁾
Administrative Assistant	2.00	2.00	2.00	⁽⁴⁾
Captain Assigned to Administration	1.00	1.00	0.00	
Light Duty Positions	2.00	2.00	2.00	⁽⁵⁾
Total Full-Time Equivalents (FTE)	16.00	15.00	16.00	

⁽¹⁾ Transferred to the Fire Chief's Office budget for 2010-11.

⁽²⁾ Transferred to the North Operating Centers budget.

⁽³⁾ Transferred to the EMS/Health/Wellness budget.

⁽⁴⁾ Transferred to the new Integrated Operating Centers budget.

⁽⁵⁾ Transferred to the Relief Pool Personnel budget.

2010-11 Significant Changes

As part of the July 1, 2010 District-wide reorganization, all personnel were transferred to other department budgets. Materials and Services was not disbursed to the Operation Center budgets to retain budget management by the Operations Business Manager.

Integrated Operations Administration, continued

PERSONNEL SUMMARY

Integrated Operations	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
North Integrated Operations	0.00	0.00	0.00	12.00
Station 60 (Cornell Road) ⁽¹⁾	9.00	9.00	9.00	9.00
Station 61 (Butner Road)	16.00	16.00	14.00	14.00
Station 62 (Aloha)	16.00	16.00	14.00	13.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00
Station 65 (West Slope)	9.00	12.00	12.00	12.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00
Station 67 (Farmington Road)	21.00	21.00	24.00	25.00
Station 68 (Oak Hills) ⁽¹⁾	9.00	9.00	12.00	9.00
Central Integrated Operations	0.00	0.00	0.00	14.50
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 35 (King City)	16.00	16.00	14.00	14.00
Station 50 (Walnut)	8.00	12.00	12.00	13.00
Station 51 (Tigard)	21.00	21.00	24.00	24.00
Station 53 (Progress)	16.00	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	0.00	10.38
Station 34 (Tualatin)	12.00	18.00	14.00	12.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00
Station 56 (Eligsen Road)	13.00	9.00	12.00	13.00
Station 57 (Mountain Road)	9.00	9.00	9.00	12.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00
Station 59 (Willamette)	9.00	9.00	12.00	12.00
EMS / Health / Wellness	6.00	6.00	6.00	9.00
Training/Safety	8.50	8.50	8.00	8.00
Recruits	9.50	7.70	6.20	9.00
Integrated Operations Administration	16.00	15.00	16.00	0.00
Relief Pool Personnel	36.00	36.00	36.50	42.00
Total Integrated Operations Directorate	328.50	333.20	337.70	369.88

⁽¹⁾ These stations are budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 per shift).

⁽²⁾ In addition two Battalion Chiefs are anticipated to be funded by the SAFER grant award. If approved and accepted, the total FTE's in the South Operating Center would increase to 12.38.

Integrated Operations Administration, continued

STATION FTE AND UNITS

Stations	2009-10 Budget			2010-11 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)	14.00	  	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)	12.00		Engine	12.00*		Engine
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 35 (King City)	14.00	 	Engine, Other	14.00	 	Engine, Medic
Station 50 (Walnut)	12.00		Engine	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue	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)	14.00	  	Engine, Other	12.00		Aerial Pumper
Station 52 (Wilsonville)	12.00		Engine	12.00		Engine
Station 56 (Elligsen Rd.)	12.00		Aerial Pumper	13.00	 	Truck/Engine [§] , Car
Station 57 (Mountain Rd.)	9.00		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 budgeted at a total of 9 FTE per station; however, the District has requested funds for 9 FTE (3 FTE per station) through the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant. If approved and accepted, the FTEs would increase these stations to a total of 12 FTE (4 per shift).

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

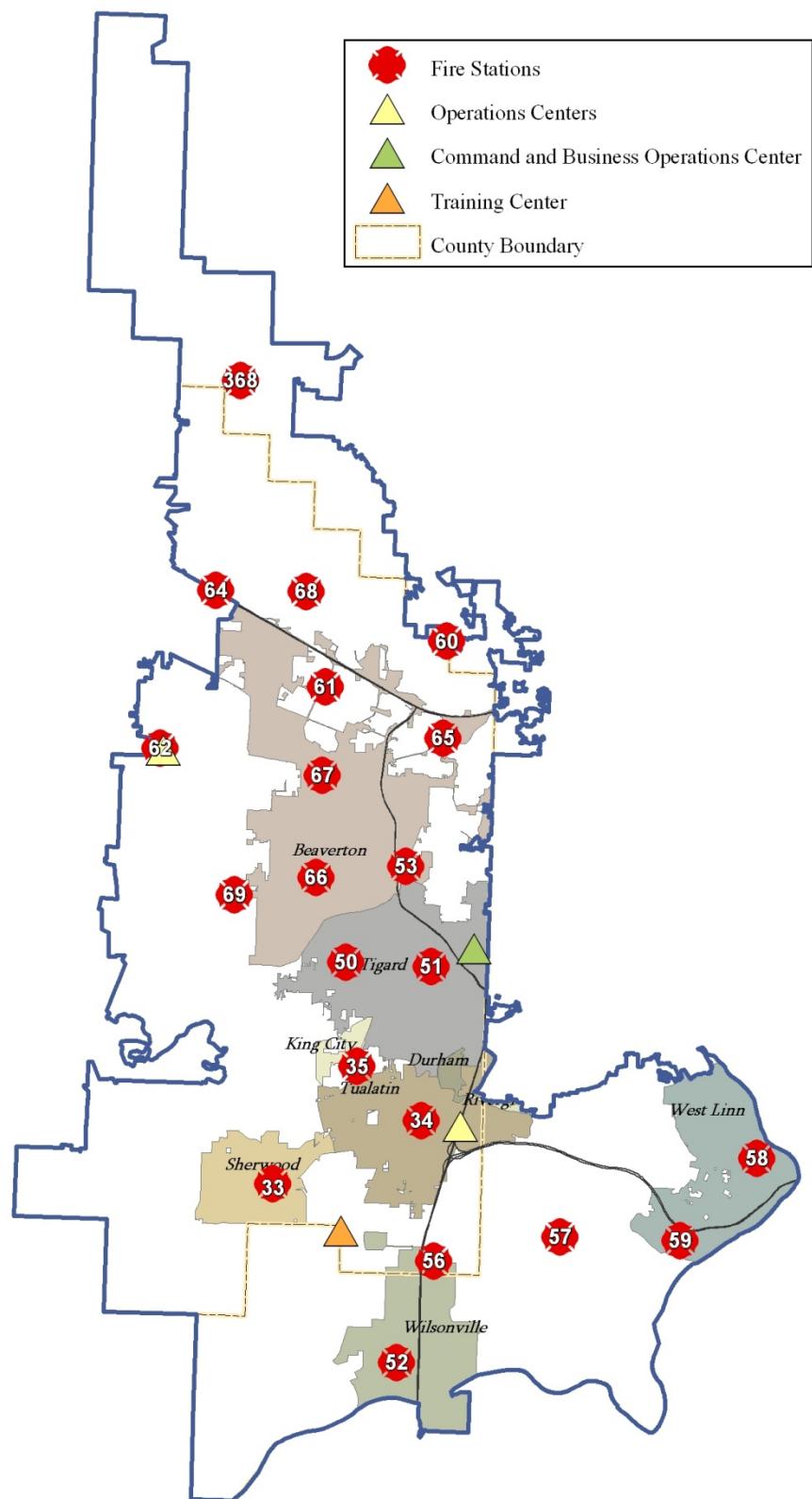
 Full Time Employees (FTE) per Unit

 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
10155	North Integrated Operations	\$315,598	\$306,598	\$418,555	\$2,501,062
10060	Station 60 (Cornell Road)	1,224,365	1,395,141	1,321,272	1,345,598
10061	Station 61 (Butner Road)	2,048,702	1,961,549	1,970,466	2,054,012
10062	Station 62 (Aloha)	1,990,895	1,893,377	1,976,829	1,949,186
10064	Station 64 (Somerset)	1,515,144	1,542,651	1,694,169	1,773,708
10065	Station 65 (West Slope)	1,429,611	1,577,493	1,683,336	1,769,953
10066	Station 66 (Brockman Road)	1,458,150	1,591,804	1,699,965	1,782,844
10067	Station 67 (Farmington Road)	2,872,487	2,864,747	3,327,485	3,630,759
10068	Station 68 (Oak Hills)	1,188,866	1,229,092	1,639,672	1,333,161
10160	Central Integrated Operations				2,913,281
10033	Station 33 (Sherwood)	1,516,759	1,626,257	1,688,797	1,775,234
10035	Station 35 (King City)	2,210,227	2,534,749	2,027,706	2,126,234
10050	Station 50 (Walnut)	556,359	1,397,800	1,691,241	1,915,138
10051	Station 51 (Tigard)	2,986,207	2,966,226	3,591,295	3,774,564
10622	Technical Rescue Team	27,904	38,796	58,764	39,244
10053	Station 53 (Progress)	2,328,607	2,616,771	2,138,279	2,221,275
10069	Station 69 (Cooper Mountain)	1,291,818	1,322,951	1,293,431	1,360,732
10600	South Integrated Operations				2,270,552
10034	Station 34 (Tualatin)	1,567,339	2,181,042	2,124,809	1,906,321
10625	Hazardous Materials Team	37,928	28,690	54,733	45,520
10052	Station 52 (Wilsonville)	1,498,345	1,526,001	1,695,766	1,776,983
10056	Station 56 (Elligsen Road)	1,486,680	1,309,873	1,684,009	1,900,766
10621	Wildland Team	5,927	12,047	34,129	9,016
10057	Station 57 (Mountain Road)	1,311,903	1,365,169	1,295,261	1,726,840
10058	Station 58 (Bolton)	1,595,360	1,773,579	1,687,658	1,781,298
10059	Station 59 (Willamette)	1,092,856	1,246,633	1,758,982	1,832,783
10626	Water Rescue Team	34,441	22,803	33,740	25,273
10421	EMS / Health / Wellness	1,263,207	1,319,701	1,546,056	2,108,069
10402	Training/Safety	1,426,072	1,550,212	1,545,899	1,484,369
10420	External Training	37,134	40,859	55,897	34,877
10230	Recruits	827,201	81,963	811,736	1,694,940
10200	Integrated Operations Administration	3,106,545	3,139,308	3,396,837	466,628
10300	Volunteer Personnel	190,858	168,399	237,300	272,629
10280	Relief Pool Personnel	3,694,792	3,424,453	4,603,338	5,246,817
	Total Integrated Operations	\$43,822,689	\$45,750,136	\$50,368,857	\$58,849,665

Integrated Operations Administration, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Improve overall response performance** consistent with the 2008 Standards of Coverage for Emergency Response (SOC) update. Specifically, this includes reflex time baselines, response time baselines, and response reliability baselines.

Goal(s):	I, IV, VI
Service Type(s):	Essential
Measured By:	Measuring and trending the reflex and response time for initial unit and total effective firefighting force (TEFF) as presented in the SOC document (both on a monthly and annual trending basis). Monitoring and measuring the first due unit response reliability percentage and the response reliability with the PAUs in play as presented in the SOC document. Continually monitor, evaluate, and improve on data capturing applications and processes (e.g., Mobile Data Computers [MDCs], Computer Aided Dispatch [CAD]) to ensure data accuracy.
Status or Outcome:	Washington County Consolidated Communications Agency's (WCCCA's) Computer Aided Dispatch (CAD) system was replaced and integrated into Clackamas County Department of Communications' (C-COM's) CAD in July 2009. From a data analysis perspective, it is still relatively soon to determine the affects of this implementation on response data. Staff will continue to monitor.

- **Manage and effectively implement the Small Capital Replacement Guideline** in order to maintain critical safety and performance equipment (monitors, SCBA, turnouts, extrication equipment, etc.) in top notch working order.

Goal(s):	IV, VIII
Service Type(s):	Essential
Measured By:	Replacing equipment as needed and as predicted in the Small Capital Replacement Guideline. Review and update the guideline to ensure the replacement schedule and end of life predictions are accurate.
Status or Outcome:	This has been put on hold due to the implementation of the MUNIS integrated business operations system. This system will be able to manage and track small capital equipment, which will remove the need for "shadow" systems (e.g., manually maintained spreadsheets).

Integrated Operations Administration, continued

STATUS OF 2009-10 CHANGE STRATEGIES

- **Quantify Severity.** Analyze the District's current data set (CAD, incident reports, and population study) and examine ways to better quantify the "severity" of incident response so that staff can better trend the impact of emergency calls for service by more than just volume and response times. The "severity" measurements in the past have been unreliable and the result of educated guesses. This process will entail developing methods for measuring severity, setting baselines, and creating trending tools going into the future.

Goal(s): I, VI
Budget Impact: Resource Neutral
Duration: Year 2 of 4
Budget Description: Staff time in this fiscal year.
Partner(s): EMS, Fire Prevention, Community Services, Public Education
Status or Outcome: This year, Operations and EMS staff further analyzed severity in conjunction with the Operations Quality Improvement Committee and WCCCA. Utilizing data from actual calls from 2006—2008, specific incidents were selected (e.g., chest pain, traumatic injury) to determine the before-and-after outcomes. As a result, and with consultation from the District's Physician Supervisor, the Dispatch Type list was modified and Dispatch Types that had historically been classified as a Code 3 response were changed to Code 1 (e.g., unknown motor vehicle accident). This change went into effect in January 2010.

- **Turnout Replacement and Retention of Backup Turnouts.** Replace turnout gear for all career fire suppression personnel, including Duty Chiefs, and transition the current gear into backup turnouts.

Goal(s): IV, VII
Budget Impact: Increase
Duration: One year
Budget Description: Replacement of all career suppression personnel turnouts, including turnouts for anticipated firefighter academies in 2009-10 fiscal year, and replacement sets for the Supply Department's reserve stock. Purchase of turnout storage containers, which will be placed in the stations to store backup sets of turnouts.
Partner(s): Logistics
Status or Outcome: The Operations Supply and Equipment Committee, in conjunction with Supply, scheduled turnout fittings for all affected personnel and the order has been submitted. Although there have been some issues regarding improper measuring of some personnel, which resulted in returns and reorders (error on the part of the vendor), all turnouts are scheduled to be received prior to June 30, 2010.

Integrated Operations Administration, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

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

Goal(s):	I, III, VI, VII
Budget Impact:	Increase
Duration:	Year 1 of 5
Budget Description:	Allows for the additional staffing, apparatus purchase, and equipment needed to deploy seven flexible units. Three of the units are intended to be staffed by two members and four are intended to be staffed by one member; all on a 40-hour work week to maximize the ability to field an increase in general service calls and various EMS calls.
Partner(s):	Finance, Human Resources, Logistics, Training
Status or Outcome:	In May 2010, seven 40-hour units were deployed; three Medics and four Cars. The Medics are staffed with two EMT-Paramedics (one of whom is a Company Officer), and the Cars are staffed with one EMT-Paramedic. The Medics respond from Stations 35, 53, and 61, and the Cars respond from Stations 50, 56, 62, and 67. These units respond Monday through Friday, from 0700 hours to 1700 hours.

- **Health, Safety and Survival** – Establishes a formal department within Operations that focuses on all aspects of health, safety, and survival.

Goal(s):	IV, VI
Budget Impact:	Neutral
Duration:	Year 1 of 1
Budget Description:	It is expected in the first year to blend the safety, occupational health, and wellness programs, and explore what future items can be serviced from this program via delivery in a mobile environment. In addition, it is the intent to explore opportunities that staff believes exist under daily physician services. The FTE for this position becomes available from the transition of the day Captain FTE.
Partner(s):	Human Resources, Finance, Logistics, Training
Status or Outcome:	The Safety, Health and Survival (SHS) Department was established in July 2009, under the direction of the Chief of Staff.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Primarily the result of efforts of the Operations' Logistics partners, Stations 53, 58, and 59 underwent successful rebuilds. Completing these projects in a timely fashion was very important to the successful deployment of Operations resources. For example, MED53 was temporarily moved to Station 50 while E53 was housed in temporary quarters. This had a direct impact on the response reliability of Station 53 during this timeframe.
- In May 2010, a third truck was deployed and is housed at Station 56. This is the primary response unit for station personnel, but like the HR51 and E51 model, crews also have the ability to swing into E56 for response, based upon the call type that is dispatched.
- In May 2010, all but three stations (Stations 60, 68, and 69) became staffed at four full time employees.

Integrated Operations Administration, continued

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.

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: 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

- **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: Neutral
Duration: Year 1 of 1
Budget Description: Staff time in the first year of analysis.
Partner(s): Logistics

- **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
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 regards to the possible relocation of Station 65.
Partner(s): Community Services, Facilities, Fleet, Finance, Logistics, Supply

Integrated Operations Administration, continued

2010-11 CHANGE STRATEGIES, CONTINUED

- **Response Performance Revision:** Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standards and based upon incident stratification of probability and severity. This also includes 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: 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

- **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: Neutral
Duration: Year 1 of 5
Budget Description: Staff time in the first year of analysis.
Partner(s): Community Services, EMS, Logistics, Public Education

STANDARDS OF RESPONSE COVERAGE STATUS:

Terminology:

Baseline: Performance that is achievable with current physical resources, staffing, and levels of funding. Anything that affects District funding, staffing, or resources in an adverse manner will have a negative effect on deployment baselines, and will require an immediate analysis in order to make appropriate adjustments to the District's *Standards of Coverage for Emergency Response*.

Response Reliability: The probability, expressed as a percentage, that the required amount of staff and apparatus will be available when a fire or emergency call is received. Response reliability would be 100% if every company was available and in place every time a call was received. In reality, there are times when a call is received when the first-due company is unavailable. This requires a later-due company or perhaps a Peak Activity Unit (PAU) to be assigned. If the later-due company or PAU is too far away, the call cannot be handled within the prescribed travel time.

Turn-out Time: (Dispatch to Response) The interval between the activation of station and/or company alerting devices and the time when the responding crew activates the "responding" button on the mobile computer terminal or notifies WCCCA by voice that the company is responding. During the turn-out interval, crews cease other activities, don appropriate protective clothing, determine the location of the call, and board and start the fire apparatus. It is expected that the "responding" signal will be sent via Mobile Data Terminal (MDT) when personnel are aboard the apparatus, buckled in, wearing the appropriate safety gear, and the apparatus is placed in gear and begins its response.

Integrated Operations Administration, continued

STANDARDS OF RESPONSE COVERAGE STATUS, CONTINUED

Travel Time: (Response to Arrival) Begins at the termination of the turn-out interval, and ends when the responding unit notifies the dispatcher that it has arrived on scene (again, via voice or MDT notification). It is expected that the Company Officer will signal “arrival” when the apparatus has stopped movement and parked at the incident address, or when the apparatus has arrived in a staging area.

Response Time: Turn-out time plus travel time.

Demand Zone: Areas developed by TVF&R for planning and response benchmark setting purposes. After a detailed analysis, the District was subdivided in to three Demand Zones:

Category A: All areas classified as Category A lie within the Urban Growth Boundaries (UGB). These areas typically have a fairly high density of industrial, commercial, and residential structures. The Category A Demand Zone has the following characteristics:

- All areas within the zone currently have or eventually will be built out with structures associated with a “Typical” to “Extreme” risk profile.
- High demand. Over 90% of all demand originates within the Category A Demand Zone.
- Special risk properties (e.g., HazMat). 98% of all special risk properties are within this category.
- Population density. Because of the Urban Growth Boundaries UGB, population densities are highest within the residential and commercial areas inside this zone.
- Elevated consequences. The majority of life, community, economic, and environmental risks lie within the Category “A” Zone.

Category B: Areas classified as Category B include mainly rural property outside the current UGB, and structures associated with a “Low” to “Typical” risk profile. Category B areas also include some areas within the UGB, but current road infrastructure does not allow for Category A zone response times.

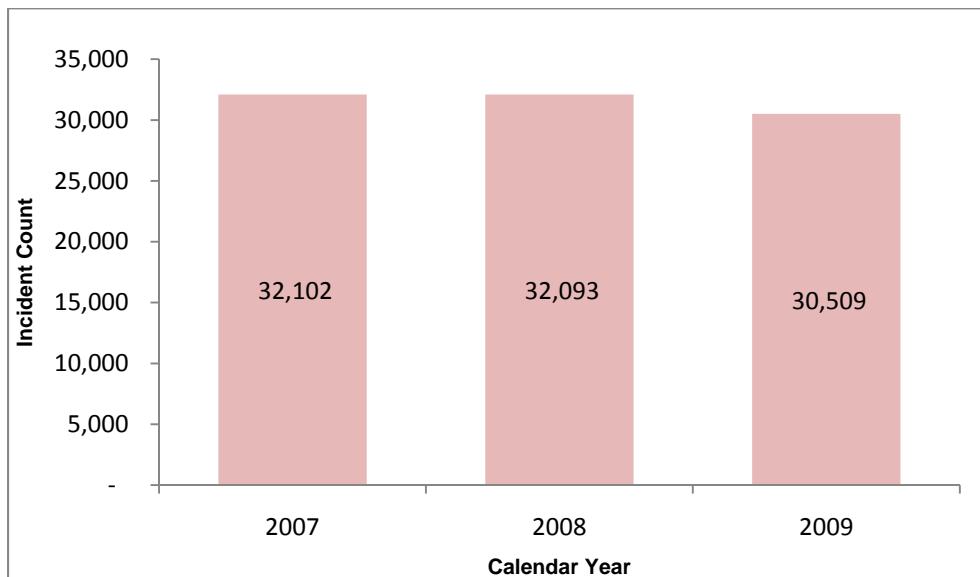
Because some of these areas contain substantial quantity of high value property with relatively low density and low risk (e.g., five acre and 20 acre “mini-estates”), and because TVF&R has tried to provide a consistent service level to its constituent citizens and communities, TVF&R will continue to attempt to provide a level of coverage that may exceed actual risk and demand.

Category C: Areas classified as Category C are the truly rural areas of the District. These areas contain primarily agricultural land and associated structures with risk profiles in the “Low” to “Typical” range. For the most part, these areas are not served by municipal water systems, nor are they equipped with fire hydrants.

Tualatin Valley Fire & Rescue reviews demand over a three-year period in order to provide a balanced view and smooth over any irregularities caused by “spikes” (e.g., severe weather events), and deployment changes that can occur on an annual or sometimes semi-annual basis. Consideration is also given to a one-year period in order to gauge the direct effect of these changes.

Integrated Operations Administration, continued

INCIDENT COUNT:



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

INCIDENT SUMMARY:

NFPA Code	2007		2008		2009	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	4,605	949	4,527	1,042	4,079	898
Overpressure	0	81	0	80	0	59
EMS/Rescue Call	25,262	15,824	25,381	18,910	24,092	18,425
Hazardous Condition	478	757	502	779	532	745
Service Call	1,542	2,054	1,517	1,853	1,241	2,046
Good Intent Call	215	9,953	166	6,623	224	5,768
False Call	0	2,451	0	2,777	0	2,519
Natural Condition	0	4	0	7	0	13
Other Situation	0	29	0	22	341	36
Total	32,102		32,093		30,509	

*The increase in "EMS/Rescue Call" incidents and subsequent decrease in "Good Intent Call" incidents by Situation Found in 2008 and 2009 are likely due to enhanced accuracy in crew reporting as a result of implementing a new incident reporting system in December 2007.

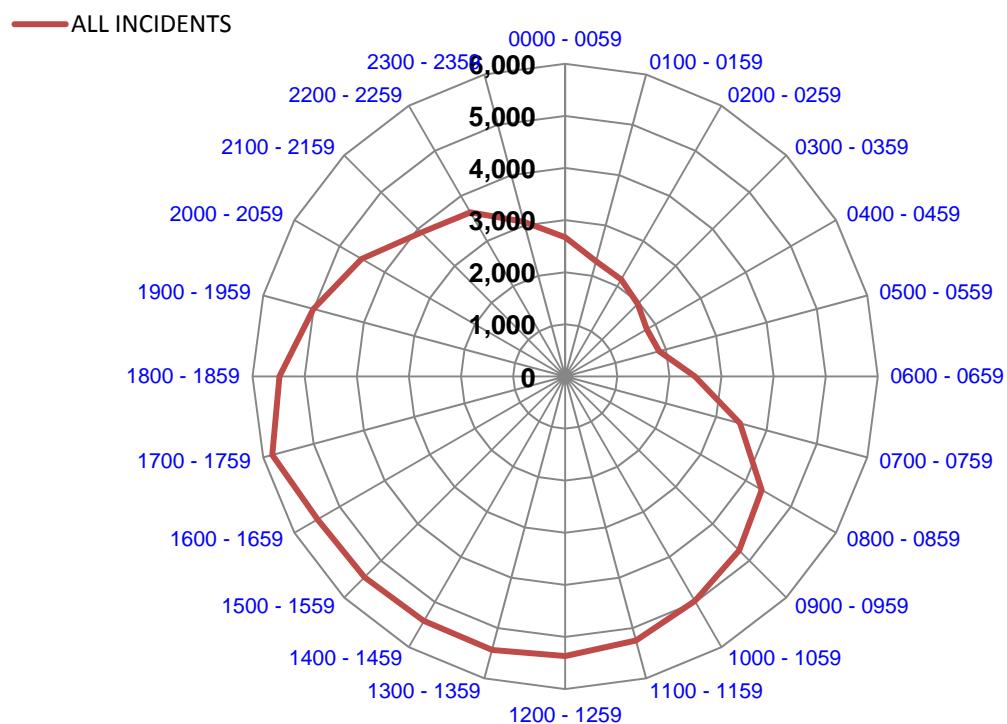
Integrated Operations Administration, continued

INCIDENT SUMMARY, CONTINUED

Performance Type	Baseline Standard	2007-09 Average	2009 Actual
Response Reliability (First-Due Company or PAU Dispatched)	90.0%	94.6%	92.3%
Turn-out Time at the 75 th Percentile (minutes:seconds)	1:30	1:35	1:38
Response Performance (minutes:seconds) <i>Category A</i>	6:40	6:35	6:39
Response Performance (minutes:seconds) <i>Category B</i>	8:15	8:39	9:04
Response Performance (minutes:seconds) <i>Category C</i>	13:30	13:03	13:07

Excessive Arrive Time: Category A: > 11 min. Category B: > 14 min. Category C: > 22min.

Incident Summary by Hour of Day Calendar Years 2006-2008



Note: For further information regarding response performance, refer to the District's "Standards of Coverage for Emergency Response" on pages 270 and 271.

Integrated Operations Admin

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Adopted
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
10200 General Fund						
5001	Salaries & Wages Union	129,610	157,752	176,243		
5002	Salaries & Wages Nonunion	1,048,591	931,634	1,262,917		
5003	Vacation Taken Union	17,343	32,850	17,431		
5004	Vacation Taken Nonunion	109,069	102,952	124,904		
5005	Sick Leave Taken Union	3,386	5,934			
5006	Sick Taken Nonunion	7,471	15,300			
5007	Personal Leave Taken Union	1,746	3,434			
5008	Personal Leave Taken Nonunion	18,699	14,097			
5010	Comp Taken Nonunion	1,131	1,020			
5015	Vacation Sold	49,373	15,554	45,257		
5016	Vacation Sold at Retirement	32,907	19,504			
5017	PEHP Vac Sold at Retirement	3,210				
5020	Deferred Comp Match Union	2,948	2,644	2,791		
5021	Deferred Comp Match Nonunion	22,352	20,592	36,255		
5041	Severance Pay		15,000			
5101	Vacation Relief	14,139	16,586			
5102	Duty Chief Relief	112,548	186,162	194,016		
5105	Sick Relief	1,307				
5110	Personal Leave Relief	5,475	2,378			
5115	Vacant Slot Relief	196,475	123,832			
5118	Standby Overtime		1,401			
5120	Overtime Union	192,306	222,449	157,768		
5121	Overtime Nonunion	2,521	505	2,000		
5123	Comptime Sold Nonunion	5				
5201	PERS Taxes	348,496	357,446	384,005		
5203	FICA/MEDI	127,413	127,941	154,939		
5206	Worker's Comp	36,297	27,430	28,456		
5207	TriMet/Wilsonville Tax	12,105	12,897	13,606		
5208	OR Worker's Benefit Fund Tax	603	528	566		
5210	Medical Ins Union	19,152	38,685	30,756		
5211	Medical Ins Nonunion	127,988	134,163	187,483		
5220	Post Retire Ins Union	950	2,050	1,200		
5221	Post Retire Ins Nonunion	24,722	21,334	12,600		
5230	Dental Ins Nonunion	18,929	17,534	25,533		
5240	Life/Disability Insurance	11,958	13,024	14,000		
5270	Uniform Allowance	72,878	90,607	1,100	101,730	101,730
5290	Employee Tuition Reimburse	12,210	26,298	71,500		
5295	Vehicle Allowance	2,640	1,200	5,760		
Total Personnel Services		2,788,953	2,762,717	2,951,086	101,730	101,730
5300	Office Supplies	540	1,566	4,500	3,500	3,500
5301	Special Department Supplies	4,074	1,890	10,000	8,500	8,500
5302	Training Supplies	246	156	500	500	500
5306	Photography Supplies & Process	6		1,250		
5320	EMS Supplies	34	541	500		
5321	Fire Fighting Supplies	60,142	59,273	37,170	28,800	28,800
5323	Food Service	3,870	2,587	2,900		
5325	Protective Clothing	18,995	22,668		22,700	22,700
5330	Noncapital Furniture & Equip	11,421	35,098	17,005	15,125	15,125
5340	Software Expense/Upgrades	40				
5350	Apparatus Fuel/Lubricants	22,512	14,396	23,000	23,000	23,000
5361	M&R Bldg/Bldg Equip & Improv	48,370	31,087	49,600		

Integrated Operations Admin

		Actual	Actual	Budget	Budget	Budget
		Prior	Prior	Prior	Proposed	Approved
		FY 2008	FY 2009	FY 2010	FY 2011	FY 2011
5363	Vehicle Maintenance		140			
5365	M&R Firefight Equip	24,619	22,346	23,000	19,200	19,200
5366	M&R EMS Equip	445				
5367	M&R Office Equip		316	1,500		
5400	Insurance Premium		374	175		
5414	Other Professional Services	44,154	99,720	150,218	149,992	149,992
5415	Printing	492	2,760	3,605	5,000	5,000
5419	Chaplains Reimbursement	14,364	16,882	18,500	18,500	18,500
5430	Telephone	46				
5450	Rental of Equip	122	3,370			
5461	External Training	18,947	10,870	27,570	19,775	19,775
5462	Travel and Per Diem	28,325	28,506	54,875	32,850	32,850
5471	Citizen Awards				500	500
5472	Employee Recog & Awards	265				
5473	Employ Safety Pro & Incent	3,095	9,565			
5484	Postage, UPS & Shipping	617	739	650	500	500
5500	Dues & Subscrip	4,520	3,984	9,233	7,016	7,016
5570	Misc Business Exp	7,331	7,581	9,000	7,440	7,440
5571	Planning Retreat Expense		143	1,000	2,000	2,000
5575	Laundry/Repair Expense		33			
Total Materials and Services		317,592	376,591	445,751	364,898	364,898
Total General Fund		3,106,545	3,139,308	3,396,837	466,628	466,628

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Volunteers

Fund 10 • Division 65 • Department 300

PROGRAM DESCRIPTION

Volunteers provide civic and humanitarian duties, as well as operational and prevention support. There are two roles in the District's Volunteer Program: Core and Auxiliary. Core Volunteers provide support functions on emergency scenes including rehabilitation, air management, exterior fire operations, wildland assistance and standbys (staffing a career station when career companies are out of quarters for an extended incident). Individuals not wanting to volunteer in an emergency operations capacity, can become Auxiliary Volunteers and provide assistance in the form of administrative support for the various departments within the District, or assist in the maintenance and coordination of the District's antique apparatus. Both Core and Auxiliary Volunteers participate in the various community events that occur within our 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 collocated with career Stations 33 (Sherwood), 50 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, which ranges between 70 and 100.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Budget	2009-10 Budget	2010-11 Budget
Personnel Services	\$93,437	\$84,828	\$139,900	\$64,550
Materials and Services	97,421	83,571	97,400	208,079
Total Expenditures	\$190,858	\$168,399	\$237,300	\$272,629

2010-11 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 new 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 three pre-career Volunteer degree incentives as well as 20 core Volunteer degree incentives.

Funds in Materials and Services, Training Supplies, and Firefighting Supplies provide for supplies and training textbooks and materials for the volunteer recruit academy. Account 5501 reflects funding for the Volunteer Firefighters Association fund. Account 5417, Temporary Services, represents two Volunteers hired through a temporary agency.

Volunteers, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Implement the fully accountable plan**, moving from a quarterly incentive pay program, to a reimbursement of expenses program (e.g., training, mileage, education).

Goal(s):	VII, VIII
Service Type(s):	Essential
Measured By:	Completing an assessment of the aspects of a fully accountable plan to determine what expenditures (reimbursement) are allowable under IRS guidelines and how they apply to TVF&R. Once fully evaluated, develop the Standard Operating Guideline in conjunction with the Finance Division which will outline the purpose, policy, authority, and procedures of the plan.
Status or Outcome:	Fully accountable plan implemented August 2009. Policy changed to reflect mileage, educational and training reimbursement within IRS guidelines. Point system for volunteer pay is no longer used and all changes reflected in updated SOG 5.8.2.

- **Establish and implement a Volunteer Program restart**, ensuring the District has accurate records, rosters, and tracking of all Volunteer personnel.

Goal(s):	VI
Service Type(s):	Essential
Measured By:	Completion of a planned restart of the Volunteer Program and implementation of the necessary tracking and accountability processes for all Volunteer personnel. This will require the physical check in and subsequent check out of PPE and supplies for Volunteer personnel.
Status or Outcome:	Working with the Volunteer Association it was determined that this process was not needed. Full restructure of program is ongoing and is anticipated to be fully implemented by January 2011. Changes include consolidation of stations, Combat and support volunteers consolidated into one force (Core Volunteer) and Auxiliary* volunteer added to program.

- **Establish Pre-Career component to the Volunteer program**, whereby the District can allow Volunteer personnel to be more regularly integrated with career companies.

Goal(s):	VI, VII
Service Type(s):	Essential
Measured By:	Establishing the study group, to include Local 1660 representation, plan preparation, plan presentation, and late fiscal year implementation on up to five career companies.

Status or Outcome:	Pre-career program and SOG developed and anticipated start date for 3 pre career personnel at one station is July 2010. Process is ongoing and full implementation with up to 12 pre-career personnel anticipated being complete by end of 3 rd year.
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*Auxiliary volunteers are non response personnel. Complete modification of tracking system in place utilizing share point.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Volunteer Program Restructure.** Complete restructure of the Volunteer Program to maximize the delivery of service to the customers we serve.

Goal(s):	I, III, VI, VII
Budget Impact:	Increase
Duration:	Year 1 of 3
Budget Description:	Complete reconstruction of the Volunteer forces within TVF&R. This includes moving the Volunteer Program to a fully accountable plan, and establishing auxiliary, fire core, and pre-career forces. Also included is an evaluation and purchase of appropriate apparatus, tools and protective equipment. Finally, an evaluation and modification of the deployment of Volunteer forces is being contemplated.
Partner(s):	Human Resources, Finance, Training, Logistics
Status or Outcome:	Full restructure of program is ongoing and is anticipated to be fully implemented by January 2011. Changes include consolidation of stations, Combat and support volunteers consolidated into one force (Core Volunteer) and Auxiliary* volunteer added to program.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

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 MS 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 volunteers. Continue to recruit Auxiliary volunteers.

Goal(s):	VI, VII
Service Type(s):	Essential
Measured By:	Manager's feedback via surveys. Volunteer participation and recruitment process success ratio.

*Auxiliary volunteers are non response personnel. Complete modification of tracking system in place utilizing share point.

Volunteers, continued

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 so it has been transitioned to a Change Strategy with year one conducted during FY2009-10. 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
Duration: Year 2 of 3
Budget Description: Increase at the station budget level (one station) to account for the addition of three volunteers. Increase in tuition reimbursement budget as Pre-Career 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



Volunteers

		Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
General Fund							
5030	Volunteer Incentive/Reimburse	64,480	57,850	120,000			
5120	Overtime Union	3,621					
5121	Overtime Nonunion	217	140				
5201	PERS Taxes	730	27				
5203	FICA/MEDI	289	11				
5206	Worker's Comp	109	113				
5207	TriMet/Wilsonville Tax	25	1				
5208	OR Worker's Benefit Fund Tax	1					
5240	Life/Disability Insurance	16,080	13,385	4,200	14,800	14,800	14,800
5270	Uniform Allowance	6,110	8,305	15,700	14,000	14,000	14,000
5290	Employee Tuition Reimburse	1,775	4,997		35,750	35,750	35,750
	Total Personnel Services	93,437	84,828	139,900	64,550	64,550	64,550
5300	Office Supplies	564	342	1,500	1,000	1,000	1,000
5301	Special Department Supplies	1,781	1,852	5,000	5,000	5,000	5,000
5302	Training Supplies	8,707	4,846	4,500	4,500	4,500	4,500
5305	Fire Extinguisher	297		750	400	400	400
5306	Photography Supplies & Process	115	300	600			
5320	EMS Supplies	152	113	500	500	500	500
5321	Fire Fighting Supplies	6,668	11,269	10,000	15,000	15,000	15,000
5323	Food Service	4,227	2,160	6,000			
5325	Protective Clothing	9,984	3,985	10,000	15,000	15,000	15,000
5330	Noncapital Furniture & Equip	473			24,975	24,975	24,975
5350	Apparatus Fuel/Lubricants	8,413	5,862	9,000	9,000	9,000	9,000
5361	M&R Bldg/Bldg Equip & Improv	5,436	1,820		5,000	5,000	5,000
5363	Vehicle Maintenance		314	5,000	3,000	3,000	3,000
5365	M&R Firefight Equip	126	238				
5415	Printing	201	486	400	400	400	400
5417	Temporary Services				41,184	41,184	41,184
5432	Natural Gas	4,768	5,065	7,000	4,500	4,500	4,500
5433	Electricity	9,025	7,944		7,500	7,500	7,500
5434	Water/Sewer	440	379		500	500	500
5436	Garbage	2,050	1,294	3,000	2,000	2,000	2,000
5450	Rental of Equip	60	60		870	870	870
5461	External Training	2,347	3,647	2,000	8,000	8,000	8,000
5462	Travel and Per Diem	9,900	10,793	5,850	24,050	24,050	24,050
5472	Employee Recog & Awards	1,862	527	1,500	1,000	1,000	1,000
5474	Volunteer Awards Banquet	8,303	7,852	8,200	9,500	9,500	9,500
5484	Postage, UPS & Shipping	41	151	300	200	200	200
5500	Dues & Subscrip	665	708	1,600	1,000	1,000	1,000
5501	Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5570	Misc Business Exp	2,815	3,333	5,600	15,500	15,500	15,500
5571	Planning Retreat Expense		230	600			
5572	Advertis/Public Notice			500			
5575	Laundry/Repair Expense				500	500	500
	Total Materials and Services	97,421	83,571	97,400	208,079	208,079	208,079
	Total General Fund	190,858	168,399	237,300	272,629	272,629	272,629

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Relief Pool Personnel

Fund 10 • Division 20 • 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 FTE's are transferred from the former Emergency Operations department and 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$3,694,792	\$3,424,453	\$4,603,338	\$5,239,217
Materials and Services				7,600
Total Expenditures	\$3,694,792	\$3,424,453	\$4,603,338	\$5,246,817

2010-11 SIGNIFICANT CHANGES

The union contract authorizes 45 relief pool personnel and two light duty positions. Staffing was increased by 3.5 new positions and 2 transferred light duty positions to allow for funding of relief personnel as needed.

Relief Pool Personnel

		Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10280 General Fund							
5001	Salaries & Wages Union	2,110,532	1,864,130	2,526,707	2,766,344	2,766,344	2,766,344
5003	Vacation Taken Union	243,504	248,748	334,417	366,134	366,134	366,134
5005	Sick Leave Taken Union	88,964	102,951	111,472	122,045	122,045	122,045
5007	Personal Leave Taken Union	26,483	27,525				
5016	Vacation Sold at Retirement		23,633	14,863	16,273	16,273	16,273
5017	PEHP Vac Sold at Retirement			5,999	29,291	29,291	29,291
5020	Deferred Comp Match Union	31,284	29,386	52,020	122,045	122,045	122,045
5101	Vacation Relief	3,305	3,655				
5105	Sick Relief		2,845				
5110	Personal Leave Relief	513	171				
5115	Vacant Slot Relief	1,120	1,852				
5118	Standby Overtime	2,411	2,945	2,378	2,604	2,604	2,604
5120	Overtime Union	15,650	8,224	20,808	22,782	22,782	22,782
5201	PERS Taxes	451,218	419,627	585,754	688,124	688,124	688,124
5203	FICA/MEDI	174,970	161,279	236,341	263,735	263,735	263,735
5206	Worker's Comp	91,636	90,990	83,414	93,083	93,083	93,083
5207	TriMet/Wilsonville Tax	14,544	13,699	20,755	23,160	23,160	23,160
5208	OR Worker's Benefit Fund Tax		1,051	854	4,459	4,124	4,124
5210	Medical Ins Union	416,657	398,640	561,297	694,273	694,273	694,273
5220	Post Retire Ins Union	20,950	17,300	21,900	25,200	25,200	25,200
Total Personnel Services		3,694,792	3,424,453	4,603,338	5,239,217	5,239,217	5,239,217
5321	Fire Fighting Supplies				2,400	2,400	2,400
5325	Protective Clothing				2,500	2,500	2,500
5365	M&R Firefight Equip				1,500	1,500	1,500
5415	Printing				200	200	200
5462	Travel and Per Diem				1,000	1,000	1,000
Total Materials and Services					7,600	7,600	7,600
Total General Fund		3,694,792	3,424,453	4,603,338	5,246,817	5,246,817	5,246,817

Community Services

PROGRAM DESCRIPTION

The District reorganized for the July 1, 2010 fiscal year and all functions of this former department will now be included in the Fire Chief's Office and Integrated Operations as a key and critical component of our community connection.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$551,718	\$519,298	\$674,220	
Materials and Services	140,964	130,436	148,680	
Total Expenditures	\$692,682	\$649,734	\$822,900	

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Director of Community Services	1.00	1.00	1.00	⁽¹⁾
Public Information Officer	1.00	1.00	1.00	⁽²⁾
Government Affairs Officer	0.00	1.00	1.00	⁽¹⁾
Communications Officer	0.00	1.00	1.00	⁽¹⁾
Community Liaison	2.00	0.00	0.00	
Community Affairs Coordinator	1.00	1.00	1.00	⁽²⁾
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	

⁽¹⁾ Positions moved to Fire Chief's Office budget.

⁽²⁾ Positions were disbursed to the three Operating Centers budgets.

2010-11 SIGNIFICANT CHANGES

All Personnel and program costs were moved to the three Operating center budgets and the Fire Chief's Office.

Community Services, continued

STATUS OF 2009-10 SERVICE MEASURES

- Strengthen internal District communications.

Goal(s): VI
Service Type(s): Essential
Measured By: Survey of District employees
Status or Outcome: Completed. The survey was conducted in January 2010, with 245 employees participating. A committee representing personnel from all major work groups reviewed the responses and made a series of recommendations to Executive Staff. Key recommendations included strategies for more effective use of email and transitioning to a more coordinated, consistent, and easily accessed format for District communications.

- Conduct three successful station grand opening events (Progress, Bolton, Willamette).

Goal(s): II, VIII
Service Type(s): Essential
Measured By: Number of residents attending the event. Successful completion of established action plan.
Status or Outcome: Completed Open houses were held for each of the newly constructed stations. Hundreds of people had a chance to meet their local firefighters, tour the station, participate in hands-on activities, view antique fire engines, and receive home safety education. The Board of Directors, Honor Guard, Pipe and Drums, and Volunteers also participated.

- Strengthen connection with city governments.

Goal(s): II, VIII
Service Type(s): Essential
Measured By: Participation of elected officials in the Community Academy and Executive Development Series. Quarterly or semi-annual briefings at city council meetings.
Status or Outcome: While participation in the Community Academy and Executive Development Series has been reduced due to budget constraints, several other activities have occurred with local government partners, including joint TVF&R Board/City Council meetings and regular presentations to the city councils. Additionally, summaries and updates have been regularly provided to municipal managers, government affairs councils, and advisory boards. The District continues to participate in municipal visioning processes as key stakeholders (Tualatin, Sherwood, and Beaverton in 2009), as well as other planning activities including local and regional land-use processes.

Community Services, continued

STATUS OF 2009-10 CHANGE STRATEGIES

- **Increase the percentage of individuals who recognize TVF&R as their first-response emergency medical provider.** Community Services will review all existing options for promoting the medical side of the District's business in publications (Safety Matters), branding (apparatus, vehicles), at community events, news stories, in partnership with health providers, etc.

Goal(s):	I, II, VIII
Budget Impact:	Revenue neutral
Duration:	Year 1 of 3 (Benchmarks: 2010 and 2012 Community Attitude Survey)
Budget Description:	No cost increases are anticipated.
Partner(s):	Operations, Prevention/Public Education, WCCCA, local media, healthcare providers
Status or Outcome:	Ongoing. EMS continues to be predominantly highlighted in all educational and promotional materials developed by Community Services. This includes online resources (web and blog) with EMS photos and activities, Safety Matters articles and images, Twitter postings during EMS calls, and proactive and strategic news stories (within HIPAA guidelines). Community Services took the lead role in garnering a large, front-page Oregonian story on the exponential growth of EMS calls and its plans for non-traditional deployment. Live radio dispatch was also added to TVF&R's web/blog in an effort to call attention to EMS calls. Utilizing TVF&R incident data, plans call for working with Operations and Public Education to produce campaigns that reduce incidents through prevention and education.

- **Coordinate community outreach and involvement for capital construction projects** - Community Services will work with Logistics, Operations, and the Capital Bond Project Team to coordinate community outreach and involvement strategies for each of the planned, bond-funded capital construction projects.

Goal(s):	II
Budget Impact:	Increase Required
Duration:	Year 3 of 6
Budget Description:	Small increases in costs associated with additional open houses and mailings.
Partner(s):	All Logistics Divisions, Operations, Capital Bond Project Team
Status or Outcome:	Ongoing. With three stations under construction during the summer and fall, significant attention was paid to providing the public, media, and local elected leaders regular construction updates. Progress was reported via TVFR.com, the blog, YouTube, presentations at city council meetings, and in regular media briefings. Additionally, efforts were made to keep District staff apprised of project progress so they could accurately represent it at community meetings. All communications were closely coordinated with Operations and Logistics staff overseeing the construction.

Community Services, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Conduct a cardiac campaign.**

Goal(s):	I, II, III
Budget Impact:	Revenue Neutral
Duration:	Year 3 of 5
Budget Description:	Costs associated with pushing a proactive message of calling 9-1-1 and the benefits of Hands-Only CPR and AEDs will be covered within the existing Community Services budget and through underwriting by corporate, non-profit, and governmental partners.
Partner(s):	Emergency Medical Services, Operations, Fire Prevention, area hospitals, non-profit partners, WCCCA
Status or Outcome:	Ongoing. Community Services continues to promote cardiac issues through earned media, community events, and print materials. Earned media included significant stories in the Oregonian and Community Newspapers (heart attack), KOIN TV (AEDs), and KXL Radio Expert Series (heart attack, CPR, AEDs). A partnership with Legacy Health Systems provided an opportunity for TVF&R to have an educational booth at their quarterly Cardiac Community Seminars. Future plans call for a mass media campaign with ComCast and a potential partnership with the American Heart Association and TVF&R vendors.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Social Media. In September 2009, TVF&R launched a blog to promote District activities and incidents. The blog functions as an adjunct to the District's website (tvfr.com) and pushes viewers to that resource for expanded information (e.g., safety tips, description of bond projects, history of the District, etc.). The blog uses RSS feeds to allow visitors to register to receive automatic TVF&R updates. In its first five months of operation, 3,271 different individuals accessed the site. More recently, the District implemented Twitter as a tool to strategically promote seasonal safety tips, incident details, and as another referral tool to the blog and website.
- Graphic Standards. Significant improvements were made in the consistent use of the District's logo and other representative graphics, most notably in their appearance on apparatus.
- Recruitments. Large candidate pools were attracted for the vacant Communications Officer and Media Producer positions. These were the first staff-level recruitments in Community Services in a decade. The two successful individuals have very strong professional backgrounds and have quickly become major contributors to the District.
- Support to the Fire Chief in his role as IAFC President. Creative support has been provided to Chief Johnson on a number of fronts, including monthly columns and background papers for legislative initiatives. The Fire Chief has pushed a number of issues with significant local impact to the District (e.g., volunteer compensation, ADA standards relief in crew quarters, communications, SAFER grant program).
- Training/support for Company Officers. The PIO team completed an in-service training for Company Officers and Duty Chiefs focused on gaining confidence with media interviews. The Government Affairs Officer continues to work with individual station captains to support their engagement with city councils and appointed officials. This includes providing regular updates on city issues, making introductions to key individuals, and helping with presentation development and critique.

Community Services, continued

2010-11 SERVICE MEASURES

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual	2009-10 Projected	2010-11 Estimated
Value of donated media, educational campaigns and products	\$78,400	\$98,500	\$84,500	\$86,000	\$93,000	\$95,000
Number of homes to receive "Safety Matters" newsletter	179,000	183,000	184,600	185,776	0 ⁽¹⁾	191,000
News releases	69	76	74	76	84	84 ⁽²⁾
Ad equivalency of news stories	NA	NA	\$125,881 ⁽³⁾	\$255,004	\$454,114	\$350,000
Community Academy graduates ⁽⁴⁾	24	21	19	18	9	18
Executive Development series participants ⁽⁵⁾	NA	19	26	30	30	30
Community Awareness⁽⁶⁾						
Percentage of citizens identifying TVF&R as their fire department	NA	75%	NA	75%	NA	
Percentage of citizens identifying TVF&R as their first responder for medical aid	NA	63%	NA	58%	NA	
Percentage of citizens recalling news stories involving TVF&R	NA	61%	NA	65%	NA	
Percentage of citizens who recall receiving information from TVF&R	NA	49%	NA	43%	NA	

(1) Safety Matters was deferred to fiscal year 2010-2011 as a cost-savings measure.

(2) In years past, news releases have been the primary medium for promoting District activities and incidents. In September 2009, Community Services began using social media (blog, Twitter) in addition to news releases. This has the potential to impact the number of news releases issued.

(3) Ad equivalency is what it would cost to purchase advertising equal to the television air-time generated by TVF&R news stories. The amount shown reflects January-June 2008.

(4) The Community Academy is a 27-hour immersion program that introduces local business, non-profits, media, government, and citizen leaders to TVF&R's best practices, encourages relationship-building, and provides feedback from these individuals about District programs.

(5) The Executive Development Series is a blend of presentations, networking, and hands-on drill time offered to alumni of the Community Academy. Its purpose is to provide at least one opportunity annually for these individuals to stay connected to TVF&R.

(6) The Community Awareness statistics come from a biennial survey of District voters. The next survey is scheduled for Summer/Fall 2010.

- Increase employee awareness and understanding of external issues impacting the District (political, economic, demographic, etc.).**

Goal(s): VI
Service Type(s): Essential
Measured By: Follow-up on results from January 2010 employee survey; conduct second survey early in 2011.

- Communicate regularly with businesses that interface with the District.**

Goal(s): I, II, VIII
Service Type(s): Essential
Measured By: Implementation of electronic newsletter targeting local businesses that have expressed interest in receiving updates from TVF&R.

- Increase public use of the various electronic communications authored by the District (TVFR.com, blog, You-Tube).**

Goal(s): I, II, VIII
Service Type(s): Essential
Measured By: Analytic web tools

Community Services, continued

2010-11 CHANGE STRATEGIES

- **Aggregate key internal communication tools** (Chiefs Corner, Current News, news clippings, email, etc.) into a common platform that is easily accessible for day and shift employees.

Goal(s): VI, II
Budget Impact: Revenue Neutral
Duration: Ongoing
Budget Description: Staff time in Community Service and IT
Partner(s): Community Services, IT, work group representative of all Divisions, Executive Staff

- **Increase the percentage of individuals who recognize TVF&R as their first-response emergency medical provider.** Community Services will review all existing options for promoting the medical side of the District's business in publications (Safety Matters), branding (apparatus, vehicles), at community events, news stories, in partnership with health providers, etc.

Goal(s): I, VI, II
Budget Impact: Revenue Neutral
Duration: Year 3 of 3
Budget Description: Messaging incorporated into existing publications and other resources.
Partner(s): Integrated Operations, Prevention/Public Education, WCCCA, local media, healthcare providers

- **Coordinate community outreach and involvement for capital construction projects.** Community Services will work with Logistics, Operations, and the Capital Bond Project Team to coordinate community outreach and involvement strategies for each of the planned, bond-funded capital construction projects.

Goal(s): II, VIII
Budget Impact: Revenue Neutral
Duration: Year 4 of 6
Budget Description: Messaging incorporated into existing publications and other resources.
Partner(s): All Logistic Divisions, Integrated Operations, Capital Bond Team

- **Conduct a cardiac campaign.** Emphasize prompt use of 9-1-1 and hands-only CPR.

Goals(s): I, II, III
Budget Impact: Revenue Neutral
Duration: Year 4 of 5
Budget Description: Costs associated with pushing a proactive message of calling 9-1-1 and the benefits of Hands-Only CPR/AEDs will be covered within the existing Community Services budget and through underwriting by corporate, non-profit, and governmental partners.
Partner(s): Emergency Medical Services, Integrated Operations, Fire Prevention, area hospitals, non-profit partners, WCCCA

Fire Prevention

PROGRAM DESCRIPTION

The District reorganized on July 1, 2010 and all functions of this former department will be included in Integrated Operations as a key and critical component of the District's overall service to our community.

BUDGET SUMMARY

Expenditures	2007-08 Actual	20087-98 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$2,757,253	\$2,819,860	\$2,874,475	
Materials and Services	265,138	260,782	311,093	
Total Expenditures	\$3,022,391	\$3,080,642	\$3,185,568	

PERSONNEL SUMMARY

Position	2007-08 Actual	20087-98 Actual	2009-10 Budget	2010-11 Budget
Executive Officer/Fire Marshal	1.00	1.00	1.00	⁽¹⁾
Assistant Fire Marshal	3.00	3.00	2.00	⁽²⁾
Public Education Chief	0.00	1.00	1.00	⁽²⁾
Deputy Fire Marshal	12.00	12.00	12.00	
Hazardous Materials Specialist	1.00	0.00	0.00	
Inspector	3.00	3.00	2.00	⁽²⁾
Administrative Assistant	3.75	3.75	4.38	⁽²⁾
Total Full-Time Equivalents (FTE)	23.75	23.75	22.38	

⁽¹⁾ Position moved to Fire Chief's Office budget.

⁽²⁾ Positions were disbursed to the three Operating Center budgets.

2010-11 SIGNIFICANT CHANGES

All Personnel and program costs were moved to the three Operating Center budgets and the Fire Chief's Office.

Fire Prevention, continued

STATUS OF 2009-10 SERVICE MEASURES

- Maintain 45-minute fire investigator response time for 80% of all activations.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Monthly review of Fire Investigator response times.
Status or Outcome: Met. Fire Investigators average response time is 22 minutes.

- Increase the number of employees trained to work in the Safety House.

Goal(s): I, III
Service Type(s): Essential
Measured By: Increase from 37 to 60 or 15% of all District employees who are certified to work in the Safety House.
Status or Outcome: Ongoing. An additional ten staff were trained, for a total of 46 SET members.

- Increase the number of employees who can tow the Safety House.

Goal(s): I, III
Service Type(s): Essential
Measured By: Increase District employees who are certified to tow the Safety House from 12 to 15.
Status or Outcome: Exceeded. Added seven new drivers and lost two for a net of 17.

- Train staff on coding, activity form use, and tracking of all events.

Goal(s): VI
Service Type(s): Essential
Measured By: Increase data collection to pre-2006 levels.
Status or Outcome: Exceeded. In addition, developed a new SharePoint Site to assist with this database.

- Maintain current inspection levels within five percent.

Goal(s): I
Service Type(s): Mandatory
Measured By: Year end comparison with prior year's code enforcement data.
Status or Outcome: Met goal.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Public Education Integration** – Continue to successfully integrate Public Education and Fire Prevention into a single, seamless division.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: Staff time only
Partner(s): GIS, Logistics
Status or Outcome: Met goal. Successfully transitioned the Public Education program into the Prevention Division.

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **False Alarm Reduction** – Reduce the number of commercial false alarms by 20% through partnership with the alarm industry, initiatives by Fire Prevention staff, and collaboration with Operations.

Goal(s):	I
Budget Impact:	Resource Neutral
Duration:	Year 1 of 2
Budget Description:	Staff time only
Partner(s):	Operations, GIS
Status or Outcome:	Ongoing. Initial research completed. Key findings and potential partners identified. Additional planning and outreach to be completed in 2010-11.

- **Building Department Outreach** – Increase fire code enforcement by building and planning departments by providing training, support, and outreach to partner agencies.

Goal(s):	I
Budget Impact:	Resource Neutral
Duration:	Year 1 of 1
Budget Description:	Staff time only
Partner(s):	City and county building and planning departments
Status or Outcome:	Met goal. In addition to regular New Construction liaison work, TVF&R's Fire Marshal is a regular attendee at the Tri-County Building Officials Meetings. TVF&R hosts the Spring Academy, which offers free training to local building jurisdictions.

- **Safety House Education** – Expand safety education and awareness to all school age children by an additional 20%. (Annually, approximately 30% of the District's 53 elementary schools or approximately 2,880 children participate in training.) Continue to target third and fourth grades. By proactively reaching out, the eventual goal is to reach 90% of the elementary schools by the year 2011. Expand the outreach to the District's nearly 630 apartment communities, where staff currently visits approximately three percent with the Safety House (not all apartments have children living in them). The goal is to increase visits by an additional one percent or 26 visits per year.

Goal(s):	I, II
Budget Impact:	Resource Neutral
Duration:	Year 3 of 5
Budget Description:	Staff time is needed to continue to develop and enhance the curriculum and training for employees.
Partner(s):	Public Education Committee, Safety Education Team, schools, parents, apartment communities
Status or Outcome:	Ongoing. Initial outreach to schools who have never participated occurred in the winter of 2009-10, with five new schools on board. Outreach will continue throughout the 2010 school year. Estimated expansion of the program is not yet at the goal of an additional 20% of all elementary schools. The Safety House did visit several new apartment communities, but it did not exceed a one percent growth or 26 total visits.

Fire Prevention, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Multi-Family Housing Fire Reduction Program Analysis** – Conduct an analysis between the decline of structural fires using attendees and/or complexes of the Multi-Family Housing Fire Reduction Program and non-attendees and/or complexes of the program.

Goal(s):	I, III
Budget Impact:	Resource Neutral
Duration:	Year 2 of 5
Budget Description:	Staff time only
Partner(s):	Operations, GIS
Status or Outcome:	Completed. Using the Portland State Demographic Study, the attendee sign-in sheets and the multi-family structure fire incident data, the research and outcomes are complete. Complexes that have sent attendees to the training are 98% less likely to have a significant fire occur in their community.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Successfully transitioned Public Education into Fire Prevention.
- Implemented “DFM Program Manager” system.
- Successfully transitioned from program based management to divisional management.
- Completed an internal Assistant Fire Marshal promotion process.
- Begun major transition into non-fire prevention with targeted False Alarm and Assisted Living Facility call reduction programs.



2010-11 SERVICE MEASURES

	2006	2007	2008 Actual	2009 Actual	2010 Projected
Code Enforcement					
Inspections	2,856	4,560	4,062	3,933	3,800
Re-inspections	1,760	3,826	2,609	2,771	2,500
Night Inspections	70	219	131	198	200
Violations Found		5,829	4,411	4,475	4,000
New Construction					
Plan Review Hours	1,957	2,024	NA	NA	NA
Consulting Hours	2,092	2,347	NA	NA	NA
On-site Hours	812	848	NA	NA	NA
Investigations					
Number of Investigations Performed	350	254	206	203	200
After Hours Call Outs	186	124	148	132	130
Arson Investigations	48	32	38	38	40
Response Time at 80th Percentile (in minutes)	32.7	31.7	25.5	22.0	30.0
Incident Data					
Multi Family Housing Fires	106	78	80	75	75
Total (Inspectable) Commercial Fires	182	124	133	118	110
False Alarms (TOTAL)	2603	2458	2777	2520	2400
False Alarms (Commercial Auto-Alarms)	1755	1675	1794	1630	1500
Park Place Assisted Living Facility	242	327	403	378	302
Public Education					
Apartment Program - Number of Trainees	170	91	93	94	160
Adult Foster Care Program - Number of Trainees	NA	423	150	70	70
Fire Safety House Events – Total Number of Events	48	47	41	21	35
Total Attendance	3,042	3,516	3,004	1,739	3,200
Public Education Events					
Burn Prevention, CPR/First Aid, Career Info/Ride-Along, Emergency Preparedness, Fire Extinguisher, TVF&R Information, Home Fire Safety, Heating Safety, Fire Escape Planning, Smoke Alarms, Kitchen Fire, Pediatric Fall/Injury, Residential Sprinklers, Seasonal Safety, Senior Safety/Fall Prevention, Youth Fire Safety	635	625	282	365	380
Total Public Education Attendance	24,378	20,801	16,925	33,149	34,200

- Maintain inspections within 10% of 2009 levels (with less staff).

Goal(s): I, VII
Service Type(s): Essential
Measured By: Number of inspections

- Maintain multi-family housing fire rate at or below 2009 levels.

Goal(s): I
Service Type(s): Essential
Measured By: Number of multi-housing fires

Fire Prevention, continued

2010-11 SERVICE MEASURES, CONTINUED

- Reduce number of commercial fires by 5% over 2009 levels.

Goal(s): I
Service Type(s): Essential
Measured By: Number of commercial fires

- Reduce number of automatic commercial alarm generated false alarms by 5% over 2009 levels.

Goal(s): I
Service Type(s): Essential
Measured By: Number of auto-alarms (commercial auto dispatched)

- Reduce number of fire and EMS incidents at Park Place Assisted Living Facility by 20% over 2009 levels.

Goal(s): I, II
Service Type(s): Essential
Measured By: Number of responses to facility

- Increase number of apartment manager trainees to 160.

Goal(s): I, II
Service Type(s): Essential
Measured By: Number of trainees participating in program

- Increase number of Fire Safety House Events to historic norms.

Goal(s): I, II
Service Type(s): Essential
Measured By: Number of completed events

2010-11 CHANGE STRATEGIES

- **Investigator Safety** – Significantly reduce the level of carcinogen exposures to Fire Investigators. To be accomplished through increased PPE, equipment changes, procedure improvements, and technology.

Goal(s): IV, VIII
Budget Impact: Resource Neutral
Duration: Year 1 of 2
Budget Description: Unknown – possibly significant
Partner(s): Safety, Health and Survival, Integrated Operations, Logistics, SAIF, Clackamas County Fire District #1

- **False Alarm Reduction** – Reduce the number of commercial false alarms by 20% through partnerships with the alarm industry, Prevention staff, and collaboration with Integrated Operations.

Goal(s): I
Budget Impact: Resource Neutral
Duration: Year 2 of 3
Budget Description: Staff time only
Partner(s): Integrated Operations, GIS, Community Services

2010-11 CHANGE STRATEGIES, CONTINUED

- **Care Home Alarm Reduction** – Reduce the number of assisted living and adult care home alarms by 20% through partnerships with local businesses, healthcare providers, state legislation, EMS, and Integrated Operations.

Goal(s): I, II
Budget Impact: Resource Neutral
Duration: Year 1 of 5
Budget Description: Staff time only
Partner(s): Businesses, healthcare providers, state, EMS, Integrated Operations, GIS, Community Services

- **Safety House Education/Schools** – Expand safety education and awareness to school age children by an additional 20%. (Annually, approximately 30% of the District's 53 elementary schools or approximately 2,880 children participate in training.) Continue to target third and fourth grades. By proactively reaching out, the eventual benchmark is to reach 50% (or approximately 26) of the elementary schools by the year 2011.

Goal(s): I, II
Budget Impact: Resource Neutral
Duration: Year 4 of 5
Budget Description: Staff time is needed to continue to develop and enhance the curriculum and training for employees.
Partner(s): Public Education Committee, Safety Education Team, schools, parents, apartment communities

- **Safety House Education/Multi-Family Housing** – Expand the outreach of the Safety House to the District's nearly 600 apartment communities. Currently, the District reaches approximately three percent (or 18 communities) where children live. (Note: not all communities have children living in them.) The goal is to increase visits by an additional one percent (six) or 24 events per year.

Goal(s): I, II
Budget Impact: Resource Neutral
Duration: Year 4 of 5
Budget Description: Staff time is needed to continue to develop and enhance the curriculum and training for employees.
Partner(s): Public Education Committee, Safety Education Team, schools, parents, apartment communities

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Public Education

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2007-08 Actual	20087-98 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$84,251	\$77,306		
Materials and Services	63,435	39,799		
Total Expenditures	\$147,686	\$117,105		

2010-11 SIGNIFICANT CHANGES

All Personnel and program costs were moved to the Fire Prevention budget in the 2009-10 fiscal budget.

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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 for the next several years, 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 accordingly, the plan is reviewed and updated annually. Planning factors include the extended order-to-receipt time of approximately eight months for fire engines and ladder trucks as the apparatus are constructed to District specifications; as well as apparatus deployment needs of Emergency 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Capital Outlay				
Contingency			\$500,000	\$500,000
Ending Fund Balance	\$612,210	\$1,144,518	1,158,181	1,148,629
Total Expenditures	\$612,210	\$1,144,518	\$1,658,181	\$1,648,629

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 and Apparatus Fund.

Apparatus	2010-11	2011-12	2012-13	2013-14	2013-14
Engines		\$1,650,000		\$1,100,000	\$1,100,000
Trucks			\$1,000,000		
Squirts					
Rehabilitation Units	\$1,026,212				
Medic Units	174,000				200,000
Special Purpose	230,000		780,000		100,000
Tenders		900,000			
Total	\$1,430,212	\$2,550,000	\$1,880,000	\$1,100,000	\$1,300,000

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
Engines	\$22,769	\$22,980	\$26,854	\$30,582
Trucks	23,585	38,910	42,490	49,800
Aerial Pumpers	37,340	34,196	41,668	44,500
Rescue Brush Rigs	17,429	13,232	8,326	10,190
Specialty ⁽¹⁾	6,100	6,487	5,479	5,980
Tenders	3,647	2,881	3,901	4,569

⁽¹⁾ Specialty includes Heavy Rescue, Tech 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. The costs of maintenance depend upon the costs of actual repairs, actual mileage, fuel prices, and maintenance efforts. All of these costs have been significantly escalating. The engines are scheduled as replacement apparatus, and it is expected that all of the replaced apparatus will be designated as surplus equipment. Proceeds from the sale of apparatus are returned to this fund for utilization in future years.

Apparatus Fund

Historical Data			Budget for Next Year 2010-11		
Actual First Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee
\$433,051 30,298 148,861	\$612,210 17,308 15,000 500,000	\$1,140,179 18,002 500,000	Beginning Fund Balance Earnings from Temporary Investments Surplus Property Income Transfer from Other Funds	\$1,644,518 4,111	\$1,644,518 4,111
\$612,210	\$1,144,518	\$1,658,181	Total Resources	\$1,648,629	\$1,648,629
			Requirements Capital Outlay		
			Contingency	\$500,000	\$500,000
			Reserved for Future Expenditures	1,148,629	1,148,629
\$612,210	\$1,144,518	\$1,658,181	Total Requirements	\$1,648,629	\$1,648,629

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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 personal 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Capital Outlay	\$806,500	\$2,686,145	\$3,547,639	\$4,774,041
Contingency			3,415,528	2,811,763
Reserved for Future	6,003,849	6,108,620	2,215,036	1,865,391
Total Expenditures	\$6,810,349	\$8,794,765	\$9,178,203	\$9,451,195

2010-11 SIGNIFICANT CHANGES

Because this fund is utilized to account for the “operating” equipment needed to operate the fire departments, 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 such as the self-contained breathing apparatus (SCBA), thermal imager’s, and approved new items. Furnishing for the new command center, which will function as the District’s Command and Business Operations Center, and as well, the Central Operating Division headquarters, are included. Other significant items in the 2010-11 capital budget include a four-cell multi-use burn prop, firefighting, emergency medical, and communications equipment to outfit new apparatus and response vehicles, and ERP estimated software purchase costs.

The District had planned to use the hosted service model for the ERP software being implemented in phases through fiscal year 2010-11, and then bring the software in house to a self-hosted model at the time it was expected to coincide with a move to a constructed Command and Business Center at the Station 56 site. Because the economy allowed the purchase of a constructed building in the center of the District in late fiscal year 2009, the District is ready to bring the software in house sooner than originally anticipated and has budgeted placeholder amounts for the software and hardware needed to effect this change in 2010-11. Negotiations are occurring presently.

Capital Improvements Fund

Historical Data			Budget for Next Year 2010-11		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Revised Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee
\$3,938,607 7,745 228,981 52,516 2,582,500	\$6,003,849 30,266 115,112 63,038 2,582,500	\$6,400,338 105,656	Beginning Fund Balance Surplus Property Income Interest Income Grants and Donations Transferred from Other Funds	\$6,326,338 15,503 3,109,354	\$6,326,338 15,503 3,109,354
\$6,810,349	\$8,794,765	\$9,178,203	Total Resources	\$9,451,195	\$9,451,195
Requirements					
Capital Outlay					
\$113,651 4,155 44,115 3,683 17,948 32,057 14,717 4,588 250,095 153,693 167,798	\$368,879 \$125,000 136,595 5,751 19,082 35,936 35,877 25,355 1,403,738 182,847 472,085	1,205,252 68,520 303,635 80,144 52,927 553,321 478,408 680,432	Vehicles and Apparatus Training Center Props Firefighting Equipment Emergency Medical Equipment Office Equipment Building Equipment/Improv Physical Fitness Equipment Shop Equipment Communications Equipment Data Processing Software Data Processing Equipment	\$108,500 277,000 2,054,094 59,881 1,294,012 14,975 24,500 5,000 24,299 709,787 175,070	\$108,500 277,000 2,054,094 59,881 1,294,012 14,975 24,500 5,000 24,299 709,787 175,070
806,500	2,686,145	3,547,639 3,415,528	Total Capital Outlay Contingency	4,747,118 2,838,686	4,747,118 2,838,686
806,500	2,686,145	6,963,167	Total Expenditures	7,585,804	7,585,804
6,003,849	6,108,620	2,215,036	Reserved for Future Expenditures	1,865,391	1,865,391
\$6,810,349	\$8,794,765	\$9,178,203	Total Requirements	\$9,451,195	\$9,451,195

Capital Improvements Fund

5603 RTC Training Props

22402 Training/Supply - Cap Imp Fd

Core Fire Training Prop	Finish the second of the three phases of the Core Fire Prop; \$125,000 in FY09-10, \$149,000 in FY 10-11, and \$142,000 in 11-12.	149,000
Carry forward of Phase I of CFBT Burn Prop	Purchase and installation of a four-cell multi-use burn prop to support the Controlled Fire Burn Training (CFBT) Program. This prop would be housed at the Training Center. Project not expected to be completed as budgeted in 2009-10 and is requested to be carried forward to FY 2010-11.	125,000
Smoke Machine and Piping	To replace North Training Tower equipment.	3,000
Total		277,000

5610 Building & Bldg Improv

22053 Station 53 - Cap Imp Fd

New Station: EMS Room & Shop	Shelving, countertops, storage cabinets.	6,000
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22058 Station 58 - Cap Imp Fd

New Station: EMS Room & Shop	Shelving, countertops, storage cabinets.	6,000
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22402 Training/Supply - Cap Imp Fd

Fischer Tower permanent ladders	Attach permanent ladders to the Fischer Tower.	10,975
Lighting ballasts and TB tubes at South Training Center Maintenance Shop	Conservation of energy and increased sustainability.	4,000
Total		26,975

5615 Vehicles & Apparatus

22571 Fleet Maint - Cap Imp Fd

Staff vehicle addition - Fleet Maintenance field service truck	External service item. Field service truck for outside agency support of apparatus repairs. This vehicle will be staffed by the limited duration technician.	40,000
Pool vehicle capital replacement	Replace three pool vehicles with one used multipassenger 4x4 vehicle (SUV).	28,500
Staff Vehicle addition - SCBA field service truck for Respiratory Protection Program	Request to add a field service truck to the fleet for SCBA repairs performed in the field. This added service will enhance the SCBA program by implementing rapid response to the stations and crews with air pack failures and service needs.	22,000
Equipment for additional Fleet Maintenance field service truck.	Setup equipment including brackets, fabrication of tool and parts compartments, onboard compressed air system and decals for proposed new service truck	10,000
Equipment for additional SCBA field service truck for Respiratory protection Program	Setup equipment including canopy, slide out bed, fabrication, brackets, and decals.	8,000
Total		108,500

Capital Improvements Fund, continued

5620 Firefighting Equip

22170 Logistics Admin - Cap Imp Fd

SCBA Packs (265 @ \$4,978)	Replacement of the District's SCBA packs originally purchased in 1997.	1,319,170
Spare SCBA Bottles (198 @ \$879)	Spare bottles that meet the specifications of the requested new SCBA packs.	174,042
Crew Communications Equipment (137 @ \$1137.50)	SCBA mask voice amplifiers for louder, clearer communications.	155,838
Bail Out Bags (350 @ \$265)	Rope deployment system that allows a firefighter to escape a multi-story structure.	92,750
Remote Breathing Air System	Mobile air cart used to supply low pressure breathing air to members of the Technical Rescue Team while working in confined spaces.	48,815
RIT Packs (18 @ \$1,905)	Rapid Intervention Team packs that meet the specifications of the requested new SCBA packs.	34,290
Posi-Check Flow System Test Device	Evaluates the operational fitness of SCBA through dynamic tests and functional checks against NIOSH and NFPA performance criteria.	11,369

22200 Int Ops Admin - Cap Imp Fd

Thermal Imagers (10 @ \$7,500)	The District had 19 Eagle Imager II models in inventory. In July 2009, this model of TI no longer became servicable by the vendor/manufacturer. New Thermal Imagers were purchased in FY08-09; however, all but two of those have now gone into service to replace non-repairable Eagle Imager IIs. Of the original 19, there are nine Eagle Imager IIs in-service - seven of these models failed and went out of service in FY10-11 (3 had failed in the previous FY). Requesting funds for ten Thermal Imagers to replace failing Eagle Imager IIs. If all Eagle Imagers were to fail in FY10-11, ten additional units would provide replacements and leave three to be used as loaners when a unit is sent in for repair.	75,000
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22220 Supply - Cap Imp Fd

Turnout sets for line personnel	Replace 100 back-up sets that fail NFPA requirements as requested and outlined in Operations budget request.	107,500
100' sections of 5" hose (25 @ \$790)	Hose replacement	19,750
50' sections of 5" hose (10 @ \$515)	Hose replacement	5,150
25' sections of 5" hose (8 @ \$340)	Hose replacement	2,720
100 foot sections of 1.5" forestry hose (15 @ \$175)	Hose replacement	2,625
50' sections of 1.5" hose (20 @ \$120)	Hose replacement	2,400
50' sections of 2.5" hose (10 @ \$155)	Hose replacement	1,550
100' sections of 1" lightweight booster hose (3 @ \$375)	Hose replacement	1,125

Total 2,054,094

Capital Improvements Fund, continued

5625 EMS Equip

22170 Logistics Admin - Cap Imp Fd

Oxygen Fill Stations (2 @ \$9,800)	System to fill high pressure oxygen bottles in current inventory.	19,600
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22402 Training/Supply - Cap Imp Fd

Rescue Mannequins (2 @ \$1,800)	In FY 09-10, 2 mannequins were purchased for the South Training Center; these two are for the North Training Facility.	3,600
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22421 EMS/Health/Well - Cap Imp Fd

Power Cot Stretcher/Stryker Power Pro (2 @ \$11,649)	Power Cots to assist lifting/moving of patients. This equipment provides mechanical lifting of patients' weight while loading/unloading and when raising/lowering the cot on scene. These two stretchers will match the stretcher purchased last year and standardize them on the three frontline medic units. 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).	23,299
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Bariatric Stretcher, Stryker Model 6083	Bariatric ambulance stretcher to use with ramp/winch system in Medic units. This stretcher will allow safe movement and transport of morbidly obese patients and lessen lifting injuries that occur while lifting patients into the Medic unit. This stretcher is industry standard and can be used when local ambulance bariatric units are not available. The number of District bariatric patients has increased >140% since 2000 and patient size is also dramatically heavier. Specialized equipment is needed and completes the bariatric loading package already purchased by the District.	7,946
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Stryker Tracked Stair Chair, Model Stair Pro 6252 (2 @ \$2,718)	To safely move patients, including morbidly obese patients, down stairs and hallways. Use would lower injury risk to patients and crewmembers. Many documented crew injuries have 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, likely in the first year.	5,436
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Total **59,881**

5630 Office Equip & Furn

22034 Station 34 - Cap Imp Fd

New Station: Office	Desks, workstations, cabinetry.	8,500
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22053 Station 53 - Cap Imp Fd

New Station: Training Room	Tables, chairs.	2,340
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22058 Station 58 - Cap Imp Fd

New Station: Office	Desks, workstations, cabinetry.	8,500
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New Station: Community Room	Tables, chairs.	5,250
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22160 Central Int Ops - Cap Imp Fd

Office furniture and equipment for Dartmouth building - Central Division	Furnishings for the entire Command and Business Operations Center under US Communities Contract and bid process	1,278,173
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Capital Improvements Fund, continued

5630 Office Equip & Furn

22402 Training/Supply - Cap Imp Fd

Ops Tech Office Improvements	The remodel will make this work space more functional for the Ops Tech, and will provide the new SCBA Tech a designated record keeping area and office work space. Includes installation.	6,505
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22451 Media Services - Cap Imp Fd

Apple edit systems (2 @ \$4,667)	The Apple edit systems are needed to replace existing systems more than seven years old. These systems have experienced greater technical issues over the past few years and are no longer supported on their current platform.	9,334
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Total 1,318,602

5640 Physical Fitness Equip

22160 Central Int Ops - Cap Imp Fd

Exercise equipment	Based on layout and specifications	9,500
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22421 EMS/Health/Well - Cap Imp Fd

Fitness Equipment (allows for the purchase of standard equipment that is not in all locations, e.g.: Functional Trainers, Versa Climbers, Bosu Balls, TRX, etc.) Actual purchase is based upon location and variation of equipment that can be purchased.	Currently, the Peer Fitness Trainer equipment committee is working towards developing a "standard" cache of fitness equipment. They will also work to develop a long-term replacement strategy with the assistance of the maintenance vendor. 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. A second piece of equipment is called the Glide Functional Trainer (GFT). It is one of the most efficient machines on the market for targeting multiple muscle groups in a single apparatus. This GFT singlehandedly replaces several 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. Balance 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. Bumper plates and barbells are used to develop dynamic strength. Many firefighting tasks such as pulling a charged hose, manipulating equipment such as saws and axes, or pulling a ladder from an apparatus require enormous amounts of dynamic strength. Bumper plates and barbells strengthen the muscles in the upper and lower body, core, and grip.	15,000
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Total 24,500

Capital Improvements Fund, continued

5645 Shop Equipment

22571 Fleet Maint - Cap Imp Fd

Replacement of Shop A/C machine	The Shop A/C machine is used to test apparatus A/C systems every time a unit is in for service. Due to age and length of service, this machine is becoming more difficult to keep in service due to frequent break downs.	5,000
		Total 5,000

5650 Communications Equip

22175 Communications - Cap Imp Fd

Communication equipment for twoRehab units: OMG (2 @ \$3,500), antennas and hardware (2 @\$650), FireCom system (2 @ \$2,360), additional FireCom headset (2 @\$550)	Necessary communications equipment to deploy Rehab units.	14,120
Communications equipment for the Medic unit: OMG (\$3,5000) antennas and hardware (\$1,180)	Necessary communications equipment to deploy Medic unit.	4,680

22626 Dive Rescue - Cap Imp Fd

Rapid Deployment Rescue Craft	Replacement of inflatable craft due to age and wear.	3,900
Submersible communications E=equipment	Provides in water communications when in potential IDLH environments.	1,599
		Total 24,299

5655 Data Processing Software

22155 North Int Ops - Cap Imp Fd

Preplan outsourcing and development with Mapping Solutions, Inc., (750 hrs. @ \$95 and 750 hrs. @ \$75)	Preplan outsourcing with MSI. Only 100 preplans were budgeted in FY10, which was not nearly enough. The average of five hours field and drafting work was short as well. Production of preplans was stopped at the end of December 2009 due to funding. There are 116 occupancies on the "new" preplan list to complete and staff has started revising the preplans that were first developed five and six years ago. Those preplan that need minor editing are done with no cost by the GIS Technician and the Response Aids coordinator. But many of these older preplans require field work and major changes. MSI charges \$95.00 per hour for field survey work and \$75.00 per hour for drafting services. These times are estimated and averaged per preplan and actual times will vary depending on the complexity of the occupancy. 150 preplans x 6 hours field survey @ \$95; 150 preplans x 6 hours drafting @ \$75.	153,000
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22215 Info Tech - Cap Imp Fd

MUNIS Modification Contingency	The majority of Phase 2 and 3 of the MUNIS implementation will be completed in FY11. Experience with Phase 1 has taught us that we should expect to discover a few areas where we need to request a modification. Since Phase 2 is HR and Payroll, and they are both more complicated than the Core Financials, we should expect to experience the need for a modification. PM Jones is not certain if Finance will want to budget for this possibility or use contingency funds if there is a need.	20,000
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Capital Improvements Fund, continued

5655 Data Processing Software

MUNIS - Tyler Technologies for consulting and training days (\$16,000)	Travel and per diem days reimbursement for the MUNIS Implementation project as per the Tyler Technologies Contract for Phase 2 & 3. This is estimating the number of consulting and training days in FY11. Adds to cost of software purchase/capitalizable	16,000
MUNIS Payroll 401a Modification	This modification is part of the original Tyler contract. This is a very TVF&R specific payroll issue that MUNIS would not handle without this modification. This impacts both Union and Non-Union employees. As with all of this type of customization, the District will owe 50% upon signing the Client Specifications and 50% after delivery and a 30-day test period. It is not known whether this modification will occur in FY10 or FY11. This item is a placeholder for a carryover.	12,000
TeleStaff license and Web access license for additional 50 users (TeleStaff license: \$7,500; Web Access License: \$2,500).	the current license is at 385 of its 400 users. Even with retirements and some general cleanup of deleting users who no longer need access, the inclusion of pre-career members and the possible addition of SAFER FTEs meet the limit. This would also include potential additions of WCFD#2 members.	10,000
VMWare backup and replication software	the current backup solution is not VMWare "aware" and thus, has the disadvantages of having slower total backup time and it does not allow for easy and fast replication to offsite disk storage (limited to write to tape storage). This solution has been tested in the District's live environment and has proven to be a great fit for the offsite date recovery plan.	9,000
ShoreTel conference bridge ports	Add 12 additional conference bridge ports to the ShoreTel Conferencing Bridge server. Only available in packs of 12. The system came with 12 ports. These are voice and web access ports (used for either a bridged conference call with audio only or a WebEx type session allowing for audio combined with a web-based presentation). Useful for the Training Division's plans to bring training to Line personnel as well as future Munis training. This is a one time fee, not a yearly license requirement. Maximum ports available on the system are 48.	9,000
HP PolyServe Base Utility	PolyServe is a software solution that will allow for two file servers to point at the same storage target while allowing load balancing. Provides the ability to maintain live failover for access to the District's largest file shares such as User (P:), Department (S:), and Openoall (O:). Eliminates a single point of failure.	7,200
CBOC - ShoreTel site licenses	Site licensing for VoIP.	5,000
MUNIS Tyler Forms Configuration and Library	Tyler Forms configuration and installation for Phases 2 & 3.	3,700
MUNIS Inventory Module Modification RFO#4815	This is the second half of this modification cost. The first half was paid in FY10. This modification is a required change to the Inventory Module. It will allow printing of the Primary and Secondary vendor part numbers on POs. Without this modification, the only work around would be a laborious manual entry process.	2,250
MUNIS Software Licenses	Software purchases for the MUNIS modules that are covered under the ASP agreement with a 20% discount with consulting, training, and conversion credits, and other credits as part of the negotiated migration agreement. (A high of \$562,132 Tyler Proposal or \$434,755 District proposal) This is an overall total that includes, 4Js site license, 4Js software maintenance, Annual Support for MUNIS software, Disaster Recovery services, OSDBA support,	308,720

Capital Improvements Fund, continued

5655 Data Processing Software

Travel and per diem reimbursement for Munis software implementers and trainers/capitalize to cost of software	Already included in the Logs Admin budget @ \$16,000, but I'm estimating this could be more in this migration. Please increase by \$4,000	4,000
MUNIS Software Licenses	20 consulting days @ \$1,275 and 50 training days @ \$1,175 to bring MUNIS software on line	84,250
Data transfer services to transfer from ASP to Self-Hosted	MUNIS	9,000
Professional Services	Conversion services for the remaining coverations.	18,000
4Js site license	MUNIS	23,000
	Total	694,120

5660 Computer Equip

22215 Info Tech - Cap Imp Fd

Hardware costs	Estimated costs for electronic archiving project.	50,000
CBOC - Network switches for the second floor (4 @ \$6,000)	48-port Juniper network switches installed in the second floor Communications closet. This item requires maintenance request in 10215/5368.	24,000
CBOC - Network switches for the first floor (3 @ \$6,000)	48-port Juniper network switches installed in the first floor Communications closet. This item requires maintenance request in 10215/5368.	18,000
CBOC - Network switches for the third floor (3 @ \$6,000)	48-port Juniper network switches installed in the third floor Communications closet. This item requires maintenance request in 10215/5368.	18,000
Server hardware refresh (2 @ \$6,500)	As the oldest servers in production reach seven to eight years old by the end of FY11, the cost to support this hardware increases. This item will remove this generation of servers from production by the end of FY11. Of the five left in production, three will be virtualized (webjet01, itool, and apollo) and two will be refreshed with new hardware (tvfrdc4 & telestaff02).	13,000
CBOC - Core network switches for data center (2 @ \$5,000)	24-port Juniper network switches installed in the data center. This item requires maintenance request in 10215/5368.	10,000
CBOC - Estimated hardware needs	Computers and monitors still to be determined for conference rooms, front desk display, Board Room, etc.	10,000
Inventory device for Supply	Proof of concept. A mobile device to support the data entry required for MUNIS to manage inventory in Supply. Needs to be powered and available to use throughout the warehouse. Needs a flat surface on the cart to set a box or product so the user would not need to bend over or reach up as they are working with products. Also, this setup could be used to process walk-in service requests. This request is considered proof of concept. Without MUNIS in place at the time of budget preparation, it is difficult to be specific about what technology is needed to meet this need. IT recommends that the funds be available and once MUNIS is deployed, further research would be completed to determine the best solution.	7,500
Laptop and mounting bracket for Fleet (1 @ \$3,300 for Toughbook; 1 @ \$500 for mounting bracket)	Enables Fleet to put an additional technician in the field. Performs electronic diagnostics of apparatus, administrative functions, Internet search for parts and service manuals. Air card requested in 10175.	3,800

Capital Improvements Fund, continued

5660 Computer Equip

Server for heart monitor data collection	It is a District priority to use real time data on scene, closer to the point of service. This is an ongoing project with IT and EMS. Remote collection of data from the Phillips Heart Monitors will require a dedicated server. Data collection for the ROC study has halted, but EMS needs to collect data for a variety of quality inspections, training, and performance reviews. No upgrade of Phillips heart monitors expected in FY11; however, this budget item provides a server to test uploading of this data as work with the vendor continues to provide a District-wide solution, likely purchased in FY12. This budget item is for the physical server. A separate line item in 10215/5340 for the Windows server license is required if this item is approved.	3,500
Laptops with warranty for testing Fire Studio 4.1 (2 @ \$1,450)	Laptops purchased in FY10 have been tested for compatibility with this software and are found not to perform well when building training scenarios. Laptops for the Battalion Chiefs to support CFBT and assist with promotional testing. The software requires a video card with a discrete graphics chipset. Typically commercial laptops have integrated video chipsets. For testing period, two will suffice, although three are (one for each BHQ).	2,900
Laptop for Facilities technician with docking station for office use (laptop @ \$1,000; docking station @ \$370)	Proof of concept. This request would provide one laptop (office style) and docking station to test in the field. The laptop would replace the selected technician's desktop, which would be returned to IT support pool. This would allow the Facilities Manager to measure the savings realized by allowing the technicians to perform work normally only available from being in front of the computer in an office or at the station. Would allow technician to access work orders, emails, research, query inventory, and other applications while in the field. The use will be monitored and efficiencies tracked before suggesting that Toughbooks be recommended for purchase for the entire Facilities staff in the following budget year. Air card requested in 10175.	1,370
Laptop for the limited duration mechanic requested for the new External Fleet Service program	Add 1 laptop for the limited duration mechanic requested for the new External Fleet Service program 1 @ \$1000	1,000
HP-UX server hardware (1 @ \$18,000)	Hardware to replace (2) HP-UX servers that will not be supported by HP after June 2013. Informix DB will be upgraded and Ifas data will be available to Finance on an as needed basis. Allows IT to maintain Ifas data with hardware and DB support for 3 years from the time the hardware is purchased.	18,000
	Total	181,070
	Total Capital Improvements Fund	4,774,041

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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$31,862	\$32,921	\$46,179	\$47,912
Materials and Services	3,954	4,232	9,069	9,107
Total Expenditures	\$35,816	\$37,153	\$55,248	\$57,019

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 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

2010-11 SIGNIFICANT CHANGES

Personnel Services reflects annual wage and benefit increases for the Director.

STATUS OF 2009-10 SERVICE MEASURES – (AS APPROVED BY THE OCEM BOARD)

- Lead efforts in Washington County to design and conduct a wind storm exercise in the spring of 2010.**
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 2010 exercise and implementation of the post-exercise corrective action plan by June 30, 2010.
Status or Outcome:	Organized a countywide wind storm exercise consisting of a common scenario and a number of separate agency tabletop exercises. Prepared agency and countywide after action reports and developed appropriate improvement plans.

Emergency Management Fund, continued

STATUS OF 2009-10 SERVICE MEASURES, CONTINUED

- Continue implementation of the incident and emergency management guidelines and recommendations developed by the Washington County Incident Management Enhancement Taskforce 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, 2010, with a focus on implementation of Type 3 Incident Management Teams, operation and administration of the MAC Group and TAG, and conduct of field and EOC staff training.
Status or Outcome:	Finalized format and language for MAC Group Compact and received approval from the OCEM Board. Began high level briefings of OCEM and other agency staffs to solicit participation in the MAC Group. Finalized format and content of the IMT Program Charter. Reconvened the TAG and began developing a work plan for longer term implementation of the IMET Report recommendations. Conducted second beta offering of the Washington County Emergency Response System course.

- Continue rewrite of the Washington County Emergency Operations Plan, with the focus for fiscal year 2009-2010 being on the resource management, hazardous materials, fire, and EMS annexes and the flood and Scoggins Dam failure appendices.

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, 2010: Resource Management Annex; HazMat Annex; Fire Resource Management Annex; EMS Resource Management Annex; Flood Appendix; and Dam Failure Appendix.
Status or Outcome:	Due to shifting priorities and opportunities, completed or updated the following County EOP annexes and appendices – Shelter and Care Annex; Catastrophic Mass Reception Annex; Emergency Volunteer Management Annex; Disaster Mental Health Annex; HazMat Annex; Communications Annex; Dam Failure Appendix

- Manage contract study of countywide Citizen Corps Program management and facilitate implementation of study recommendations.

Goal(s):	III
Service Type(s):	Essential
Measured By:	Completion and acceptance of a countywide study looking at how Citizen Corps programs are managed and operated countywide and development of a plan to implement study recommendations, which will enhance program management and citizen involvement.

Status or Outcome:

Convened project team and developed scope of work and RFP to obtain contract support. Hired contractor and supported project work. Took delivery of project report and recommendations. Developed proposal for implementation of the project recommendations for presentation to the OCEM Board and other agency managers.

Emergency Management Fund, continued

STATUS OF 2009-10 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:	The scope and complexity of the spring 2010 exercise was less than initially envisioned, so benefit to the OCEM agencies was reduced. The reduction in scope was driven by a need to exercise many new EOC staff at a lower level of complexity as well as to accommodate several non-OCEM agencies desiring to conduct tabletop exercises.

- **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), developing and implementing Type 3 Incident Management Teams (IMT), 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 the Type 3 IMT program will require additional training funds. Some costs for deployment of the Type 3 teams may be recoverable.
Duration:	Year 2 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:	Progress in implementing the IMET Report recommendations slowed over the year due to challenges in crafting a MAC Group governance document, turnover of key personnel, and time commitments to H1N1 flu response operations. Federal release of new Type 3 IMT training standards also undermined support for local Type 3 teams.

Emergency Management Fund, continued

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through more effective and efficient engagement of citizen volunteers in disaster preparedness and response activities.

Goal(s):	III
Budget Impact:	None, although could potentially reduce District costs through more effective management and delivery of programs supported by the District
Duration:	Year 1 of 3
Budget Description:	Contract study funded with homeland security grant funds managed by Washington County
Partner(s):	OCEM partner agencies, other local governments currently operating Citizen Corps programs
Status or Outcome:	The contract study of how OCEM and other local agencies are managing and coordinating the primary Citizen Corps programs produced recommendations that will be evaluated and acted on in the next fiscal year. Minimally, the project succeeded in getting all program managers together to coordinate their work and greatly expanded the knowledge of agency executives relative to program operations, challenges, and opportunities.

ADDITIONAL 2009-10 ACCOMPLISHMENTS

- Responded to the H1N1 flu outbreak in concert with county, regional, and state public health agencies. Activated and staffed the County EOC for two months to organize and support mass immunization clinics. Clinics provided H1N1 vaccine to over 7,000 citizens across the county.
- Coordinated Washington County participation in the Urban Areas Security Initiative (UASI) grant program. Supported completion of a regional program and capability review, development and submission of the FY10 grant application, and implementation of funded projects.
- Coordinated the countywide application process for FY10 Homeland Security Grant Program funds. Met with the grant team, gathered agency input on projects and priorities, developed the countywide application, and compiled and submitted environmental and historic preservation documentation for all county projects.
- Worked with the USDA's Farm Service Agency to secure an agricultural emergency declaration from the Washington County Board of Commissioners for a hard freeze that occurred in early December 2009. Obtained the declaration and forwarded it to the state for consideration by the Governor.

Emergency Management Fund, continued

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.

- **Continue implementation of the incident and emergency management guidelines and recommendations** developed by the Washington County Incident Management Enhancement Taskforce 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.

- **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.

- **Continue rewrite of the Washington County Emergency Operations Plan**, with the focus for fiscal year 2009-2010 being on the 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.

- **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.

Emergency Management Fund, continued

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.

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: Recurring
Budget Description: Recurring commitment of OCEM partner agency staff, equipment and other resources needed to both design and conduct challenging and realistic disaster exercises.
Partner(s): OCEM partner agencies, other local governments, non-governmental organizations, and businesses.

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to implement and institutionalize use of the National Incident Management System (NIMS), enhancing use of unified command and integrated operations on-scene, and delivering the Washington County Emergency Response System Course countywide.

Goal(s): 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

Emergency Management Fund, continued

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

- **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: None
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

- **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: None
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

Emergency Management Fund

<i>Historical Data</i>			<i>Budget for Next Year 2010-11</i>			
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$35,816	\$37,153	\$55,248	Operating Transfers In	\$57,019	\$57,019	\$57,019
\$35,816	\$37,153	\$55,248	Total Resources	\$57,019	\$57,019	\$57,019
Requirements						
\$31,862 3,954	\$32,921 4,232	\$46,179 9,069	Personnel Services Materials and Services	\$47,912 9,107	\$47,912 9,107	\$47,912 9,107
\$35,816	\$37,153	\$55,248	Total Requirements	\$57,019	\$57,019	\$57,019

Grants Fund

Fund 25 • Special Revenue Fund Type

FUND DESCRIPTION

This fund has been created to account for the significant volume of grant funds awarded to the District. Due to the sizeable volume of these grants, the fund was created to separately account for and manage the flow of funds and associated audit requirements.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				\$1,219,221
Materials and Services			\$100,000	30,000
Capital Outlay	\$88,732	\$3,534	1,600,000	20,750
Ending Fund Balance	10,733	90,544		
Contingency				100,000
Total Expenditures	\$99,465	\$94,078	\$1,700,000	\$1,369,971

GRANT DESCRIPTIONS

In 2010-2011, SAFER grant funding for nine firefighters and two Battalion Chiefs is budgeted. The District applied for the grant in fiscal year 2010, and is waiting for notification.

An additional grant for information technology was applied for in the amount of \$30,750, and \$20,000 for a Hazardous Materials grant project is also budgeted.

Grants Fund

Historical Data			Budget for Next Year 2010-11			
Actual Second Preceding Year 2006-07	Actual First Preceding Year 2007-08	Adopted Budget This Year 2008-09	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance	\$90,555	\$90,555	\$90,555
\$99,465	\$90,564	\$3,524	Grant Revenue	1,185,802	1,185,802	1,185,802
			Surplus Property Income			
		320,000	Operating Transfers In	93,614	93,614	93,614
\$99,465	\$94,088	\$1,700,000	Total Resources	\$1,369,971	\$1,369,971	\$1,369,971
			Requirements			
			Personnel Services	\$1,219,221	\$1,219,221	\$1,219,221
			Materials and Services	30,000	30,000	30,000
			Capital Outlay	20,750	20,750	20,750
			Operating Contingency	100,000	100,000	100,000
			Total Expenditures	1,369,971	1,369,971	1,369,971
			Reserved for Future Expenditures			
			Total Requirements	\$1,369,971	\$1,369,971	\$1,369,971

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. The District changed from the prior plan, which made a \$100 or less contribution 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, and was replaced with a defined contribution plan, which pre-funds employees' post employment benefits during their employment. The current plan allows investment returns to help pay for future costs.

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.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$111,776	\$93,054	\$110,103	\$110,103
Ending Fund Balance	214,327	211,273	177,173	185,163
Total Expenditures	\$326,103	\$304,327	\$287,276	\$295,266

Retiree Medical Insurance Stipend Fund

<i>Historical Data</i>			<i>Budget for Next Year 2010-11</i>		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$231,045	\$214,327	\$201,275			
9,249	4,200	2,716			
85,809	85,800	83,285			
\$326,103	\$304,327	\$287,276			
Resources					
Beginning Fund Balance			\$211,273	\$211,273	\$211,273
Earnings from Investments			708	708	708
Transfer from Other Funds			83,285	83,285	83,285
Total Resources			\$295,266	\$295,266	\$295,266
Requirements					
Post Employment Health Program			\$110,103	\$110,103	\$110,103
Unappropriated Ending Fund Balance			185,163	185,163	185,163
Total Requirements			\$295,266	\$295,266	\$295,266

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. Remaining issuance authority for bonds is \$28,500,000, which is budgeted to occur in late fiscal year 2011. Construction projects are still being reviewed as the budget is developed, such that issuance of the \$28,500,000 may be performed in two issues timed to construction projects.

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 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
2009 Debt Service, Series B			\$1,128,227	\$1,118,173
2009 Debt Service			1,040,454	1,446,000
2007 Debt Service	\$1,821,042	\$1,794,500	1,744,500	1,694,500
2000 Debt Service	798,250	814,875		
1999 Debt Service	687,600	707,200		
Fund Balance Reserved	1,321,652	544,418	869,337	825,287
Total Expenditures	\$4,628,544	\$3,860,993	\$4,782,518	\$5,083,960

MATURITY SCHEDULES

Series 2007 Bonds		Series 2009 Bonds		Series 2009 B Bonds	
Fiscal Year	Principal	Interest	Principal	Interest	Principal
2010-11	\$1,000,000	\$694,500	\$960,000	\$486,000	\$560,000
2011-12	1,000,000	652,000	960,000	457,200	570,000
2012-13	1,000,000	612,000	960,000	428,400	580,000
2013-14	1,000,000	572,000	960,000	399,600	595,000
2014-15	1,000,000	532,000	960,000	370,800	610,000
2015-29	12,000,000	3,239,250	8,640,000	1,786,800	11,530,000
	\$17,000,000	\$6,301,750	\$13,440,000	\$3,928,800	\$14,445,000
					\$6,507,951

Debt Service Fund

Historical Data			Budget for Next Year 2010-11			
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$1,273,796	\$1,321,652	\$319,734	Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$869,337	\$869,337	\$869,337
26,207	53,637	33,963	Previously Levied Taxes Estimated to be Rec'd	33,965	33,965	33,965
60,032	18,568	14,000	Earnings from Temporary Investments	9,265	9,265	9,265
5,549		700	Interest on Taxes	700	700	700
57	615	215	Tax in Lieu of Property Tax	215	215	215
1,365,641	1,394,472	368,612	Total Resources, Except Taxes to be Levied	913,482	913,482	913,482
		4,413,906	Taxes Necessary to Balance	4,170,478	4,170,478	4,170,478
3,262,903	2,466,521		Taxes Collected in Year Levied			
\$4,628,544	\$3,860,993	\$4,782,518	Total Resources	\$5,083,960	\$5,083,960	\$5,083,960
Requirements						
Bond Principal Payments						
\$635,000	\$680,000		1999 - Jan 15			
740,000	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	2009 - Mar 01	960,000	960,000	960,000
		555,000	2009B - Jun 15	560,000	560,000	560,000
2,375,000	2,475,000	2,115,000	Total Principal	2,520,000	2,520,000	2,520,000
Bond Interest Payments						
26,300	13,600		1999 - Jan 15			
26,300	13,600		1999 - Jul 15			
19,875	19,875		2000 - Jan 15			
38,375			2000 - Jul 15			
821,042	397,250	372,250	2007 - Oct 01	347,250	347,250	347,250
	397,250	372,250	2007 - Apr 01	347,250	347,250	347,250
			2009 - Sep 01	243,000	243,000	243,000
		480,453	2009 - Mar 01	243,000	243,000	243,000
		285,815	2009B - Dec 15	279,086	279,086	279,086
		287,412	2009B - June 15	279,087	279,087	279,087
931,892	841,575	1,798,180	Total Interest	1,738,673	1,738,673	1,738,673
Reserves						
Unappropriated Balance for Next Year						
		347,250	2007 - Oct 01	326,000	326,000	326,000
		243,000	2009 - Sep 01	228,600	228,600	228,600
		279,087	2009B - Dec 15	270,687	270,687	270,687
1,321,652	544,418	869,337	Total Unappropriated Ending Fund Balance	825,287	825,287	825,287
\$4,628,544	\$3,860,993	\$4,782,517	Total Requirements	\$5,083,960	\$5,083,960	\$5,083,960

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. In addition, funds expended ahead of bond sales for bond projects are reimbursed upon bond issuance. The purpose of this fund is to accumulate resources dedicated for fire station site acquisition and construction costs for new or existing facilities. 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.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Capital Outlay	\$166,167	\$194,119	\$699,300	\$818,705
Contingency			7,950,232	1,934,248
Ending Fund Balance	5,982,171	5,959,548		4,133,295
Total Expenditures	\$6,148,338	\$6,153,667	\$8,649,532	\$6,886,248

2010-11 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Fire Station Renovations	\$227,000	Station 52 – Roof replacement and second phase of asphalt driveway replacement. \$89,000. No operating budget impact. Station 60 – Replace damaged section of asphalt driveway with concrete. \$49,000. No operating budget impact. Station 61 – Replace metal roof. \$40,000. No operating budget impact. Station 67 – Replace damaged section of asphalt driveway with concrete. \$49,000. No operating budget impact.
Training Center and Facilities Renovations	591,705	North Operating Center – Install new roof and repair damage and dry rot. \$450,000. Supply – Install new roof on Supply building. \$75,000. Training Center – Repair and overlay of site roads and prop accessories. \$66,705. No operating budget impact.

Property and Building Fund

<i>Historical Data</i>			<i>Budget for Next Year 2010-11</i>			
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$5,848,944 299,394	\$5,982,171 129,905	\$5,910,480 170,813 1,350,000	Beginning Fund Balance - Working Capital Earnings from Temporary Investments Transfers from Other Funds Surplus Rental Revenue	\$6,869,075 17,173	\$6,869,075 17,173	\$6,869,075 17,173
	41,590					
\$6,148,338	\$6,153,666	\$7,431,293	Total Resources	\$6,886,248	\$6,886,248	\$6,886,248
Requirements						
Capital Outlay						
\$42,644	\$49,285 44,936	\$50,000 45,000	Training Center Station 35 Station 51 Station 52 Station 60 Station 61 Station 62 Station 67 Facilities Supply	\$66,705	\$66,705	\$66,705
49,880	44,880	45,000		89,000	89,000	89,000
47,947	5,679	40,000		49,000	49,000	49,000
25,696	49,338	50,000		75,000	75,000	75,000
166,167	194,118	230,000		350,000	350,000	450,000
5,982,171	5,959,548	4,261,293 2,940,000	North Operating Center Total Capital Outlay Contingency Reserved for Future Expenditures	718,705	718,705	818,705
\$6,148,338	\$6,153,666	\$7,431,293		2,034,248	2,034,248	1,934,248
				4,133,295	4,133,295	4,133,295
			Total Requirements	\$6,886,248	\$6,886,248	\$6,886,248

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 a series of station land purchases, station construction and seismic remodeling projects, and other items. The District has issued \$20,000,000 in April 2007, \$14,000,000 in March 2009, and \$15,000,000 in June 2009. Bond issues have been and will be issued to meet construction timelines. Another bond sale is budgeted to occur in late fiscal year 2011.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Materials and Services		\$119,491		\$250,000
Capital Outlay	\$7,101,631	16,991,604	\$31,100,000	21,732,727
Contingency			74,808	10,654,633
Ending Fund Balance	9,804,938	22,153,113		9,943,107
Total Expenditures	\$16,906,569	\$39,264,208	\$31,174,808	\$42,580,467

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.

Capital Projects Fund

2010-11 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Building and Improvements, and Land purchases	\$20,283,727	<p>Command and Business Operations Center – Complete seismic reinforcements and building construction. \$5,900,000. No operating budget impact except utilities and those are included in the budget.</p> <p>Station 34 – Complete the seismic remodel and Battalion Chief quarters. \$500,000. No operating budget impact.</p> <p>Station 35 – Seismic remodel or rebuild. \$750,000. No operating budget impact.</p> <p>Station 56 and South Operating Center - Design, development, and the start of construction. \$4,000,000. Operating budget impact will be to reduce facility lease of current site, transfer existing personnel and utilities and insurance.</p> <p>Station 58 – Completion of project. \$1,000,000. No operating budget impact.</p> <p>Station 59 – Completion of project. \$500,000. No operating budget impact.</p> <p>Station 65 – Relocate the station. \$2,500,000. No operating budget impact.</p> <p>Station 68 – Relocation or rebuild of existing station. \$3,200,000. No operating budget impact.</p> <p>All Capital Projects - Personnel Costs for project and construction management. \$433,727. No operating budget impact.</p> <p>New Fire Stations - Land Purchases. \$1,500,000. No impact on operating budget.</p>
Fire Apparatus and District vehicles	\$1,449,000	<p>Rehabilitation Units - \$1,030,000. Operating budget impact included in budget.</p> <p>Medic Unit - \$184,000. Operating budget impact included in budget.</p> <p>Battalion Chief Vehicle - \$55,000. Operating budget impact included in budget.</p> <p>Fire Investigation Unit - \$180,000. Operating budget impact included in budget.</p>

Capital Projects Fund

Historical Data			Budget for Next Year 2010-11		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$16,363,796	\$9,804,938	\$31,087,308	\$9,032,967	\$9,032,967	\$14,032,967
542,773	96,866	87,500	47,500	47,500	47,500
	29,362,404		\$28,500,000	\$28,500,000	\$28,500,000
\$16,906,569	\$39,264,208	\$31,174,808	\$37,580,467	\$37,580,467	\$42,580,467
Resources			Total Resources		
Requirements			Total Requirements		
Capital Outlay			Total Requirements		
\$2,697,984	12,658,517	\$28,650,000	\$250,000	\$250,000	\$250,000
1,942,070		150,000	15,283,727	15,283,727	18,783,727
2,461,577	4,333,087	2,300,000			1,500,000
7,101,631	16,991,604	31,100,000	1,449,000	1,449,000	1,449,000
7,101,631	17,111,095	31,100,000	16,732,727	16,732,727	21,732,727
		74,808	16,982,727	16,982,727	21,982,727
9,804,938	22,153,113		10,654,633	10,654,633	10,654,633
\$16,906,569	\$39,264,208	\$31,174,808	9,943,107	9,943,107	9,943,107
Contingency			Total Requirements		
Reserved for Future Expenses			Total Requirements		
Requirements			Total Requirements		

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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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Materials and Services	\$34,222	\$38,014	\$705,002	\$659,595
Ending Fund Balance	702,187	684,823		
Total Expenditures	\$736,409	\$722,837	\$705,002	\$659,595

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, and 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

Historical Data			Budget for Next Year 2010-11		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$696,531 35,316 4,562	\$702,187 14,258 6,392	\$678,520 8,482 18,000			
\$736,409	\$722,837	\$705,002			
Resources					
			Beginning Fund Balance	\$650,095	\$650,095
			Earnings from Temporary Investments	4,500	4,500
			Insurance Refunds	5,000	5,000
			Total Resources	\$659,595	\$659,595
Requirements					
			Property & Liability Losses	\$659,595	\$659,595
			Ending Fund Balance		
			Total Requirements	\$659,595	\$659,595

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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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$330,571	\$340,356	\$352,306	\$363,882
Materials and Services		2,520	1,500	10,000
Ending Fund Balance	1,002,973	353,225		2,285
Total Expenditures	\$1,333,544	\$696,101	\$353,806	\$376,167

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, investment of plan assets, and payments to retirees, are managed by the District's Finance Division. While the District has not made contributions to the plan for many years, unfavorable investment returns, coupled with the aging of the retirees, led to the District investing remaining assets in a money market type investment, and at the expected utilization of remaining assets by early 2010-11, the District will begin transferring in enough funds each month to meet remaining monthly obligations as the fund winds down.

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 retiree receives a benefit of sixty percent of the current salary range for the job classification held at time of retirement. Thus, their benefit increases are directly tied to raises of the existing employee group. There are four retirees under this plan and one beneficiary.

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 three recipients under this plan.

Administrative fees of \$10,000 are budgeted for actuarial and legal services, as well as monthly pension check and tax return preparation fees.

Pension Trust Fund

Historical Data			Budget for Next Year 2010-11		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Revised Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee
\$1,495,041 (161,497)	\$1,002,973 (306,872)	\$353,455 351	Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis) Earnings from Investments Transfer from Other Funds	\$1,964 351 373,852	\$1,964 351 373,852
\$1,333,544	\$696,101	\$353,806	Total Resources	\$376,167	\$376,167
Requirements					
\$330,571 330,571 1,002,973	\$340,356 342,876 353,225	\$352,306 1,500 0	Pension Benefit Costs Administrative Fees Total Expenditures Unappropriated Ending Fund Balance	\$363,882 10,000 373,882 2,285	\$363,882 10,000 373,882 2,285
\$1,333,544	\$696,101	\$353,806	Total Requirements	\$376,167	\$376,167

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. Since analysis indicated the District could improve benefits and lower costs over time, the District established the plan and created this fund to manage the trust assets. 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, 2008. This valuation recommended annual contributions by the District of \$39,274. A new actuarial evaluation for July 1, 2010 is planned.

BUDGET SUMMARY

Expenditures	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$11,150	\$44,840	\$714,266	\$764,399
Ending Fund Balance	823,021	737,935		
Total Expenditures	\$834,171	\$782,775	\$714,266	\$764,399

Volunteer LOSAP Fund

Historical Data			Budget for Next Year 2010-11		
Actual Second Preceding Year 2007-08	Actual First Preceding Year 2008-09	Adopted Budget This Year 2009-10	Resources	Proposed by Budget Officer	Approved by Budget Committee
\$792,227 (18,056) 60,000	\$823,021 (100,246) 60,000	\$674,318 674 39,274	Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis) Earnings from Investments Transfer from Other Funds	\$725,125 39,274	\$725,125 39,274 \$725,125 39,274
\$834,171	\$782,775	\$714,266	Total Resources	\$764,399	\$764,399 \$764,399
Requirements					
\$11,150 823,021	\$44,840 737,935	\$714,266	Pension Benefit Costs Unappropriated Ending Fund Balance	\$764,399	\$764,399 \$764,399
\$834,171	\$782,775	\$714,266	Total Requirements	\$764,399	\$764,399 \$764,399

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		
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
2000	20,211,306,315	27,081,664,480	1,160,962,103	1,216,050,650	91,949,693	124,963,516	650,168,888	710,658,588	22,114,386,999	29,133,337,234	75.91	1.56

Information from Washington, Clackamas, and Multnomah County Assessment and Tax Roll Summaries.

* Includes Multnomah County Assessed Valuation in its entirety.

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
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
2000	34,545,771	32,402,208	93.80	1,007,526	33,409,734	96.71

Source:

District financial statements, current and prior years

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	2009			2000		
	Rank	Taxable Assessed Value ⁽¹⁾	Percentage of Total Taxable Assessed Valuation	Rank	Taxable Assessed Value ⁽¹⁾	Percentage of Total Taxable Assessed Valuation
Private enterprises:						
Nike, Inc.	1	\$ 406,863	1.10 %	3	\$ 182,020	0.88 %
Pacific Realty Associates	4	198,416	0.54	6	123,093	0.59
Tektronix, Inc.	6	135,284	0.37	5	137,625	0.66
Intel Corporation	7	134,635	0.36	1	335,005	1.62
Maxim Integrated Products	8	128,906	0.35	8	071,246	0.32
PS Business Parks	9	102,806	0.28			
BV Centercal, LLC	10	107,786	0.29	9	060,712	0.29
Knickerbocker Prop. Inc.				10	054,740	0.26
Washington Square Inc.						
Public utilities:						
Verizon Northwest, Inc.	2	310,174	0.84			
Portland General Electric	3	210,039	0.57	4	141,227	0.68
Northwest Natural Gas Co	5	177,954	0.48	6	099,097	0.48
General Telephone of NW				2	211,648	1.02
All other taxpayers		<u>36,920,297</u>	<u>95.07</u>		<u>20,697,974</u>	<u>93.60</u>
Total		<u><u>\$ 38,833,158</u></u>	<u><u>100.00 %</u></u>		<u><u>\$ 22,114,387</u></u>	<u><u>100.00 %</u></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 (Washington County)⁽²⁾	Total Personal Income (Washington County) (in thousands)⁽³⁾	School Enrollment⁽⁴⁾	Unemployment Rate (%) (Washington County)
2009	447,300	\$ 36,259	\$ 16,218,651	54,519	10.2 %
2008	439,800	34,600	15,217,080	54,480	4.3
2007	430,500	34,000	14,637,000	53,824	4.5
2006	424,000	34,000	14,416,000	52,884	5.4
2005	418,000	32,000	13,376,000	52,034	5.8
2004	417,646	32,000	13,364,672	50,822	6.5
2003	411,500	32,000	13,168,000	50,906	7.0
2002	407,400	32,000	13,036,800	47,985	5.9
2001	399,021	33,000	13,167,693	48,040	3.1
2000	394,680	31,000	12,235,080	45,776	3.3

Note: Information regarding the median age and education level of the District's population is not available.

Sources: Estimated from information provided by:

⁽¹⁾ Metro

⁽²⁾ State of Oregon Employment Division, Research Department

⁽³⁾ Regional Economic Information System, BEA (www.bea.gov)

⁽⁴⁾ Beaverton School District No. 48 and Washington County School District Nos. 23J and 88.

Response Engines

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
1-118	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
1-136	Pumper, Saber	1998	2013
1-137	Pumper, Saber	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
1-412	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
1-101	Pumper, Quantum (Reserve)	1997	2012

* Based on 15 year cycle.

Response Engines, continued

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.

Chart of Accounts

ACCOUNT CLASSIFICATION SYSTEM

Cost Center Classifications – General Ledger

Cost centers represent what used to be known as the fund (first two numbers) and the location/program (last three numbers.) These are located at the start of each fund breakdown on each spreadsheet. The funds are designated by the first two numbers of the cost center 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

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 Program Revenue
4201 Contract Revenue
4203 HazMat Response Revenue
4204 Accounting Service Revenue
4205 Plans Review/Inspection Fees
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 Pay
5041 Early Retire Incentive
5050 Floater Stipend
5051 EMT Premium Pay
5052 HazMat Premium Pay
5053 Technical Rescue Premium Pay
5054 Other Premium Pay
5101 Vacation Relief
5102 Duty Chief Relief
5105 Sick Relief
5110 Personal Leave Relief
5112 Administrative Relief
5115 Vacant Slot Relief
5118 Standby Overtime
5120 Overtime Union
5121 Overtime Nonunion
5123 Comp Time Sold Nonunion

Payroll Taxes

5201 PERS Taxes
5203 FICA/MEDI
5206 Workers' Compensation
5207 Trimet Tax
5208 Oregon Workers' Benefit 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/Technology Allowance

Chart of Accounts, continued

Supplies

- 5300 Office and Station Supplies
- 5301 Special Department Supplies
- 5302 Training Supplies
- 5303 Physical Fitness Supplies
- 5304 Hydrant Maintenance Supplies
- 5305 Fire Extinguisher Supplies
- 5306 Photography Supplies and Processing
- 5307 Smoke Detector Program Supplies
- 5311 HazMat Materials in Area
- 5320 EMS Supplies
- 5321 Firefighting Supplies
- 5323 Food Service Supplies
- 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 Fees and Related Filing
- 5413 Consultant Fees
- 5414 Other Professional
- 5415 Printing
- 5416 Custodial & Building Services
- 5417 Temporary Services
- 5418 Trustee/Administration
- 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

Chart of Accounts, continued

Travel & Education

- 5461 External Training
- 5462 Travel and Per Diem

Award Programs

- 5471 Citizen Award
- 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
- 5484 Postage, UPS, and Shipping

Dues, Fees & Subscriptions

- 5500 Dues & Subscriptions
- 5501 Volunteer Association Dues
- 5502 EMS Certification

Miscellaneous

- 5570 Miscellaneous Business Expense
- 5571 Planning Retreat Expense
- 5572 Advertising/Public Notice
- 5573 Inventory Over/Short/Obsolete
- 5574 Elections Expense
- 5575 Laundry 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 – Job Ledger

The Job Ledger project numbers are used for job costing purposes and are attached to the end of the general ledger account string. The job ledger number is comprised of a three or four digit program code and a two-digit activity code as follows:

Program

0101 - IFAC President's Budget
0105 - Accreditation Program
0182 - West Linn
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 (FP)
0600 - Code Enforcement (FP)
0622 - Fireworks Container (FP)
0700 - Investigation Reports (FP)
0800 - Apartment Program (FP)
0801 - Professional Development Plan (FP)
0802 - Spring Academy (FP)
0900 - Community Development (FP)
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
ID# Uniforms (Employee ID)

Activity

41 Activity Charge
42 Grant Revenue
51 Labor Charges
52 Materials and Supplies
53 Uniforms
54 Conferences
55 Overhead Charges
56 Capital Outlay
66 New Station

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.

Glossary, continued

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.

Glossary, continued

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	A plan of organization for purchasing, accounting, and other financial activities that, among other things provides that:
	<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.

Glossary, continued

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 Community Service liaison, 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.
OWIN	Oregon Wireless Interoperability Network. A mandate from the State Legislature to consolidate the state's four existing major radio networks and create a statewide "system of systems" for mission critical, public safety communications.
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.

Glossary, continued

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.
SIEC	State Interoperability Executive Council. The mission of the Oregon State Interoperability Executive Council is to develop recommendations for policy and guidelines, identify technology and standards, and coordinate intergovernmental resources to facilitate statewide wireless communications interoperability with emphasis on public safety.
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.
WCCA	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 WCCA 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 will be located at the new Command and Business Operating Center on Dartmoor 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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