



A Rural Fire Protection District

**2009-10
Annual Budget Document**

Cover photo courtesy of Community Services, TVF&R

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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, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This document was prepared by the Finance Department.

Debra Guzman, Chief Financial Officer

Linda Compton, Senior Financial Systems Analyst

Susan Boyle, Administrative Supervisor

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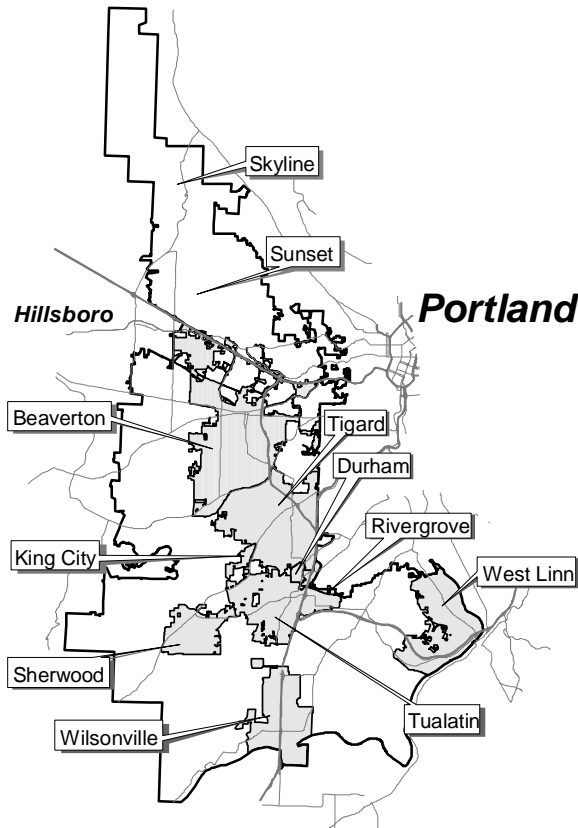
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District Overview

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.



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 City of West Linn's preceding fire protection contract, in place since July 1, 1998, called for the conditional transfer of all fire department employees to the District. Under the prior fire protection contract, the City retained ownership of its assets, including apparatus and facilities, but the District utilized and operated their equipment and facilities. Upon annexation, the title to the equipment and facilities transferred to the District.

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 **447,334**.

The District will have approximately **437** employees, supplemented by approximately 100 volunteers. Fire and rescue services are provided from 23 career and volunteer fire stations, 32 fire engines, four ladder trucks, three aerial pumpers, three hazardous materials response units, four technical rescue units, seven water tenders, seven brush rigs, and several other pieces of equipment, including medics and water rescue, a Mobile Command Unit, and a large fleet utilized to supplement response needs.

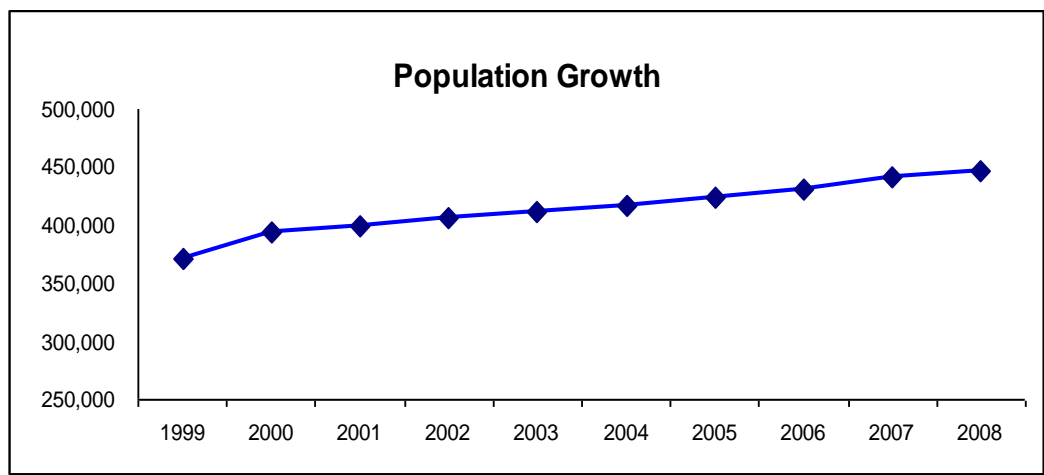
SERVICE AREA

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

District Overview, continued

POPULATION

The District lies within one of the fastest growing regions of the state of Oregon.



Fire stations are strategically placed throughout the District to protect high property value and population densities. Two operating division headquarters are also placed strategically in the District so that citizens have a local source for burn permit information and other interactions with their fire marshals and staff for community fire and safety information.

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 projected revenue forecasts for property tax revenue based on reduced projected growth of assessed value and lower collection rates.

The local economy is affected by the slowdowns in almost all business sectors from high technology to finance and construction. Oregon's unemployment rate a 12.4 percent across the state as of May 31, 2009, is the second highest in the nation.

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 4.9% for the property tax year 2008-09, but it is conservatively forecasted to grow at only 3.3% for 2009-10, based upon information from the Washington County Assessor's office.

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

District Overview, continued

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.

This area serves as the home to internationally recognized companies such as Nike, Mentor Graphics, InFocus, Tektronix, and Planar Systems, in addition to several growing companies such as Digimarc, Pixelworks, and Jana’s Classics. Top metropolitan area employers include Intel, Fred Meyer, Quest Communications International, Portland General Electric, IBM, Kaiser Permanente, Providence Health System, U.S. Bank, Freightliner, Tektronix, Nike, and Maxim Integrated Products. The area has attracted significant retail and wholesale marketers such as Costco Wholesale Clubs, Dayton-Hudson 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
- High angle 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.

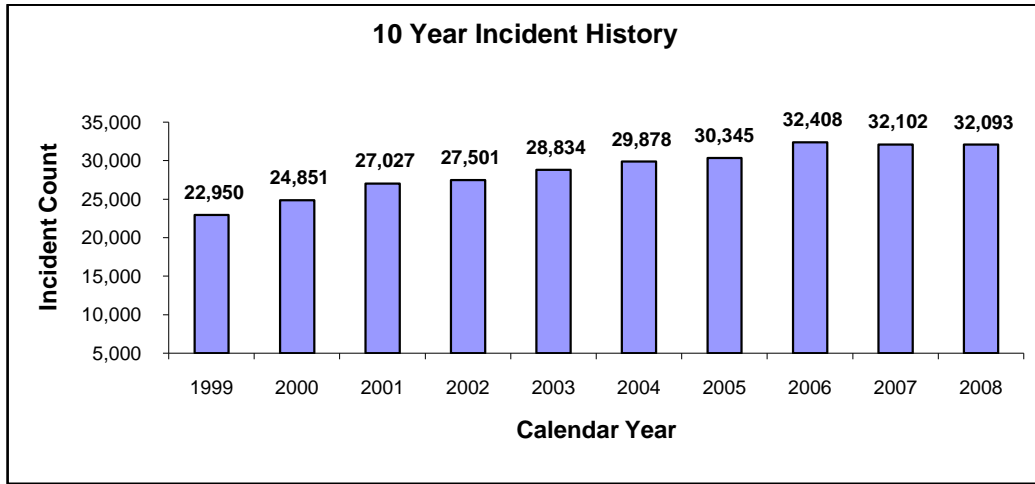
Within the Fire Prevention Division, the District coordinates all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the citizens within its boundaries. The Deputy Fire Marshals and Inspectors provide code enforcement inspections 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’s Emergency Operations division 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 **170** 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 years are reflected below.



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

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 2009-10 budget, continued investment in props to practice live fire training are proposed.

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 Division
- Fire Chief Role and Executive Functions
- Emergency Services
- Fire Prevention
- Purchasing
- Maintenance
- Community Services

District Overview, continued

MISSION STATEMENT

Tualatin Valley Fire & Rescue...Dedicated to providing 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.

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, 2009

<i>Board Members</i>	<u>Term Expiration</u>
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
Larry G. Goff, <i>Member</i>	June 30, 2009
Gordon L. Hovies, <i>Member-elect</i>	June 30, 2013
<i>Citizen Members</i>	
Leland H. Ascher, <i>Member</i>	June 30, 2011
Daniel M. Lewis, <i>Member</i>	June 30, 2009
Christopher D. Harris, <i>Member</i>	June 30, 2009
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
- **Michael R. Duyck**, Assistant Chief
- **Debra L. Guzman**, Chief Financial Officer
- **Kirk A. Hale**, Assistant Chief
- **Dustin E. Morrow**, Assistant Chief

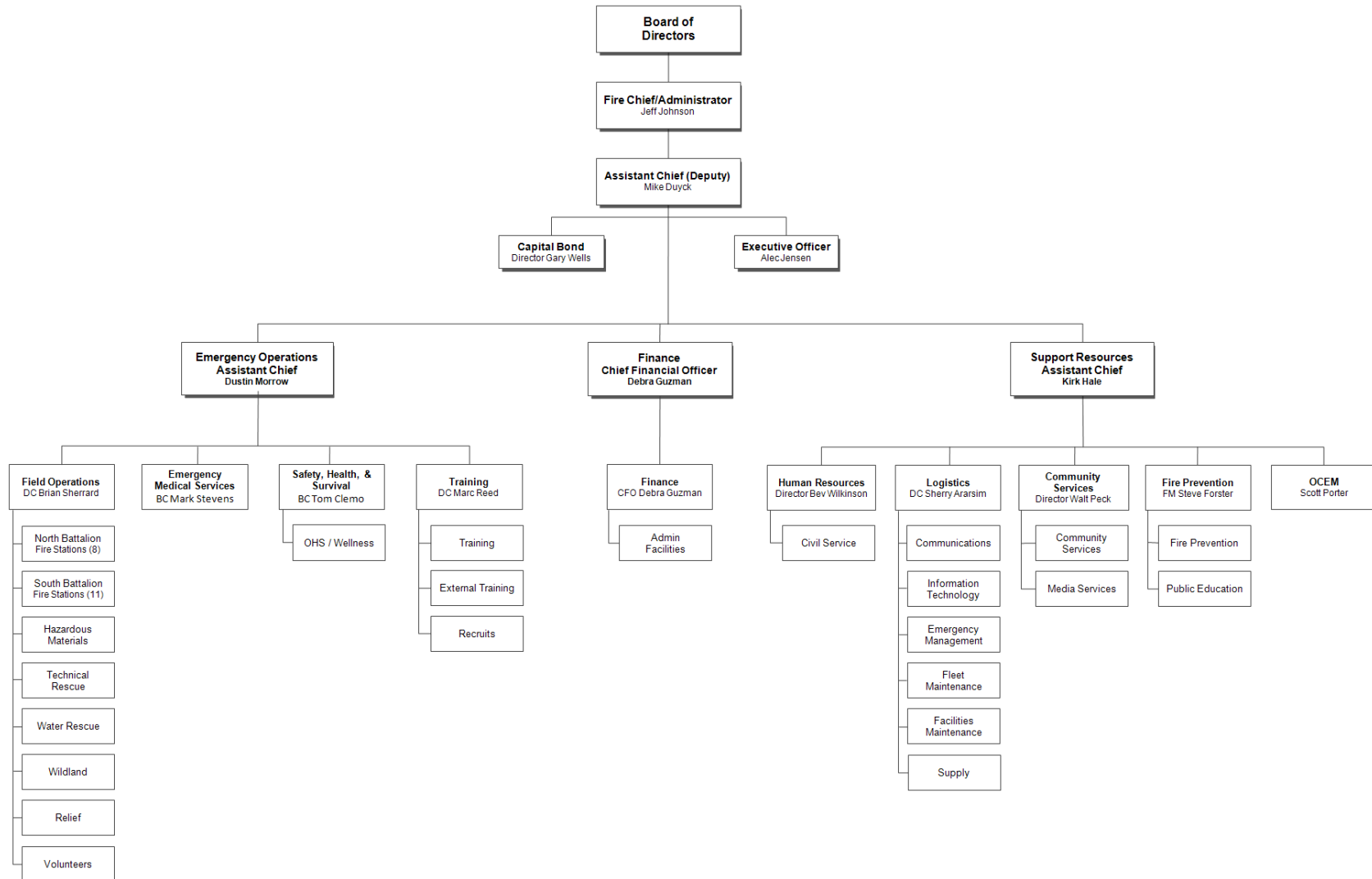
*TVF&R is an internationally
accredited agency.*



**Commission on
Fire Accreditation
International**

District Overview, continued

ORGANIZATIONAL CHART



Message from the Fire Chief

JUNE 23, 2009

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

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

I am pleased to transmit to you the 2009-10 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 the midst of almost daily economic news detailing the impacts to both our local and national economy from the credit crisis and business downturn, we find ourselves in a position of relative financial strength to weather the economic cycle and prepared to support the operations of the District, in order to provide the essential services our citizens need. The proposed 2009-10 budget funds continuing emergency response deployment improvements, management of the voter approved capital bond program, and continued investment in the quality and effectiveness of District operations. 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 thousand, which supplements our permanent levy rate of \$1.5252 per thousand dollars of assessed value. This levy, first approved by our voters for fiscal year 2001-02, was renewed at the same rate of 25 cents per thousand dollars of assessed value a third time by our voters last November, thus ensuring relative financial stability through fiscal year 2014-15. Property taxes are essentially the sole funding source of the District and are not directly linked to the economic cycle, because in prior years the assessed value was delinked from the market value of property. Nonetheless, we are being cautious in both our projected collection rate of property taxes (dropping it to 92% from a more normal 94%), and in dropping our projected combined assessed valuation growth rate, which comes from a combination of new growth and increases in value. The Washington County May 1, 2009 Department of Assessment and Taxation Projected Assessed Values by Tax District report for fiscal year 2009-10 indicates that the assessed value ratio to actual market value is 57.7% in Washington County. The report forecasts for the District an overall projected growth rate in assessed valuation of 3.3% within the county. We have lowered our projections to reflect these lower levels. We will continue to proactively monitor our collection rates and assessed valuation actual percentage change results, which we will receive in late October 2009, and are prepared to make adjustments that would be necessary to ensure that we meet our fund balance target of five full months of ending fund balance at the end of each year.

Conversely, due to the lag in the development of biennial PERS actuarial reports for rate setting purposes, the District will experience a PERS rate reduction for the period July 1, 2009 through June 30, 2011, of 1.04%. These rates were based upon the very strong market returns in 2006 and 2007. Because the District fully expects the 2008 and 2009 investment returns to have a dramatic negative impact upon the PERS rates for the period beginning after July 1, 2011, the District has budgeted to keep charging the operating units the prior PERS rates and allocate the difference to the District's PERS rate reserve fund previously established when the State PERS system was projecting significant increases. We anticipate the PERS reserve funds will help us smooth the impact of the actuarially projected 6-7% PERS rate increases now forecasted for the 2011 and 2013 bienniums on the District's budget, so that we will not impact core services.

The proposed budget for 2009-10 reflects the addition 6.2 firefighters, and one Administrative Assistant in Emergency Operations. Within the Finance Division, a Controller position to add depth to the finance department and a Purchasing Manager position to support the organization-wide contract administration, bid management, and purchasing requirements of Oregon statutes for governmental entities were recommended on a permanent basis, reflecting the continuing complexity of the financial and legal operations of the District. A Facilities Technician position has been long planned as part of the long-term financial plan to support the core facility maintenance needs of the District's facility infrastructure. In addition, the District's continued goal of strong project management of the District's capital bond program has had dramatic impacts upon the workload of many departments, and a Logistics Manager – Facilities is proposed to assist the District in these endeavors by allowing the reassignment of an existing Facilities Manager. For the financial system conversion, in the Supply department, there is a temporary increase of .5 FTE to supplement staff time to work on the inventory and purchasing modules. These increases were offset in part by a net .37 decrease in Fire Prevention and a .50 decrease in a Training Officer. As the District reorganized where Public Education was best aligned and moved it from a separate program sharing Media personnel to the Fire Prevention division, and a Training Officer retired who was supporting the District's part-time behavioral health position, the District made several realignments of personnel and job functions. We are nearing the end of succession planning for top management transitions, with contracts for retirements for three top managers. We now begin focusing on the next wave of retirements in the next five years in the mid-management group, and will continue to grow, develop, and revise job functions to best align operations to District citizen needs.

Message from the Fire Chief, continued

The District issued the second series of general obligation bonds in the amount of \$14,000,000 in March 2009, to fund construction of stations 53, 59, and 59. Because this issuance was in the midst of the national and world-wide credit crisis, the District elected to issue at that time only for the specific construction projects that were to go to bid this spring. The District received a very strong response to the debt issuance with a net true interest cost of 3.7% and affirmation of our Moody's rating as an Aa1 credit. A recent opportunity to purchase a building for a Command and Business Operations Center at a significantly lower cost than originally projected to construct it, coupled with the strong response we received in the March sale, led the District to sell another \$15,000,000 of bonds in June 2009. Because the sale was not finalized until June 2009, the District had presented estimated tax levy requirements for Budget Committee review and at budget adoption at the June 23, 2009 budget hearing, reduced the tax levy and budget to match the actual terms of the sale. The District received a net true interest cost of 3.82903%. The proceeds of the bond sales and the usage on projects are being accounted for in the Capital Projects Fund. Those issues of \$14,000,000 and \$15,000,000 respectively, brings the amount issued to \$34,000,000 of the total of \$77.5 million authorized by our voters in the November 2006 election to fund capital infrastructure needs of the District through approximately 2015-16, through a series of bond issuances matched to project timing.

The largest cost component of our financial forecasts is the cost of personnel. Local 1660 represents all career firefighters, Training, and Fire Prevention staff. The District and Union have negotiated a new three-year contract beginning July 1, 2009. The contract continues to tie the 2009-10 raises to the CPI-W All Cities Annual for 2008, which is an average of the average of the last 12 months of average monthly CPI-W. This contract provides significant operational flexibility to the District to deploy one and two person units and protects the District with wage and healthcare caps and the employees with a minimum wage increase, but with a later years' redirection to retirement savings. As a result, the District and union personnel will be assured of relative financial stability for the next three years. Effective June 23, 2009, a commensurate increase in the range was approved for the non-union work force for 2009-10.

CFAI ACCREDITATION

First awarded in August 2000, Tualatin Valley Fire & Rescue achieved accreditation through the Center for Public Safety Excellence's Commission on Fire Accreditation International (CFAI) for a second time in March 2006, after an intensive and comprehensive self-assessment exercise and an 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 toward industry and self-defined standards and District-adopted goals. The District has budgeted for an on-site visit by the accreditation team late in fiscal year 2009-10, where the assessment team will conduct an in-depth review of our operations. The associated costs of the team's travel and site expenses are included in the Fire Chief's Office budget.

SIGNIFICANT BUDGET ITEMS

Personnel. This budget represents a total of approximately 437 personnel, including an increase of approximately 11 people planned to add to Emergency Operations, provide staffing for strong fiscal and project management of the \$77.5 million capital bond program, and provide temporary staffing to allow current staff to work on the complete system conversion of multiple separate accounting, inventory, work order, and other systems through an Enterprise Resource Planning system. The District has long-planned to add staff at key points in our long-term financial and

Message from the Fire Chief, continued

building planning and 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 the reserves, strong fiscal management, and foresight of our voters and elected officials that we can do so, and in doing so, manage most prudently our limited resources for the highest benefit of the taxpayers. We also continue funding for local option levy supported firefighter and support staff positions and have proposed additional positions in areas of the business operations whereby the complexity demands it.

Apparatus Investment. Support by our voters of our general obligation bond and local option levy has allowed us to standardize and improve our fleet and decrease the average age of our apparatus to meet our goal of less than 12 years average age. We have budgeted for three water tenders, two rehabilitation units, one medic unit, and several alternative deployment rapid intervention units, such as motorcycle and small car units.

Facilities Remodels and Relocation. The budget reflects the construction of the two new City of West Linn fire Stations 58 and 59, the seismic reconstruction of Station 53 in the Progress area, funded with March 2009 general obligation bond proceeds, and continued design and development of Station 56 in Wilsonville, Station 65 in West Slope, and Station 34 in Tualatin.

Command Center Building Purchase, Seismic Enhancement and Improvements. The District used budgeted funds of \$15,000,000 from the June 2009 bond sale to purchase a building for the Command and Business Operations Center in central Tigard. Seismic reinforcement and tenant improvements of the building will occur during fiscal year 2009-10. Staff research showed that due to recent real estate market conditions as a result of the significant economic slowdown in the local economy; the purchase of the building, its seismic reinforcement and tenant improvements to construct the inner offices, walls, and infrastructure could be accomplished in a site central to the District and would save several million dollars over the projected construction costs on a different site.

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 12 cents per thousand. We anticipate tax receipts of the levies at a 92% collection rate and assessed value growth of 3.3%.

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 2009-10 fiscal year budget to you for your approval.

Sincerely,

Tualatin Valley Fire and Rescue



Jeffrey D. Johnson
Fire Chief/Administrator

Financial Overview

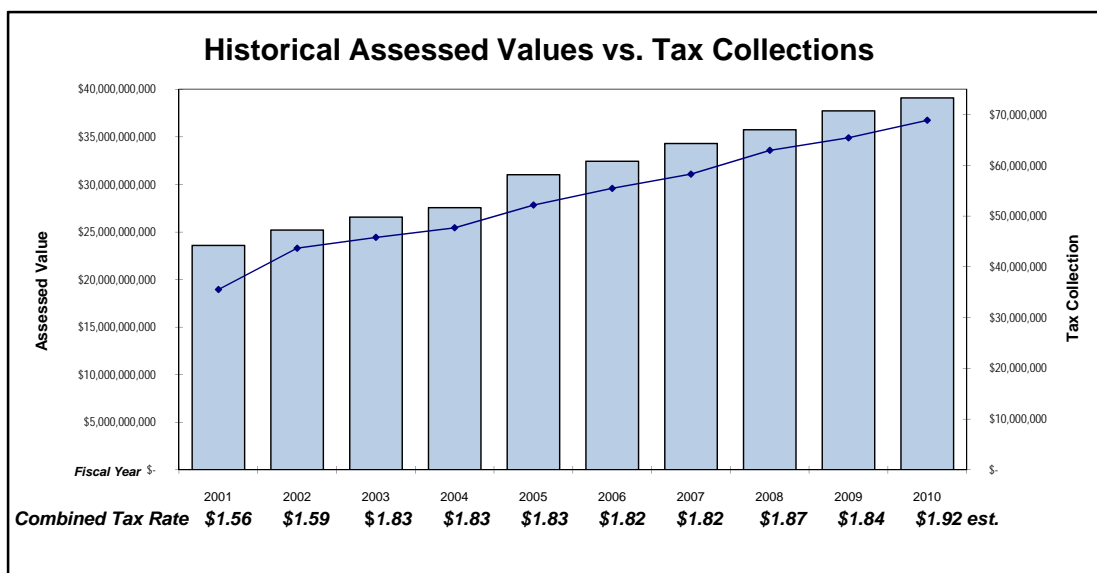
TAX RATES

General Fund – Permanent Rate	General Fund - Local Option Tax Levy	Bonded Debt
Expected Assessed Valuation: \$ 39,090,689,449	Expected Assessed Valuation: \$ 39,090,689,449	Expected Assessed Valuation: \$ 39,090,689,449
General Fund Tax Rate Levied: \$ 1.5252/\$1,000	General Fund Tax Rate Levied: \$ 0.25/\$1,000	Est. Bonded Debt Tax Rate: \$ 0.1227/\$1,000
Estimated General Fund Total Levy: \$ 59,621,120	Estimated General Fund Total Levy: \$ 9,772,672	Bonded Debt Total Levy: \$ 4,797,724
Expected Collection Rate: 92.0%	Expected Collection Rate: 92.0%	Expected Collection Rate: 92.0%
Expected Collections: \$ 54,851,430	Expected Collections: \$ 8,990,859	Expected Collections: \$ 4,413,906

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
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
1999	31,717,895	29,844,244	94.09	898,003	30,742,247	96.92

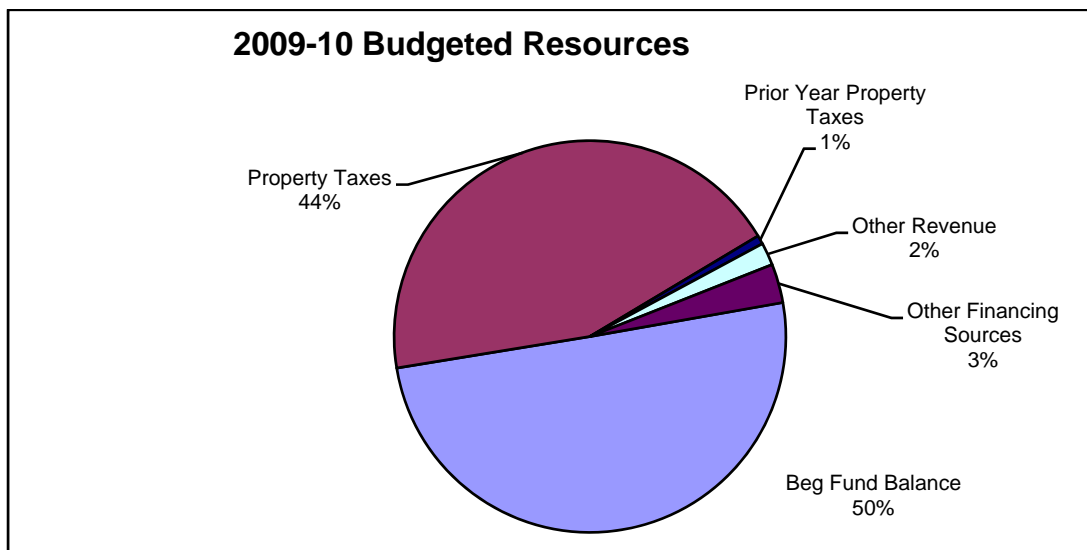
ASSESSED VALUES VS. TAX COLLECTIONS



Financial Overview, continued

2009-10 BUDGETED RESOURCES

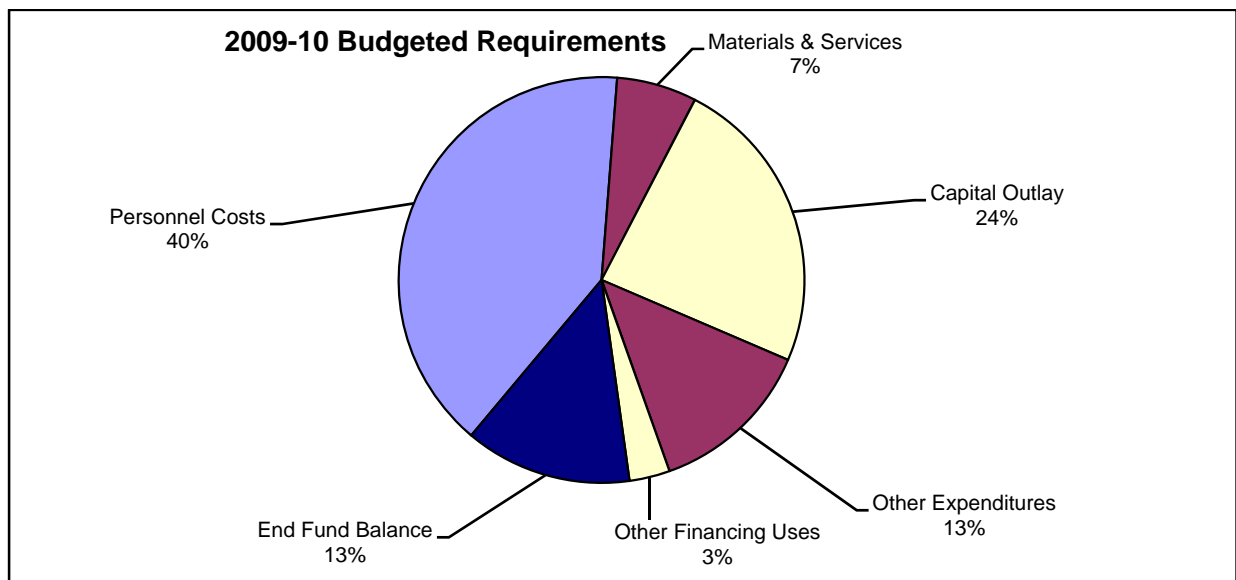
Resources	Beginning Fund Balance	Property Taxes	Prior Years Property Taxes	Other Revenue	Other Financing Sources	2009-10 Budget
Major Funds						
General	\$30,585,092	\$63,842,289	\$1,093,777	\$1,220,542		\$96,741,700
Capital Projects	31,087,308			87,500		31,174,808
Non Major Funds						
Apparatus	1,140,179			18,002	\$500,000	1,658,181
Capital Improvements	6,400,338			105,656	2,672,209	9,178,203
Emergency Management					55,248	55,248
Grants				1,380,000	320,000	1,700,000
Retiree Medical Ins. Stipend	201,275			2,716	83,285	287,276
Bonded Debt Service	319,734	4,413,906	34,178	14,700		4,782,518
Insurance	678,520			26,482		705,002
Property and Building	7,209,414			90,118	1,350,000	8,649,532
Pension Trust	353,455			351		353,806
Volunteer LOSAP	674,318			674	39,274	714,266
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 Budgeted Resources	\$56,783,151	\$65,437,782	\$1,045,685	\$2,423,900	\$34,231,038	\$159,921,556
Total 2007-08 Actual Resources	\$57,441,384	\$64,627,070	\$1,057,190	\$4,513,190	\$2,764,125	\$130,402,959



Financial Overview, continued

2009-10 BUDGETED REQUIREMENTS

Requirements	Personnel Costs	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2009-10 Budget
Major Funds							
General	\$60,974,778	\$9,060,114		\$5,845,071	\$5,020,016	\$15,841,721	\$96,741,700
Capital Projects			\$31,100,000	74,808			31,174,808
Non Major Funds							
Apparatus				500,000		1,158,181	1,658,181
Capital Improvements			3,547,639	3,415,528		2,215,036	9,178,203
Emergency Management	46,179	9,069					55,248
Grants		100,000	1,600,000				1,700,000
Retiree Medical Ins. Stipend	110,103					177,173	287,276
Bonded Debt Service				3,913,181		869,337	4,782,518
Insurance		705,002					705,002
Property and Building			699,300	7,950,232			8,649,532
Pension Trust	348,806	5,000					353,806
Volunteer LOSAP	714,266						714,266
Total 2009-10 Budgeted Requirements	\$62,194,132	\$9,879,185	\$36,946,939	\$21,698,820	\$5,020,016	\$20,261,448	\$156,000,540
Total 2008-09 Budgeted Requirements	\$59,040,793	\$10,823,673	\$43,127,478	\$16,416,227	\$4,631,038	\$21,882,347	\$159,921,556
Total 2008-07 Actual Requirements	\$51,464,649	\$7,345,508	\$8,163,030	\$3,306,892	\$2,764,125	\$57,358,755	\$130,402,959



Financial Overview, continued

2009-10 FUND BALANCE BUDGETED

Resources	Beginning Fund Balance	Ending Fund Balance	Change in Fund Balance	Percent Change in Fund Balance
Major Funds				
General	\$30,585,092	\$15,841,721	\$(14,743,371)	-48.2%
Capital Projects	31,087,308	0	(31,087,308)	-100.0%
Non Major Funds				
Apparatus	1,140,179	1,158,181	18,002	1.6%
Capital Improvements	6,400,338	2,215,036	(4,185,302)	-65.4%
Emergency Management	0	0	0	0
Grants	0	0	0	0
Retiree Medical Ins. Stipend	201,275	177,173	(24,102)	-12.0%
Bonded Debt Service	319,734	869,337	549,603	171.9%
Insurance	678,520	0	(678,520)	-100.0%
Property and Building	7,209,414	0	(7,209,414)	-100.0%
Pension Trust	353,455	0	(353,455)	-100.0%
Volunteer LOSAP	674,318	0	(674,318)	-100.0%
Total 2008-09 Budgeted Resources	\$78,649,633	\$20,261,448	\$(58,388,185)	-74.2%

The District budgets for a significant decrease in fund balance in the General Fund, while not expecting the decrease to occur from actual operations. 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. Because the District has budgeted to expend all bond proceeds, the Capital Projects fund reflects \$31,087,308 of the \$58 million fund balance decrease. 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 2009-10 and in the future is depicted on page 16. Because of the sale of \$29,000,000 in general obligation bonds in fiscal year 2009, the Apparatus Fund and the Property and Building Fund are not expected to be significantly utilized in the next few years, except as advance funding in between bond sales that can be reimbursed after the next bond sale. The District has budgeted for contingency in each of these funds, which is expected to be returned to fund balance at the end of fiscal year 2009-10, such that both funds will have no decrease in fund balance. The Capital Improvements Fund's fund balance had been building to fund sizeable purchases and is expected to decline as the District purchases turnouts, PC and laptop replacements, and funds the ERP software as it is phased in. The Capital Projects Fund represents the usage of bond proceeds on projects authorized by the voters and is expected to be utilized in full through the next 24 months. 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.

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 and Retiree Medical Stipend Fund are planned to continue to wind down as these funds meet their obligations. 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

	2009-10	2010-11	2011-12	2012-13	2013-14
Beginning Fund Balance	\$30,800,000	\$28,500,000	\$25,300,000	\$22,200,000	\$20,400,000
Property Tax Revenue	64,900,000	67,200,000	69,700,000	74,400,000	78,000,000
Investment and Interest Income	800,000	700,000	1,100,000	1,400,000	1,400,000
Charges for Services	1,000,000	1,000,000	1,000,000	1,100,000	1,200,000
Insurance Refunds	200,000	300,000	300,000	300,000	300,000
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$97,800,000	\$97,800,000	\$97,500,000	\$99,500,000	\$101,400,000
Personnel Costs	\$57,900,000	\$60,900,000	\$63,300,000	66,400,000	69,400,000
Materials and Services	8,000,000	8,100,000	8,400,000	8,900,000	9,400,000
Transfers Out	3,400,000	3,500,000	3,600,000	3,800,000	4,100,000
Total Expenditures	69,300,000	72,500,000	75,300,000	79,100,000	82,900,000
Ending Fund Balance	\$28,500,000	\$25,300,000	\$22,200,000	\$20,400,000	\$18,500,000
Months of Fund Balance	5.2	4.4	3.7	3.2	2.8

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, as well as the need for enhanced service levels in both emergency responses and support of emergency operations.

Message from the Chief Financial Officer

JUNE 23, 2009

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 2009-10, beginning July 1, 2009, and ending June 30, 2010, 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 2009-10 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.

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.

Message from the Chief Financial Officer, continued

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	2008-09 Budget	2009-10 Budget	Increase (Decrease)
Personnel Services	\$59,040,793	\$62,194,132	\$3,153,339
Materials and Services	10,823,673	9,879,185	(944,488)
Capital Outlay	47,127,478	36,946,939	(10,180,539)
Debt Service	3,316,575	3,913,181	596,606
Operating Transfers Out	4,631,038	5,020,016	388,978
Operating Contingency	13,099,652	17,785,639	4,685,987
Ending Fund Balance	21,882,347	20,261,448	(1,620,899)
Total Expenditures	\$159,921,556	\$156,000,540	\$3,921,016

The proposed budget requirements for fiscal year 2009-10 for all funds totals \$156,000,540, which is \$3,921,016 lower than the \$159,921,556 in the current year. The largest change relates to the continued construction and capital projects that are in progress from the phased in bond sales that are part of the overall \$77.5 million dollars approved by our voters in 2006, to fund capital projects for the next several years. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2009-10 SIGNIFICANT CHANGES

PERSONNEL SERVICES

Personnel Services increased 5.3%, reflecting a combination of added staffing on emergency response units, addition of staff to support the capital construction project management, and to provide interim staffing to allow existing staff to work on the financial system conversion project as well as adding critically needed positions in Finance and other areas of the business. In addition to the net of these 10.83 additional positions, the District's union personnel will receive a 4.1% raise based on the December 31, 2008 All Cities Annual Average CPI-W, which is a lagging index that averages 12 months of average CPI-W data. The District and the union entered into a new three-year agreement for the period beginning July 1, 2009, which will provide both the District and the union a strong measure of financial predictability and stability during the next three years. The District's non-union personnel were budgeted commensurately.

Message from the Chief Financial Officer, continued

MATERIALS AND SERVICES

Materials and Services decreased \$929,928 overall. The General Fund reflects an overall decrease of \$398,405. With the volatility of these economic times for our taxpayers, the District took the direction to hold the line or decrease, if possible, discretionary accounts in Materials and Services. Accounts such as Office Supplies, Building Repairs and Maintenance, Consultant Fees, Other Professional Services, Legal Fees, Printing, External Training, Travel and Per Diem, and Dues and Subscriptions all have decreases for 2009-10. The Capital Projects Fund reflects a decrease of \$600,000 as bond issuance expenses were budgeted in 2008-09 and not repeated in 2009-10.

CAPITAL OUTLAY

Capital Outlay decreased \$10,180,539 or approximately 21.6% to a total of \$36,946,939. While the overall capital budget requests in the Capital Improvement Fund's capital outlay decreased \$214,639 to a total of \$3,547,639, there are budgeted significant operating capital items such as firefighter turnout replacements of \$900,000 and District-wide scheduled end-user computer, laptop, and monitor replacements of approximately \$428,000, as well as continued phased-in progress payments on the financial systems conversion project. Capital Outlay in the Property and Building Fund increased by \$469,300 to fund station, Training Center, and Administration renovations. The Capital Projects Fund was decreased \$12,010,000 to \$31,100,000. This is a result of the expenditures of the 2007 bond sale proceeds in 2008-09, which will not be repeated in 2009-10. The Capital Projects Fund will fund Stations 53, 58, and 59 reconstruction, and a Command and Business Operations Center with seismic improvements as well as purchases for future, emergency response apparatus, and other projects.

DEBT SERVICE

Total budgeted debt service expenditures are scheduled to increase by \$596,606 due to the March 2009 bond sale for \$14,000,000 and the June 2009 bond sale for \$15,000,000. The debt service is budgeted in the Debt Service Fund for the repayment of the Series 2007 bonds, the new Series 2009 bonds sold in March of 2009 and the new Series 2009 B bonds sold in June of 2009.

TRANSFERS

Transfers are increased by \$388,978 to \$5,020,016, reflecting transfers to the capital funds for future capital projects. Transfers are made to the Apparatus Fund, the Capital Improvement Fund, the Emergency Management Fund, Grant Fund, Retiree Medical Insurance Stipend Fund, Property and Building Fund, and the Volunteer LOSAP Fund. The Capital Improvements Fund receives \$2,672,209 of transfers from the General Fund and the Property and Building Fund will receive \$1,350,000 from the General Fund.

CONTINGENCIES

Contingencies across all funds are budgeted at \$17,771,079 for 2009-10, up \$4,671,427 from the prior year. The Property and Building Fund's contingency was increased by \$3,688,939. The Capital Projects Fund comprises a decrease of \$549,922 in contingency. The General Fund's contingency remained 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.

ENDING FUND BALANCE

The majority of amounts for Ending Fund Balance are related to the General Fund, \$15,841,721; the Apparatus Fund, \$1,158,181; the Capital Improvements Fund, \$2,215,036; the Bonded Debt Service Fund, \$869,337; and the Retiree Medical Insurance Stipend Fund, \$177,173. The District seeks a stable General Fund balance and conservatively forecasts the actual ending fund balance to be approximately \$27,300,000, which equates to an estimated five months of operating funds.

Message from the Chief Financial Officer, continued

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 \$18,000,000 outstanding. These bonds will mature over a 20 year period. In March 2009, the District sold \$14,000,000 of Series 2009 bonds. These bonds will mature in 2024. The District sold \$15,000,000 of Series 2009B bonds in June 2009. These 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, 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 new bond will be funding continued land purchases for new fire stations, the construction of two 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	2008-09 Budget	2009-10 Budget	Increase (Decrease)
Beginning Fund Balance	\$56,783,151	\$78,649,633	\$21,866,482
Property Tax, Current Year	65,437,782	68,256,195	2,818,413
Property Tax, Prior Year	1,016,230	1,124,883	108,653
Other Taxes and Interest on Tax	57,128	44,477	(12,651)
Interest on Investments	1,697,407	889,999	(807,408)
Program Revenue	137,550	137,000	(550)
Service Contracts	287,900	270,000	(17,900)
Regional Hazardous Response	5,500	5,500	0
Accounting Service Revenues	37,660	45,440	7,780
Training Center Revenues	81,560	54,897	(26,663)
Rental Income	83,950	91,500	7,550
Donations and Grants	25,200	1,380,000	1,354,800
Transfers from Other Funds	4,631,038	5,020,016	388,978
Proceeds from Debt Issuances	29,600,000	0	(29,600,000)
Other Revenues	39,500	31,000	(8,500)
Total Revenues	\$159,921,556	\$156,000,540	(\$3,921,016)

Message from the Chief Financial Officer, continued

BEGINNING FUND BALANCE

Beginning Fund Balance has increased over 38.5% to \$78,649,633 for all funds. The General Fund's budgeted beginning fund balance was increased by \$4,203,392, reflecting that we had been able to meet our goal of increasing fund balance prior to hiring additional staff. Our General Fund has a targeted goal to provide at least five months of operating funds before we receive our tax collections. The beginning fund balance in the Apparatus Fund increased by \$541,679, as we did not have to utilize this fund as we had sold general obligation bonds. In the Capital Improvements Fund, the beginning fund balance increased by \$1,003,471, as several significant projects budgeted were carried forward. The increase in the Capital Project fund reflects the proceeds from the \$14,000,000 March 2009 bond sale and \$15,000,000 from the June 2009 bond sale.

LOCAL OPTION LEVY

Our local option levy was renewed at the November 2008 election with 61% voter approval. This will continue funding through June 30, 2015.

PROPERTY TAXES - CURRENT YEAR

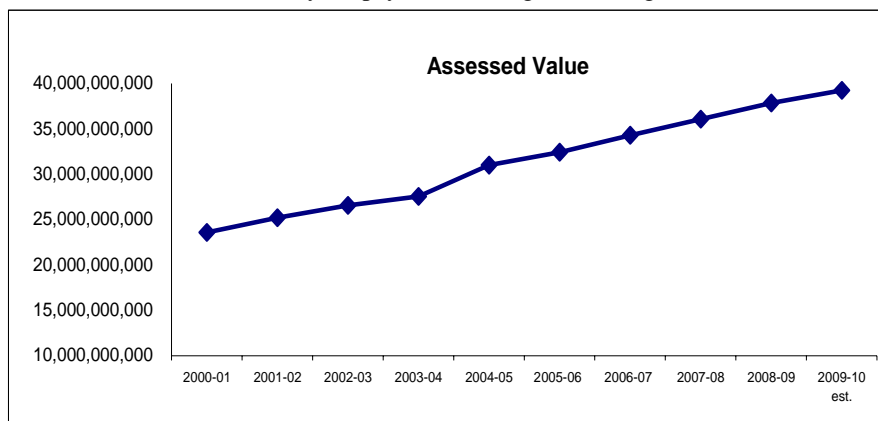
General operating property taxes are based upon the District's assigned "permanent tax rate" of \$1.5252, multiplied by the assessed valuation within the District and supplemented by a local option levy. The local option levy was renewed by voters in November 2008, and will be levied annually through 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 2007-08, the Washington County Assessor estimated the Average Maximum Assessed Value was 57.7% of Average Real Market Value for residential property¹. For purposes of our budget, we assumed a 3.3% 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 the impact on assessed value. A collection rate of 92.0% 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.

How does TVF&R get their money?

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

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

*GO Bond Repayment
Levy of \$.12/\$1,000 AV.*



Taxes levied at \$1.5252 for general operations against an estimated \$39.1 billion in assessed valuation are expected to provide approximately \$54,841,430 in collections. The local option levy of \$.25 per thousand dollars of assessed valuation is expected to provide collections of \$8,990,859. We will also levy \$4,782,518 for our general obligation bonds. This bond levy is expected to result in a levy rate of 12 cents per thousand dollars of assessed valuation and approximately \$4,413,906 in collections.

¹ "Projected Assessed Values by Tax District for Fiscal Year 2009-10," May 1, 2009, Department of Assessment and Taxation, Washington County, Oregon.

Message from the Chief Financial Officer, continued

PROPERTY TAX-PRIOR YEAR

Total taxes outstanding totaled \$2,473,346 at the fiscal year ended June 30, 2008. At the beginning of the previous fiscal year, that amount totaled \$1,963,902. Of the June 30, 2008 amount, \$1,768,575 was for taxes levied during that fiscal year, while \$704,771 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2009 receivables.

INTEREST ON INVESTMENTS

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated .5-1% versus 2-3% in the prior year. The governmental fund types and capital funds are largely invested in the Oregon Local Government Investment Pool 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 2009 are lower than the actuarial projections. The Pension Trust fund has been liquidated to cash equivalent type investments, as it is expected to be in its final year of funding from Trust assets.

Transfers into and out of pool accounts are made by telephone prior to 11:00 a.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.

SERVICE CONTRACTS

The Occupational Health Services program is scheduled for \$180,000 in contract revenues with other agencies, and the EMS Division is scheduled to receive \$90,000 of contract fees related to ambulance franchise collaborative agreements.

ACCOUNTING SERVICE FEES

Accounting Service Fees reflects changes to external agreements.

PROGRAM REVENUE

These revenues are primarily from apparatus maintenance (\$72,000) and the Occupational Health Services program (\$65,000). 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.

DONATIONS AND GRANTS

The District has been awarded and applied for several grants in 2005, 2006, and 2007, in the areas of public education, communications, and other areas. The District intends to continue to actively pursue grant funding in future years. The 2009 budget reflects our goal of receiving additional funding for seismic improvements and cardiac media campaigns.

TRANSFERS

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 Apparatus

Message from the Chief Financial Officer, continued

Fund, Capital Improvements Fund, the Emergency Management Fund, the Retiree Medical Insurance Stipend Fund, the Property and Building Fund, and the Volunteer LOSAP Fund.

TRAINING CENTER REVENUES

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

RENTAL INCOME

Leases for surplus space are reflected in the revenue in rental income, as well as new leases made on our microwave towers to cellular phone companies for tower leases.

MISCELLANEOUS

Revenues include \$11,000 for unspecified revenues. Insurance refunds were not re-budgeted for 2009-10, as a sizeable refund for the rolling three year retrospective evaluation was made during 2008-09, and may not be repeated.

SUMMARY

The adopted budget for fiscal year 2009-10 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2009-10 promises to be a year of many challenges to the organization, as we manage our many bond projects, add to our firefighting workforce, 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 2009-10 budget.

Sincerely,
Tualatin Valley Fire and Rescue

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

Resolution to Adopt Budget

RESOLUTION 2009-03

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT TO ADOPT 2009-2010 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, 2009 and ending June 30, 2010, was approved by the District Budget Committee on May 21, 2009; and

WHEREAS, there was a request to increase General Fund Contingency and reduce Emergency Operations Materials and Services by \$14,560, and authorize two within-appropriation category account coding changes in the Support Resources Division; and

WHEREAS, the sale of bonds in June calls for a reduction in Debt Service Fund principal and interest from \$4,184,954 to \$3,913,181 to reflect the actual versus estimated debt service schedule for the Series 2009B general obligation bonds and reduce the property tax revenue correspondingly.

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 corrected total appropriations; and

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2009-2010 fiscal year in the amount of \$135,739,092, 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, 2009, for the purposes shown are hereby appropriated as follows:

GENERAL FUND

By Fund

Personnel Services	\$60,974,778
Materials and Services	9,060,114
Transfers	5,020,016
Contingency	<u>5,845,071</u>
Total	\$80,899,979

Resolution to Adopt Budget, continued

By Function

Administration Division	
Personnel Services	\$ 1,854,529
Materials and Services	<u>365,090</u>
Total	\$ 2,219,619
District Non-Organizational	
Transfers	\$ 5,020,016
Contingency	<u>5,845,071</u>
Total	\$10,865,087
Emergency Operations Division	
Personnel Services	\$ 47,545,155
Materials and Services	<u>2,823,702</u>
Total	\$ 50,368,857
Finance Division	
Personnel Services	\$ 1,499,346
Materials and Services	<u>921,794</u>
Total	\$ 2,421,140
Support Resources Division	
Personnel Services	\$ 10,075,748
Materials and Services	<u>4,949,528</u>
Total	\$ 15,025,276

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 2,115,000
Debt Service - Interest	<u>1,798,181</u>
Total	\$ 3,913,181

APPARATUS FUND

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

Resolution to Adopt Budget, continued

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 3,547,639
Contingency	<u>3,415,528</u>
Total	\$ 6,963,167

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 46,179
Materials and Services	<u>9,069</u>
Total	\$ 55,248

GRANTS FUND

Materials and Services	\$ 100,000
Capital Outlay	<u>1,600,000</u>
Total	\$ 1,700,000

RETIREE MEDICAL INSURANCE STIPEND FUND

Personnel Services	\$ <u>110,103</u>
Total	\$ 110,103

INSURANCE FUND

Materials and Services	\$ <u>705,002</u>
Total	\$ 705,002

CAPITAL PROJECTS FUND

Capital Outlay	\$ 31,100,000
Contingency	<u>74,808</u>
Total	\$ 31,174,808

PROPERTY AND BUILDING FUND

Capital Outlay	\$ 699,300
Contingency	<u>7,950,232</u>
Total	\$ 8,649,532

Resolution to Adopt Budget, continued

PENSION TRUST FUND

Personnel Services	\$ 348,806
Materials and Services	<u>5,000</u>
Total	\$ 353,806


VOLUNTEER LOSAP FUND

Personnel Services	\$ <u>714,266</u>
Total	\$ 714,266

APPROVED AND ADOPTED, on June 23, 2009

Robert C. Wyffels, President

ATTEST:


Brian J. Clopton, Secretary - Treasurer

Resolution to Levy Taxes

RESOLUTION 2009-04

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 \$4,797,724 for bonds, and that these taxes are hereby imposed and categorized for tax year 2009-10, 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	\$ 4,797,724
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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 23, 2009

Robert C. Wyffels, President

ATTEST:


Brian J. Clopton, Secretary - Treasurer

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.

VISION AND PRINCIPLES

Our 2009 Strategic Plan is designed to support and build on the shared vision and principles familiar to every member of Tualatin Valley Fire & Rescue. Together, we invite all members of the communities we serve, along with our partner governmental agencies, to join us in supporting a shared vision for the safety of our community:

- Where safety from fire 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 ensures early detection and warning if fire occurs.
- Where every neighbor and every business does their part and participates with us 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.
- Where we anticipate, influence, and adapt to change in order to ensure that excellent service is continually available to every community we serve.
- Where we remain 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, we are recognized as an organization that exemplifies the concept of good government.

Strategic Plan, continued

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.”

ORGANIZATIONAL VALUES

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

- We value 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.

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 CFAIF¹F accredited agency status, CFODF²F, the current ISOF³F rating, the GFOAF⁴F status, the State Fire Marshal's Office "exempt jurisdiction" status, local fire code adoption including multi-family appendices, and compliance with DPSSTF⁵F and NIMS⁶F.
- 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 Office Designation

³ Insurance Services Office

⁴ Government Finance Office Association

⁵ Department of Public Safety Standards and Training

⁶ National Incident Management System

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>Better</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.

II. Increase citizens' participation in their safety and preparedness, and knowledge and support of District's services.	Trend
Outcomes anticipated indicating the goal is being achieved: <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.	 <i>No Change</i>

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
Outcomes anticipated indicating the goal is being achieved: <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.•	 <i>Better</i>

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
Outcomes anticipated indicating the goal is being achieved: <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.	 <i>Better</i>

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.

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
Outcomes anticipated indicating the goal is being achieved: <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.

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.	 <i>Better</i>

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 though 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.

- 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.	 <i>Better</i>

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.

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.	 <p><i>Meeting the Goal</i></p>

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.

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 the need for a general obligation bond to fund ongoing and long-term capital needs, future staffing requirements for fire station personnel and support staff to Emergency Operations in EMS, Training, Fire Prevention, Information Technology, Communications, Logistics, Finance, Facilities Maintenance, Fleet Maintenance, Wellness, and other areas. Staff began development of a multi-year support staff personnel plan to support increased fire station personnel. Staff also analyzed the need for future increases to the current local option levy in future elections and what the range of that increase might be. These forecasts are performed with consideration of future economic variables including labor costs, PERS rate increases, 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 2009-10 annual budget is designed to reflect the District's **Strategic Plan** for the 2009-10 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."

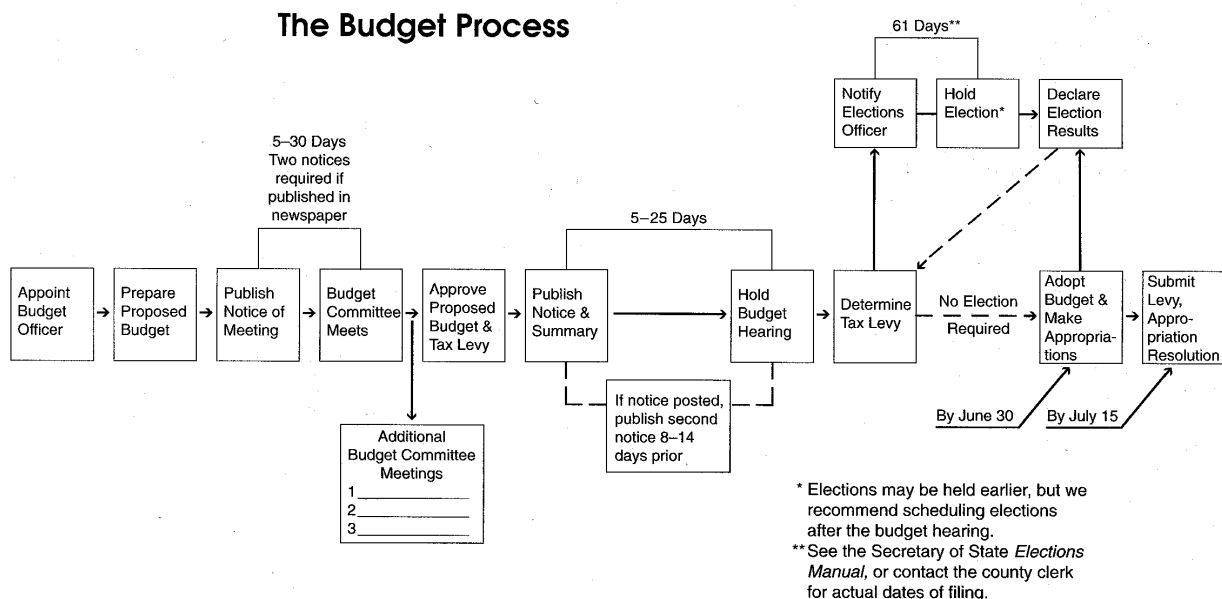
Accounting and budget policies are similar to the prior year. The **strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the 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 2008**, 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.



BUDGET CALENDAR

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▪ Internal Budget Committee meetings▪ Publish First Notice of Budget Committee Meeting
May	<ul style="list-style-type: none">▪ Finance Division prepares draft budget document for Budget Committee Meeting▪ 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 **May of 2009**. 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. Changes to the budget due to new information and Budget Committee recommendations may be incorporated through the **June 23, 2009 adoption of the budget** by the governing Board.

BUDGET AMENDMENTS

The process for **amending the budget** is provided for by Board policy contained in the Board Policy Manual and by state budget laws as outlined in Chapter 294 of the Oregon Revised Statutes. The governing body's spending authority within existing appropriations (set at personnel services, materials and services, and capital outlay by the levels in the adopting resolution on pages 24-48 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. One such hearing will be held on June 30, 2009.

The District utilized budget transfer resolutions during the year as more information was available in certain departments, such as in the Occupational Health Services program, where the volume of revenue and expenses exceeded staff expectations and allowed them to cover program expenses ahead of projections.

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 92.0 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 cost centers, which range from individual stations to support departments. The cost centers related to Emergency Operations are all combined into one operations division for overview budget presentation purposes. However, supplementing the Emergency Operations Administration department, the division is managed on a day-to-day basis from two geographic divisions, North and South, which are responsible for the individual stations and their division operations. The individual cost centers included in the jurisdiction of each division 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 **Fixed Assets Account Group** and the **Long-Term Debt Account Group**. Fixed assets for the District total almost \$32 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">▪ Boards and Commissions▪ General Administration▪ Community Services▪ Fire and Rescue Emergency Response Operations▪ Fleet Maintenance▪ Facilities Maintenance▪ Fire Prevention and Public Education▪ Training and Wellness▪ Human Resources and Civil Service▪ Finance, Treasury Management, and Accounting▪ Supply and Purchasing Operations▪ Communications and Information Technology▪ Emergency Management▪ 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 2009-10 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">▪ Building site acquisition▪ Construction projects for new facilities or major remodeling projects on existing buildings, such as seismic reconstruction

Budget Policies, continued

CAPITAL PROJECTS FUND

This fund accounts for the resources and expenditures related to the proceeds of the series 2007 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">▪ Investment maturities▪ Interest on invested funds▪ Gains and losses on investments (realized and unrealized)	<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.

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 2009-10 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	2009-10
Capital Improvements Fund	
Buildings and Improvements	\$ 34,300
Firefighters, EMS and Communications Equipment	2,005,020
Office, Building, and Computer Equipment	1,508,319
Total Capital Improvements Fund	3,547,639
Grants Fund	
Seismic Upgrades	1,600,000
Total Grants Fund	1,600,000
Property and Building Fund	
Station Seismic Reconstruction	699,300
Total Property and Building Fund	699,300
Capital Projects Fund	
Station Land and Improvements	150,000
Buildings and Improvements	28,650,000
Fire Apparatus	2,300,000
Total Capital Projects Fund	31,100,000
Total Capital Outlay for 2009-10	\$36,946,939

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.

Salary Administration

REPRESENTED EMPLOYEES

The District's new 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. With rare exception, 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:** To reward employees throughout the year and not only at appraisal time, the District will maintain recognition programs that recognize employees who perform their jobs at an exceptional level and exceed expected levels of quantity, quality, timeliness, or go above and beyond the employee's scope of responsibility. The District also 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% not to exceed range maximum
Exceeds Expectations	6-7%	5-6%	4-5%	3-4% not to exceed range maximum
Meets Expectations	4-5%	3-4%	2-3%	2-3% not to exceed range maximum
Below Expectations	1%	1%	1%	0%
Unacceptable	0%	0%	0%	0%

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.

Salary Administration, continued

NON-REPRESENTED MANAGER SALARY GRADE CHART (JULY 1, 2009 – JUNE 30, 2010)

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, 2009.

NON-REPRESENTED ADMINISTRATION SUPPORT SALARY GRADE CHART (JULY 1, 2009 – JUNE 30, 2010)

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, 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 WAGE SCHEDULES (JULY 1, 2009 – JUNE 30, 2010)

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
Monthly	4,144.48	4,840.76	5,092.72	5,344.71	5,613.28	5,898.42
Engineer	19.3897	22.6142	23.7906	25.0251	26.2888	27.5669
Monthly	4,426.29	5,162.38	5,430.92	5,712.74	6,001.21	6,292.98
Lieutenant	20.9003	24.4152	25.7369	26.9569	28.3803	29.7746
Monthly	4,771.12	5,573.50	5,875.22	6,153.71	6,478.66	6,796.96
Captain	23.0354	26.8843	28.3076	29.7164	31.2705	32.7666
Monthly	5,258.51	6,137.14	6,462.07	6,783.67	7,138.43	7,479.96

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
Monthly	414.45	484.08	509.27	534.47	561.33	589.84
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
Monthly	248.67	290.45	305.56	320.68	336.80	353.91
Hazmat Tech (4%)	0.7262	0.8482	0.8924	0.9365	0.9836	1.0335
Monthly	165.78	193.63	203.71	213.79	224.53	235.94
FTO (3%)	0.5447	0.6362	0.6693	0.7024	0.7377	0.7752
Monthly	124.33	145.22	152.78	160.34	168.40	176.95

48-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	20.0726	23.4448	24.6651	25.8856	27.1863	28.5672
Monthly	4,180.72	4,883.08	5,137.25	5,391.45	5,662.36	5,949.98
Engineer	21.4374	25.0025	26.3030	27.6680	29.0651	30.4782
Monthly	4,464.98	5,207.52	5,478.39	5,762.69	6,053.68	6,348.00
Lieutenant	23.1075	26.9936	28.4549	29.8037	31.3775	32.9191
Monthly	4,812.83	5,622.23	5,926.59	6,207.51	6,535.31	6,856.39
Captain	25.4681	29.7234	31.2971	32.8547	34.5729	36.2270
Monthly	5,304.50	6,190.79	6,518.56	6,842.98	7,200.84	7,545.36

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.0073	2.3445	2.4665	2.5886	2.7186	2.8567
Monthly	418.07	488.31	513.73	539.15	566.24	595.00
Hazmat Spec (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
Tech Rescue (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
Water Rescue (6%)	1.2044	1.4067	1.4799	1.5531	1.6312	1.7140
Monthly	250.84	292.98	308.24	323.49	339.74	357.00
Hazmat Tech (4%)	0.8029	0.9378	0.9866	1.0354	1.0875	1.1427
Monthly	167.23	195.32	205.49	215.66	226.49	238.00
FTO (3%)	0.6022	0.7033	0.7400	0.7766	0.8156	0.8570
Monthly	125.42	146.49	154.12	161.74	169.87	178.50

Salary Administration, continued

BARGAINING UNIT EMPLOYEES WAGE SCHEDULES (JULY 1, 2009 – JUNE 30, 2010), 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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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 Monthly	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%) Monthly	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%) Monthly	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%) Monthly	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%) Monthly	0.7173 124.33	0.8378 145.22	0.8814 152.78	0.9250 160.34	0.9715 168.40	1.0208 176.95

PAU Salary Calculation (7/1/2009):

48-hour PAU pay is figured on the following formula:

$$\frac{(A \times B + (48 \times .5A))}{C}$$

A = Straight time base wage on 53-hour/week

B = Annual hrs. worked on 53-hour schedule (52.68 hrs. x 52 wks. = 2,739.36 hrs.)

C = Annual hrs. worked on modified schedule (48.0654 hrs. x 52 wks. = 2,499.40 hrs.)

* = 48 represents hours worked in excess of 53-hours per week (for standard 53-hour/week schedule) through seven 27-day FLSA cycles with Kelly days.

$$\frac{(25.8385 \times 2,739.36) + (48 \times .5 \times 25.8385)}{2,499.40} = 28.5672 \text{ (PAU rate)}$$

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, Debt Service, Contingency, Transfers, and Ending Fund Balance.**

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$49,209,404	\$50,979,290	\$57,890,384	\$60,974,778
Materials and Services	6,839,888	7,307,332	9,473,079	9,060,114
Operating Transfers Out	2,664,257	2,764,125	4,631,038	5,020,016
Operating Contingency			5,682,423	5,845,071
Ending Fund Balance	26,368,346	30,880,694	14,528,291	15,841,721
Total Expenditures	\$85,081,895	\$91,931,441	\$92,205,215	\$96,741,700

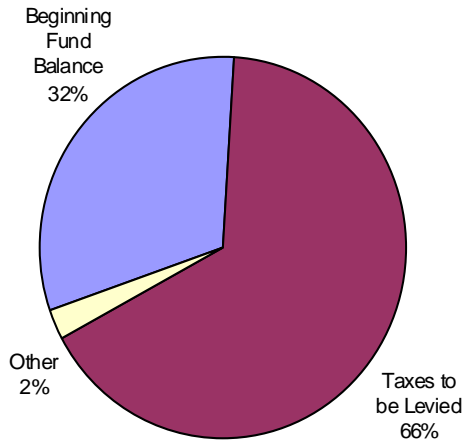
2009-10 SIGNIFICANT CHANGES

The General Fund **personnel** strength for the 2009-10 fiscal year is budgeted at **437.08** full-time equivalent positions. A net of 10.83 positions are added to the 2009-10 budget. While this may seem incongruent with the national and local economy, the District has been long planning and building reserves to add continued emergency response units to provide service to the growing population, strongly and effectively manage the District's \$77.5 million dollar capital construction program, add both Project Management staff and Facilities Technician and Administrative Assistants to ensure continued fiscal accountability, and complete projects on time and on budget. Secondly, the District has been, for many years, planning the replacement of the core financial accounting systems and in 2009-10, is beginning the in-depth period of implementation and project work over the next two years to integrate what have previously been separate and even paper-based work flow, accounting, inventory, and work order systems, among others. To ensure the most effective project management, the District has planned and budgeted to staff up behind current staff that will be deployed to the Enterprise Resource Planning (ERP) project. Because of the sheer scope of the project, almost every department is impacted and some amount of temporary staffing is reflected over the course of the project to ensure key personnel are able to leave their day-to-day jobs to work on the successful implementation of the project. And, lastly, the continued growth in the complexity of the business operations, human resources management, legal and financial risks, have created the impetus to add depth to the District's core management team such as in the Controller and Purchasing Manager positions. Positions that have been added include a total of 6.2 firefighter positions, 1.0 Controller, 1.0 Purchasing Manager, 1.0 Capital Projects Manager, 1.0 Facilities Technician, 1.0 Operations Administrative Assistant, and a 0.5 Supply Assistant, which are in part offset by a net 0.37 decrease in Fire Prevention and 0.50 decrease in a Training Officer.

Within Materials and Services, while staff has also proposed a number of temporary positions either for the course of the bond project or to provide temporary backfill to persons assigned to work on the ERP or capital bond project or just to accommodate peak staffing and project workloads while personnel continue to evaluate staffing requirements, as the District is in a continued period of staffing retirements and succession planning for the years ahead. Even with these temporary staffing needs, the District has met its goal of keeping the overall growth rate of Materials and Services to less than zero percent. This target rate was set because of sensitivity to the local and statewide economy and thereby, reduced many elective expenses.

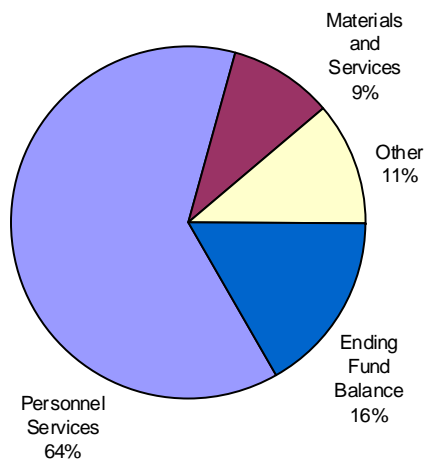
General Fund, continued

GENERAL FUND RESOURCES BY BUDGET CATEGORY



Resources	2009-10 Budget	Percent of Budget
Beginning Fund Balance	\$30,585,092	31.6%
Taxes to be Levied	63,842,289	66.0%
Previously Levied Taxes	1,090,920	1.2%
Taxes in Lieu of Property Taxes	2,857	< 0.1%
Interest on Investments	562,500	0.5%
Interest on Property Tax	40,705	< 0.1%
Contract Revenue	270,000	0.3%
Program Revenue	137,000	0.1%
Regional Hazmat Responses	5,500	< 0.1%
Special Service Charges	45,440	< 0.1%
Training Classes	54,897	< 0.1%
Rental Income	91,500	< 0.1%
Miscellaneous Revenue	13,000	< 0.1%
Total Resources	\$96,741,700	100.0%

GENERAL FUND REQUIREMENTS BY BUDGET CATEGORY



Requirements	2009-10 Budget	Percent of Budget
Personnel Services	\$60,974,778	63.0%
Materials and Services	9,060,114	9.4%
Operating Transfers Out	5,830,511	6.0%
Operating Contingency	5,845,071	5.2%
Ending Fund Balance	15,841,721	16.4%
Total Resources	\$96,741,700	100.0%

General Fund, continued

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

Requirements	Personnel Costs	Materials & Services	Other	2009-10 Budget
Administration				
Board of Directors		\$55,130		\$55,130
Fire Chief's Office	\$1,854,529	309,960		2,164,489
Total Administration	1,854,529	365,090		2,219,619
Emergency Operations				
Emergency Operations Combined	45,364,100	1,856,905		47,221,005
Emergency Medical Services	506,348	335,098		841,446
Occupational Health and Wellness	451,185	253,425		704,610
Training	1,203,975	341,924		1,545,899
External Training	19,547	36,350		55,897
Total Emergency Operations	47,545,155	2,823,702		50,368,857
Finance				
Finance	1,499,346	503,239		2,002,585
Administrative Facilities		418,555		418,555
Total Finance	1,499,346	921,794		2,421,140
Support Resources				
Human Resources	849,663	179,400		1,029,063
Civil Service	67,942	37,050		104,992
Logistics	763,856	226,640		990,496
Communications	489,435	1,798,000		2,287,435
Information Technology	1,245,621	750,593		1,996,214
Emergency Management	161,105	31,949		193,054
Fleet Maintenance	1,125,383	766,400		1,891,783
Facilities Maintenance	996,253	316,000		1,312,253
Supply	577,267	346,898		924,165
Community Services	674,220	148,680		822,900
Media Services	250,528	36,825		287,353
Fire Prevention	2,874,475	311,093		3,185,568
Total Support Resources	10,075,748	4,949,528		15,025,276
Non-Organizational				
Operating Transfers Out			\$5,020,016	5,020,016
Operating Contingency			5,845,071	5,845,071
Ending Fund Balance			15,841,721	15,841,721
Total Requirements	\$60,974,778	\$9,060,114	\$26,706,808	\$96,741,700

General Fund, continued

GENERAL FUND PERSONNEL SUMMARY

Program	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget	Increase (Decrease)
Administration					
Fire Chief's Office	5.50	5.50	9.50	9.50	0.00
Total Administration	5.50	5.50	9.50	9.50	0.00
Emergency Operations					
Emergency Operations Admin.	17.00	16.00	15.00	16.00	1.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	0.00
Station 34 (Tualatin)	12.00	12.00	12.00	14.00	2.00
Station 35 (King City)	16.00	16.00	18.00	14.00	(4.00)
Station 50 (Walnut)	0.00	8.00	8.00	12.00	4.00
Station 51 (Tigard)	21.00	21.00	21.00	24.00	3.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00	0.00
Station 53 (Progress)	16.00	16.00	18.00	14.00	(4.00)
Station 56 (Elligsen Road)	13.00	13.00	9.00	12.00	3.00
Station 57 (Mountain Road)	9.00	9.00	9.00	9.00	0.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00	0.00
Station 59 (Willamette)	9.00	9.00	9.00	12.00	3.00
Station 60 (Cornell Road)	9.00	9.00	9.00	9.00	0.00
Station 61 (Butner Road)	16.00	16.00	16.00	14.00	(2.00)
Station 62 (Aloha)	16.00	16.00	16.00	14.00	(2.00)
Station 64 (Somerset)	12.00	12.00	12.00	12.00	0.00
Station 65 (West Slope)	9.00	9.00	9.00	12.00	3.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00	0.00
Station 67 (Farmington Road)	21.00	21.00	21.00	24.00	3.00
Station 68 (Oak Hills)	9.00	9.00	9.00	12.00	3.00
Station 69 (Cooper Mountain)	9.00	9.00	9.00	9.00	0.00
Relief Pool Personnel	36.00	36.00	45.00	36.50	(8.50)
Recruits and Instructors	7.00	9.00	4.50	6.20	1.70
Emergency Medical Services	2.00	2.00	2.00	2.00	0.00
Occupational Health and Wellness	4.00	4.00	4.00	4.00	0.00
Training	8.50	8.50	8.50	8.00	(0.50)
Total Emergency Operations	319.50	328.50	332.00	337.70	5.7
Finance					
Finance	7.00	7.00	8.50	10.50	2.00
Total Finance	7.00	7.00	8.50	10.50	2.00
Support Resources					
Human Resources	6.00	6.00	6.00	6.00	0.00
Logistics	6.00	7.00	5.00	6.00	1.00
Communications	3.00	4.00	4.00	4.00	0.00
Information Technology	7.00	9.00	9.00	9.00	0.00
Emergency Management	1.00	1.00	1.00	1.00	0.00
Fleet Maintenance	10.00	10.00	10.00	10.00	0.00
Facility Maintenance	7.00	7.00	7.00	9.00	2.00
Supply	4.25	4.50	4.50	5.00	0.50
Community Services	5.00	5.00	5.00	5.00	0.00
Media Services	2.00	2.00	2.00	2.00	0.00
Fire Prevention	22.75	22.75	22.75	22.38	(0.37)
Total Support Resources	74.00	78.25	76.25	79.38	3.13
Total Full-Time Equivalents (FTE)	406.00	419.25	426.25	437.08	10.83

NON-ORGANIZATIONAL**Operating Transfers**

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

Fund	2009-10 Budget
Apparatus Fund	\$500,000
Capital Improvements Fund	2,672,209
Emergency Management Fund	55,248
Grants Fund	320,000
Retiree Medical Insurance Stipend Fund	83,285
Property and Building Fund	1,350,000
Volunteer LOSAP Fund	39,274
Total Transfers	\$5,020,016

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 2009-10, the District expects remaining contingency will revert to ending fund balance to carryover as beginning fund balance in fiscal year 2010-11.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$15,841,721. 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 2009-10 fiscal year.

General Fund

Historical Data			Budget for Next Year 2009-10			
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
\$22,563,333	\$26,368,346	\$26,381,700	Beginning Fund Balance	\$30,585,092	\$30,585,092	\$30,585,092
925,881	1,028,297	982,267	Previously Levied Taxes	1,090,920	1,090,920	1,090,920
26,623	2,629	29,240	Taxes in Lieu of Property Tax	2,857	2,857	2,857
1,775,855	1,410,559	1,164,596	Interest on Investments	562,500	562,500	562,500
104,555	133,739	26,818	Interest on Property Tax	40,705	40,705	40,705
144,901	136,527	137,550	Program Revenue	137,000	137,000	137,000
391,130	532,307	287,900	Contract Revenue	270,000	270,000	270,000
31,170	9,597	5,500	Regional HazMat Response	5,500	5,500	5,500
92,770	50,629	37,660	Special Service Charges	45,440	45,440	45,440
54,693	47,601	81,560	Training Classes	54,897	54,897	54,897
107,080	112,705	83,950	Rental Income	91,500	91,500	91,500
239,646	641,668		Insurance Refund			
6,480	38,612		Donations and Grants			
4,824	693		Surplus Property			
73,988	53,365	21,500	Miscellaneous	13,000	13,000	13,000
26,542,929	30,567,274	29,240,241	Total Resources, Except Taxes to be Levied	32,899,411	32,899,411	32,899,411
		62,964,974	Taxes Necessary to Balance	63,842,289	63,842,289	63,842,289
58,538,966	61,364,167		Taxes Collected in Year Levied			
\$85,081,895	\$91,931,441	\$92,205,215	Total Resources	\$96,741,700	\$96,741,700	\$96,741,700

Historical Data			Budget for Next Year 2009-10			
Actual Second Preceding Year 2006-07	Actual First Preceding Year 2007-08	Adopted Budget This Year 2008-09	Resources	Proposed by Budget Officer	Proposed by Budget Officer	Proposed by Budget Officer
\$49,209,404	\$50,979,290	\$57,890,384	Personnel Services	\$60,974,778	\$60,974,778	\$60,974,778
6,839,888	7,307,332	9,473,079	Materials and Services	9,074,674	9,074,674	9,060,114
2,664,257	2,764,125	4,631,038	Operating Transfers Out	5,020,016	5,020,016	5,020,016
		5,682,423	Operating Contingency	5,830,511	5,830,511	5,845,071
26,368,346	30,880,694	14,528,291	Ending Fund Balance	15,841,721	15,841,721	15,841,721
\$85,081,895	\$91,931,441	\$92,205,215	Total Requirements	\$96,741,700	\$96,741,700	\$96,741,700

General Fund

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5001 Salaries & Wages Union	18,453,454	19,721,524	22,217,416	22,890,165	22,890,165	22,890,165
5002 Salaries & Wages Nonunion	5,550,226	5,857,670	7,116,941	8,142,675	8,142,675	8,142,675
5003 Vacation Taken Union	2,367,481	2,528,064	2,871,236	2,966,214	2,966,214	2,966,214
5004 Vacation Taken Nonunion	432,752	440,404	702,619	804,269	804,269	804,269
5005 Sick Leave Taken Union	624,239	611,486	892,258	928,865	928,865	928,865
5006 Sick Taken Nonunion	111,203	127,495	709			
5007 Personal Leave Taken Union	265,984	275,377				
5008 Personal Leave Taken Nonunion	47,302	51,371				
5010 Comp Taken Nonunion	10,356	16,392				
5015 Vacation Sold	126,361	127,207	268,702	290,245	290,245	290,245
5016 Vacation Sold at Retirement	93,502	113,255	266,320	222,127	222,127	222,127
5017 PEHP Vac Sold at Retirement	211,974	239,629	226,234	218,803	218,803	218,803
5020 Deferred Comp Match Union	326,265	342,108	473,466	462,958	462,958	462,958
5021 Deferred Comp Match Nonunion	108,146	115,659	236,452	237,409	237,409	237,409
5030 Volunteer Incentive/Reimburse	97,962	64,480	134,000	120,000	120,000	120,000
5101 Vacation Relief	2,109,505	2,234,168	1,966,721	2,125,385	2,125,385	2,125,385
5102 Duty Chief Relief	150,280	113,640	180,636	199,016	199,016	199,016
5105 Sick Relief	555,145	533,623	448,690	484,393	484,393	484,393
5110 Personal Leave Relief	361,951	320,756	286,607	309,414	309,414	309,414
5115 Vacant Slot Relief	347,584	634,449				
5118 Standby Overtime	28,133	25,493	19,307	19,816	19,816	19,816
5120 Overtime Union	1,065,373	788,909	969,778	871,220	871,220	871,220
5121 Overtime Nonunion	55,901	52,655	106,355	60,284	60,284	60,284
5123 Comptime Sold Nonunion	1,597	760				
5201 PERS Taxes	7,241,000	6,337,187	7,446,130	7,832,355	7,832,355	7,832,355
5203 FICA/MEDI	2,394,044	2,508,835	3,004,375	3,160,240	3,160,240	3,160,240
5206 Worker's Comp	894,713	896,929	1,024,918	955,275	955,275	955,275
5207 TriMet/Wilsonville Tax	202,212	215,119	259,227	278,339	278,339	278,339
5208 OR Worker's Benefit Fund Tax	13,824	13,940	32,967	32,890	32,890	32,890
5210 Medical Ins Union	3,533,777	4,057,378	4,553,490	5,005,243	5,005,243	5,005,243
5211 Medical Ins Nonunion	718,508	800,955	1,211,295	1,403,526	1,403,526	1,403,526
5220 Post Retire Ins Union	176,968	179,308	195,300	195,288	195,288	195,288
5221 Post Retire Ins Nonunion	74,404	76,466	90,168	94,050	94,050	94,050
5230 Dental Ins Nonunion	112,220	120,570	176,907	191,778	191,778	191,778
5240 Life/Disability Insurance	65,022	85,336	116,200	108,820	108,820	108,820
5250 Unemployment Insurance	343	28,090	33,000	18,000	18,000	18,000
5260 Employee Assist Insurance	12,146	9,695	10,720	11,670	11,670	11,670
5270 Uniform Allowance	97,305	140,638	189,438	162,566	162,566	162,566
5280 Physical Exams/Shots	59,548	64,506	15,000			
5290 Employee Tuition Reimburse	35,811	47,286	81,402	95,400	95,400	95,400
5295 Vehicle Allowance	74,880	60,480	65,400	76,080	76,080	76,080
Total Personnel Services	49,209,404	50,979,290	57,890,384	60,974,778	60,974,778	60,974,778
5300 Office Supplies	64,022	61,554	93,570	88,730	88,730	88,730
5301 Special Department Supplies	178,347	195,061	229,727	230,637	230,637	230,637
5302 Training Supplies	66,345	81,325	136,571	140,099	140,099	140,099
5303 Physical Fitness	6,276	8,751	9,500	13,000	13,000	13,000
5304 Hydrant Maintenance	2,764	3,998	7,500	5,000	5,000	5,000
5305 Fire Extinguisher	6,543	4,932	6,126	6,414	6,414	6,414
5306 Photography Supplies & Process	1,104	1,386	5,694	5,715	5,715	5,715
5307 Smoke Detector Program	7,455	451	3,000	5,500	5,500	5,500
5311 Haz Mat Materials In Area	686	1,193	1,530	1,530	1,530	1,530

General Fund

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5315 Haz Mat Respon Out of Area			2,040	2,040	2,040	2,040
5320 EMS Supplies	192,150	218,928	258,606	250,155	250,155	250,155
5321 Fire Fighting Supplies	155,568	163,097	179,510	213,115	213,115	213,115
5323 Food Service	20,344	31,130	42,839	33,170	33,170	33,170
5325 Protective Clothing	32,790	98,120	95,485	122,283	122,283	122,283
5330 Noncapital Furniture & Equip	83,801	112,923	139,778	122,460	122,460	122,460
5340 Software Expense/Upgrades	37,101	56,185	69,383	35,606	35,606	35,606
5350 Apparatus Fuel/Lubricants	278,840	337,580	337,486	374,076	374,076	374,076
5361 M&R Bldg/Bldg Equip & Improv	596,825	579,607	766,818	562,735	562,735	562,735
5362 UST Expense			11,300			
5363 Vehicle Maintenance	432,936	445,268	502,758	539,120	539,120	539,120
5364 M&R Fire Communic Equip	38,384	53,915	28,655	17,800	17,800	17,800
5365 M&R Firefight Equip	75,423	105,689	146,564	201,750	201,750	201,750
5366 M&R EMS Equip	19,351	17,933	34,782	35,182	35,182	35,182
5367 M&R Office Equip	45,972	46,825	75,924	80,324	80,324	80,324
5368 M&R Computer Equip & Software	441,354	436,735	529,830	539,812	539,812	539,812
5400 Insurance Premium	209,496	228,950	262,125	283,500	283,500	283,500
5410 General Legal	79,014	172,528	233,000	178,150	178,150	178,150
5411 Collective Bargaining	36,923	45,338	20,000	20,000	20,000	20,000
5412 Audit & Related Filing Fees	25,459	41,508	40,170	44,185	44,185	44,185
5413 Consultant Fees	125,751	139,185	213,700	175,700	175,700	175,700
5414 Other Professional Services	370,736	451,067	1,084,519	662,962	662,962	632,962
5415 Printing	65,794	50,043	102,794	79,591	79,591	79,591
5416 Custodial & Bldg Services	47,109	47,474	54,590	66,300	66,300	66,300
5417 Temporary Services	34,626	38,315	126,184	344,238	344,238	374,238
5418 Trustee/Administrative Fees	11,155	15,291	26,943	17,843	17,843	17,843
5419 Chaplains Reimbursement	11,208	14,364	18,500	18,500	18,500	18,500
5420 Dispatch	1,191,887	1,235,954	1,213,832	1,351,243	1,351,243	1,351,243
5421 BOD Allowance	2,650	3,550	4,200	4,500	4,500	4,500
5430 Telephone	268,117	277,185	256,107	334,593	334,593	334,593
5432 Natural Gas	143,720	145,967	126,320	156,809	156,809	156,809
5433 Electricity	274,701	287,101	312,250	327,503	327,503	327,503
5434 Water/Sewer	95,871	89,973	117,690	116,079	116,079	116,079
5436 Garbage	38,475	41,060	46,233	52,685	52,685	52,685
5437 Cable Access	201,126	217,894	277,368	282,702	282,702	282,702
5445 Rent/Lease of Building	82,673	102,453	104,050	101,152	101,152	101,152
5450 Rental of Equip	25,933	15,334	29,748	24,890	24,890	24,890
5461 External Training	75,938	88,074	169,365	135,167	135,167	135,167
5462 Travel and Per Diem	124,409	122,696	187,627	166,349	166,349	166,349
5471 Citizen Awards	1,959	2,954	3,100	2,650	2,650	2,650
5472 Employee Recog & Awards	19,596	15,166	34,175	23,850	23,850	23,850
5473 Employ Safety Pro & Incent	5,238	3,095	13,000			
5474 Volunteer Awards Banquet	500	8,303	8,200	8,200	8,200	8,200
5480 Community Events/Open House	12,241	18,043	30,080	26,455	26,455	26,455
5481 Community Education Materials	33,964	60,700	38,282	31,782	31,782	31,978
5482 Badges/Pencils/Handout/Hats			196	196	196	
5484 Postage, UPS & Shipping	42,666	40,069	74,781	56,706	56,706	56,706
5500 Dues & Subscrip	37,445	41,371	84,062	61,094	61,094	61,094
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 EMS Certification	30,255	2,535	36,680	3,890	3,890	3,890
5570 Misc Business Exp	42,669	45,772	57,786	69,221	69,221	54,661
5571 Planning Retreat Expense	5,187	6,573	13,450	7,600	7,600	7,600

General Fund

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5572 Advertis/Public Notice	73,293	46,242	78,181	63,621	63,621	63,621
5573 Inventory Over/Short/Obsolete	3,031	1,515	3,700	3,700	3,700	3,700
5574 Elections Expense	120,536		140,000			
5575 Laundry/Repair Expense	76,153	73,105	107,115	136,815	136,815	136,815
Total Materials and Services	6,839,888	7,307,332	9,473,079	9,074,674	9,074,674	9,060,114
5800 Transfer Out	2,664,257	2,764,125	4,631,038	5,020,016	5,020,016	5,020,016
Total Operating Transfers Out	2,664,257	2,764,125	4,631,038	5,020,016	5,020,016	5,020,016
5900 Contingency			5,682,423	5,830,511	5,830,511	5,845,071
Total Operating Contingency			5,682,423	5,830,511	5,830,511	5,845,071
5999 Budgeted Ending Fund Balance	26,368,346	30,880,694	14,528,291	15,841,721	15,841,721	15,841,721
Total Ending Fund Balance	26,368,346	30,880,694	14,528,291	15,841,721	15,841,721	15,841,721
Total General Fund	85,081,895	91,931,441	92,205,215	96,741,700	96,741,700	96,741,700

Board of Directors

Fund 10 • Division 10 • Department 10 • Program 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Materials and Services	\$150,364	\$26,137	\$205,780	\$55,130
Total Expenditures	\$150,364	\$26,137	\$205,780	\$55,130

2009-10 SIGNIFICANT CHANGES

The significant decrease in this budget is largely due to \$140,000 elections expense budgeted for two elections in fiscal year 2008-09 not being rebudgeted. Other accounts were reduced in order to achieve the District's goal of reducing Materials and Services over the entire District budget. Budgeted expenses include: \$3,150 legal expenses for monthly Board meetings and workshops, consultant fees of \$18,000 for cost sharing of a Washington County urbanization consultant to facilitate the process among Washington County governments, \$15,000 for legislative expenses, \$4,500 allowance for Board member meeting reimbursements, and \$2,500 for Dues and Subscriptions for District membership fees to the Special Districts Association of Oregon and the Oregon Fire District Directors' Association, among others.

STATUS OF 2008-09 SERVICE MEASURES

- **Provide approval and authorization to place ballot measure** on November 2008 election calendar for local option levy.

Goal(s): VIII
Service Type(s): Essential
Measured By: Ballot placement.
Status or Outcome: Completed. Levy approved by District voters.

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

Goal(s): VII
Service Type(s): Mandatory
Measured By: Board policy review, regular board meetings, and action upon request.
Status or Outcome: Continuous.

- **Provide direction to District on Washington County urbanization efforts.**

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

Board of Directors, continued

STATUS OF 2008-09 CHANGE STRATEGIES

- **Sustainability Policy Adoption** - Review and adopt sustainability policies recommended by staff.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 5
Budget Description: No budget impact expected.
Partner(s): All Divisions
Status or Outcome: Pending.

- **Alternate Board Meeting Locations** - In an effort to make Board of Directors and elected official meetings more accessible to the citizens and communities we serve, one meeting per quarter will be scheduled in a southern location of the District.

Goal(s): II
Budget Impact: Resource Neutral
Duration: Ongoing
Budget Description: No budget impact expected.
Partner(s): Fire Chief's Office, partner cities
Status or Outcome: Completed – regular practice established.

2008-09 ADDITIONAL ACCOMPLISHMENTS

- Board members participated in the Community Academy critique and feedback sessions.
- Individual board members served on the WCCCA Chief Executive Officer Board and the Special Districts Association of Oregon (SDAO) Board of Directors, and participated in various other cooperative local government projects.
- Analyzed and approved a new union labor contract for three-year period beginning July 1, 2009 providing a strong measure of financial predictability and operational flexibility.
- Participated in Joint Board/City Council meetings with the cities of Tigard, Beaverton, West Linn, and Wilsonville.

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.

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

Goal(s): VII, VIII
Service Type(s): Essential
Measured By: Action upon request.

Board of Directors, 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.

- **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.

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

Goal(s): VI
Service Type(s): Essential
Measured By: Action upon request.

Board of Directors

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10120 General Fund						
5300 Office Supplies	54	41	100	100	100	100
5301 Special Department Supplies	43	224	100	100	100	100
5330 Noncapital Furniture & Equip	943		450			
5410 General Legal	2,182	2,269	3,000	3,150	3,150	3,150
5413 Consultant Fees	12,000	12,000	40,000	33,000	33,000	33,000
5415 Printing		13				
5421 BOD Allowance	2,650	3,550	4,200	4,500	4,500	4,500
5461 External Training	1,455	190	2,600	2,600	2,600	2,600
5462 Travel and Per Diem	1,555	810	2,500	2,500	2,500	2,500
5472 Employee Recog & Awards	80		250			
5484 Postage, UPS & Shipping		147				
5500 Dues & Subscrip	2,535	2,035	4,900	2,500	2,500	2,500
5570 Misc Business Exp	3,789	2,028	3,480	3,480	3,480	3,480
5572 Advertis/Public Notice	2,542	2,830	4,200	3,200	3,200	3,200
5574 Elections Expense	120,536		140,000			
Total Materials and Services	150,364	26,137	205,780	55,130	55,130	55,130
Total General Fund	150,364	26,137	205,780	55,130	55,130	55,130

Fire Chief's Office

Fund 10 • Division 15 • Department 15 • Program 150

PROGRAM DESCRIPTION

This budget category includes the operations of the Fire Chief/Administrator's office. The office of the Fire Chief/Administrator provides direction, supervision, coordination, and general support to the Fire District's operations. The District's strategic planning function and accreditation process are also managed from the Fire Chief/Administrator's office as well as all Capital Bond projects.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$683,410	\$679,273	\$1,503,822	\$1,854,529
Materials and Services	177,466	259,507	358,145	309,960
Total Expenditures	\$860,876	\$938,780	\$1,861,967	\$2,164,489

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Fire Chief	1.00	1.00	1.00	1.00
Assistant Chief	0.00	0.00	2.00	2.00
Division Chief	0.00	0.00	2.00	1.00
Executive Officer	1.00	1.00	0.00	1.00
Project Coordinator	0.00	0.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Administrative Assistant II	1.00	1.00	1.00	1.00
Administrative Assistant I	0.50	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	5.50	5.50	9.50	9.50

2009-10 SIGNIFICANT CHANGES

The Personnel Services budget for this cost center reflects the transfer back of the Executive Officer from the Fire Prevention budget and the promotion of one Division Chief to Assistant Chief. In a joint agreement, one Assistant Chief is on loan to Washington County Consolidated Communications Agency (WCCCA), where the Agency reimburses the District for his services and is therefore not shown in the FTE count above. Other personnel costs include annual merit and salary range increases. In addition, because two of the three Assistant Chiefs have scheduled retirements slated for January 31, 2010, additional funding is provided for final payments of accumulated paid time off.

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 engineering studies for sprinkler systems, urban renewal projects, population studies, and other matters on issues as directed by the Board of Directors. While District-wide Travel and Per Diem has been reduced for out-of-state travel, the District has budgeted \$10,000 in travel and per diem costs in this budget to pay for the IAFC peer accreditation team site visit and review of District operations as part of the five-year reaccreditation process. In addition, as duties change, two Chiefs are slated to return their District-provided emergency response apparatus and move to the Vehicle Allowance program.

Fire Chief's Office, continued

STATUS OF 2008-09 SERVICE MEASURES

- Obtain existing local option levy renewal.

Goal(s): VIII
Service Type(s): Essential
Measured By: Voter approval in November 2008.
Status or Outcome: Completed – voters approved.

- Direct the negotiation of labor contract for the period after July 1, 2009, prior to the expiration of the current contract.

Goal(s): VIII
Service Type(s): Essential
Measured By: New contract ratified prior to July 1, 2009.
Status or Outcome: Completed – three-year contract ratified in March 2009.

- Manage all bond projects in accordance with the established schedules and budget. In fiscal year 2009, three fire stations (58, 59, 53) will be advanced to the design development process and the construction of Station 50 will be completed.

Goal(s): VII
Service Type(s): Management
Measured By: Completion of bond projects on time and within budget.
Status or Outcome: Station 50 opened in January 2009, on time and within budget; its dedication ceremony occurred in February 2009. Design development for Stations 53, 58, and 59 is in progress with construction bid awards expected in late spring 2009.

STATUS OF 2008-09 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 2 of 4
Budget Description: Increase needed to hire consultant to analyze data.
Partner(s): Fire Prevention, Logistics Admin, Homebuilders Association
Status or Outcome: In progress – contractor's findings report received and under review.

- **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 Fire District.

Goal(s): VIII
Budget Impact: Increase Required
Duration: Year 3 of 5
Budget Description: Costs associated with counsel on urban renewal.
Partner(s): Board of Directors, Finance, other governmental agencies
Status or Outcome: In progress – executive engaged with local government partners and in the legislative process on this issue.

Fire Chief's Office, continued

- **Impact National Strategies on Volunteer Compensation and ADA Issues** - Develop strategies for federal legislative action. Work with International Association of Fire Chiefs (IAFC), Western Fire Chiefs Association (WFCA), and Oregon Fire Chiefs Association (OFCA) on coordinated effort.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 3
Budget Description: Staff time to explore ADA requirements versus dedicated crew quarters.
Partner(s): Finance, Logistics, IAFC, WFCA, OFCA
Status or Outcome: Specific to the volunteer compensation issue: Extensive legal analysis and white paper on the issue completed. The Fire Chief met and continues to work with IAFC staff and the congressional delegation to identify the IRS' national positions and formulate a legislative remedy. Specific to the ADA Issues: Meetings with IAFC staff, legislators, and federal government officials led to proposed rule changes, action on which has been temporarily suspended during the Obama presidential transition.

- **State Level All Risk/All Level Incident Management Teams** - Work with various government agencies to develop Incident Management Teams for responding to disasters and other significant events throughout Oregon.

Goal(s): III, VII
Budget Impact: Resource Neutral
Duration: Year 2 of 3
Budget Description: Staff time only
Partner(s): Logistics, Emergency Management, OFCA, Oregon Office of State Fire Marshal (OSFM), Oregon Department of Forestry (ODF), OCEM, Oregon Emergency Management (OEM), fire defense boards
Status or Outcome: No progress to date at the state level; at the county level, however, the Washington County Incident Management Enhancement Task Force (IMET) drafted a charter for a multidisciplinary incident management teams and continues planning efforts.

- **OWIN Phase II Project** - Through partnerships with Oregon Wireless Interoperability Network (OWIN) and the State Interoperability Executive Council (SIEC), promote opportunities to share costs and infrastructure in the build-out of a single statewide radio system.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 4 of 8
Budget Description: Staff time to explore infrastructure for local service area.
Partner(s): Communications, Logistics, OWIN, SIEC
Status or Outcome: The Fire Chief continued to serve as SIEC Chair, directing the legislative efforts that secured funding for OWIN Phase I. TVF&R signed an agreement with OWIN for future resource and infrastructure sharing. Strategic planning for OWIN Phase II is pending.

Fire Chief's Office, continued

- **Interoperable Data Solutions for Local/Regional/State** - Participate in the Broadband Users' Group (BUG), OWIN, and Public Safety Broadband Trust (PSBT), to examine all aspects of data interoperability. Create interoperable solutions where possible for cost effectiveness and efficiencies.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 2 of 5
Budget Description: Staff time only
Partner(s): Communications, Information Technology, BUG, OWIN, PSBT
Status or Outcome: Continuing. Staff participates in the BUG governance committee, contributed to the WCCCA CAD replacement project design and selection, and researched/selected a mobile data solution specific to TVF&R.

- **Continue to be Involved in Regional and Statewide Radio and Data Issues** - Participate in WCCCA, Urban Area Security Initiative (UASI), SIEC, OWIN, and other regional initiatives regarding interoperable voice and data solutions.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Ongoing
Budget Description: Staff time only
Partner(s): Communications, Information Technology, WCCCA, UASI, SIEC, OWIN
Status or Outcome: Continuous participation in all initiatives described within this strategy.

- **Develop a capital construction bond expenditure/project status reporting system** to better share multi-project cash flow/project status among District management team members. Provide regular quarterly status reports.

Goal(s): VIII
Budget Impact: Increase Required
Duration: Year 2 of 7 year plan
Budget Description: Additional staff
Partner(s): Finance, Logistics, Community Services, Facilities
Status or Outcome: Completed – a regular meeting schedule, web-based reporting system, and project oversight have been established. Contracted with a project manager to coordinate with contractors and architects on TVF&R's behalf. Additional internal resources have been diverted to oversight of these projects.

2008-09 ADDITIONAL ACCOMPLISHMENTS

- Further implemented the succession plan, including promoting two Assistant Chiefs and adjusting the organizational reporting structure.
- Evaluated a financial forecast through fiscal year 2017.
- Conducted a public attitude survey and updated the population study to inform the District's strategic planning efforts.
- Contracted with WCCCA for a TVF&R Assistant Chief to provide interim executive management services until a new executive director is hired.
- The Fire Chief served as the Chair of the Oregon SIEC, a member of the Governor's Homeland Security Council, and the Vice-President of the IAFC. Individual staff also served on the OFCA and the Oregon Fire Service Office Administrators (OFSOA) Board of Directors.

SERVICE MEASURES

Service Measure	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Reaccreditation Achieved	✓			
Accreditation Update Performed		✓	✓	✓
Strategic Plan Rewritten	✓			
Strategic Plan Update		✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓
Demographic/Population Study Conducted		✓		
Demographic/Population Study Update			✓	✓

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.

- **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: Submittal of requisite self-assessment documentation in February 2010, site visit scheduled conducted, and peer review team's post-visit report/recommendations received.

- **Direct the annual strategic plan update.**

Goal(s): VI
Service Type(s): Management
Measured By: Goal report cards and call to actions updated.

- **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 2010 due date, site visit scheduled conducted and peer review team's post-visit report/recommendations received.

Fire Chief's Office, continued

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

- **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

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

- **All Risk/All Hazard Incident Management Teams** – 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

- **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 only.
Partner(s): All Division Managers

- **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.

Fire Chief's Office

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10150 General Fund						
5002 Salaries & Wages Nonunion	411,859	401,379	847,672	982,878	982,878	982,878
5004 Vacation Taken Nonunion	22,379	32,622	83,895	97,179	97,179	97,179
5006 Sick Taken Nonunion	5,065	7,467	79			
5008 Personal Leave Taken Nonunion	7,207	8,268				
5010 Comp Taken Nonunion	2,480	3,147				
5015 Vacation Sold		17,129	53,628	71,398	71,398	71,398
5016 Vacation Sold at Retirement				87,442	87,442	87,442
5017 PEHP Vac Sold at Retirement	6,544					
5021 Deferred Comp Match Nonunion	17,602	16,828	35,957	29,874	29,874	29,874
5121 Overtime Nonunion	4,684	3,553	7,449	5,000	5,000	5,000
5201 PERS Taxes	100,223	85,303	197,905	249,942	249,942	249,942
5203 FICA/MEDI	29,136	30,223	79,851	99,669	99,669	99,669
5206 Worker's Comp	8,586	8,780	19,884	19,069	19,069	19,069
5207 TriMet/Wilsonville Tax	2,920	3,042	6,908	8,760	8,760	8,760
5208 OR Worker's Benefit Fund Tax	151	137	336	371	371	371
5211 Medical Ins Nonunion	43,269	45,194	118,632	133,798	133,798	133,798
5221 Post Retire Ins Nonunion	3,000	3,841	8,550	9,450	9,450	9,450
5230 Dental Ins Nonunion	6,477	6,641	17,326	19,149	19,149	19,149
5240 Life/Disability Insurance	3,527	4,343	9,500	10,620	10,620	10,620
5270 Uniform Allowance	141	176	1,130	1,130	1,130	1,130
5295 Vehicle Allowance	8,160	1,200	15,120	28,800	28,800	28,800
Total Personnel Services	683,410	679,273	1,503,822	1,854,529	1,854,529	1,854,529
5300 Office Supplies	351	747	800	1,000	1,000	1,000
5301 Special Department Supplies	716	1,490	1,400	1,600	1,600	1,600
5306 Photography Supplies & Process	250		150			
5321 Fire Fighting Supplies	5					
5330 Noncapital Furniture & Equip	615	1,458	1,600			
5340 Software Expense/Upgrades	75					
5350 Apparatus Fuel/Lubricants	3,677	5,180	3,800	3,000	3,000	3,000
5400 Insurance Premium	1,320	444	1,200	2,150	2,150	2,150
5410 General Legal	76,832	170,258	225,000	175,000	175,000	175,000
5413 Consultant Fees	24,000	32,307	35,000	30,000	30,000	30,000
5414 Other Professional Services	29,200	2,200	35,000	35,000	35,000	35,000
5415 Printing	72	340				
5417 Temporary Services		4,883				
5461 External Training	2,320	2,364	4,745	5,725	5,725	5,725
5462 Travel and Per Diem	17,548	16,778	17,950	26,490	26,490	26,490
5471 Citizen Awards	1,130	1,515	1,300	1,300	1,300	1,300
5472 Employee Recog & Awards	6,510	4,595	14,000	6,000	6,000	6,000
5484 Postage, UPS & Shipping	113	662	200	200	200	200
5500 Dues & Subscrip	8,042	6,995	10,500	13,995	13,995	13,995
5570 Misc Business Exp	3,527	4,466	3,500	6,500	6,500	6,500
5571 Planning Retreat Expense	1,163	2,825	2,000	2,000	2,000	2,000
Total Materials and Services	177,466	259,507	358,145	309,960	309,960	309,960
Total General Fund	860,876	938,780	1,861,967	2,164,489	2,164,489	2,164,489

Emergency Operations

Fund 10 • Division 20 • Department 62

DIVISION DESCRIPTION

Mission: Provide a safe environment for citizens by minimizing the loss of life and property through effective and innovative emergency response programs.

The mission of this division is carried out by approximately **325** career employees, and between **70-100** volunteers serving in the Emergency Operations and Volunteer departments. The primary customers of the division are the citizens. The Division's responsibilities are directed from two geographic Battalions – North and South. Fire stations are assigned to a geographic Battalion for purposes of local management

BUDGET SUMMARY - ALL OPERATIONS COMBINED

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$38,384,920	\$39,661,723	\$43,431,689	\$45,364,100
Materials and Services	1,263,072	1,434,544	1,853,565	1,856,905
Total Expenditures	\$39,647,992	\$41,096,267	\$45,285,254	\$47,221,005

2009-10 SIGNIFICANT CHANGES

The combined division's budget reflects the addition of 4.5 permanent firefighter positions and an increase to the recruit budget by 1.7, reflecting a combination of an increase to 16 weeks in the recruit academy and the instructor time for the academy, one new Administrative Assistant position and the transfer out of one Administrative Assistant position to the Logistics department for a net increase of 6.2 FTE. During this fiscal year, the District managers analyzed Administrative Assistants in many divisions and realigned reporting and job duties and proposed additional staff for the 2009-10 budget where deemed critical. As the District has continued to reorganize and adjust programs, staff had not recently reviewed the supporting administrative duties. In this case, the Operations Assistant, whose duties had largely grown to be in support of the Response Aid program now managed in Logistics, was transferred to that division and a new Administrative Assistant in Operations will take over the Volunteer and Safety programs, which had been supported in the Logistics division. In addition, the District has reached agreement with its labor union on a new three-year labor contract beginning July 1, 2009. The District and union reached an agreement that will allow significant changes in how emergency responders are deployed, ranging from one to two persons units, implementing new work schedules, and working collaboratively to change the way TVF&R deploys its resources to the growing population. In many ways, it is expected that District personnel will be embarking upon groundbreaking deployment strategies in ways that will provide long-term benefits to District taxpayers. Staff achieved these issues along with significant healthcare expense caps for increases based on CPI-W, but that are capped on both the high end and the low end. The bargained cost of living measure is based upon historical averages and the 2009-10 raise tied to the All Cities Annual Average CPI-W was 4.1% for the measurement period, which looks back at the average of each of the past 12 month's average costs. Accordingly, Personnel Services reflects the union and a potential non-union wage range increase of 4.1% along with annual merit and benefit increases. Account 5120, Union Overtime, was reduced in a conscious effort to evaluate the value of all overtime-generating activities and training programs as recognition of these difficult economic times for the District's citizens. Uniform Allowance, account 5270, was reduced to reflect changes in budgeting for many of the equipment and uniform needs of Operations personnel within the Supply department. Account 5290, Employee Tuition Reimbursement, reflects the increased levels of new developing Company Officers who are participating in further education. After evaluation of the costs of vehicle usage of the response units as compared to response usage needs, one vehicle will be returned to the fleet and the officer will utilize a vehicle allowance instead.

Emergency Operations, continued

Station personnel assigned to the different fire station response apparatus have been shifted to support the Dynamic Deployment Model. The District has been adjusting its deployment of response units for a number of years and analyzing the effect upon response times, but during fiscal year 2008-09, staff implemented additional analysis upon the types of calls that are found once responders arrive. In collaboration with the union, staff is exploring adding additional units to the traditional fire core:

- Motorcycle response units
- Cars as response units/4-wheel drive vehicles
- Medic units
- Doctors on shift
- **Staffing** a different type of work schedule for firefighters, e.g., within a **40-hour work week**
- Using Training Officers/Fire Prevention day staff to run service calls during their normal work schedule
- Utilizing emergency response partners (law enforcement, private ambulance, ODOT, etc.) to help “stop the clock” and respond to emergencies utilizing an entire system approach

Within Materials and Services in the Combined Emergency Operations Division, Training Supplies were increased, reflecting the budgeted costs for a 16-week entry level recruit academy within the Training Division, reduced in account 5321, Fire Fighting Supplies \$141,860, reduced in account 5325 Protective Clothing \$12,500, increased in account 5350, Apparatus Fuel/Lubricants \$285,611, account 5361, reduced in External Training and related Travel and Per Diem, and increased in account 5570 Miscellaneous Business Expense.

During the past two fiscal periods, TVF&R staff has analyzed performance data based upon not only the type of incidents resources are responding to, but what is being found once those resources arrive. Coupled with what has been gained from the Campbell DeLong Resources, Inc. and Portland State University demographic studies, staff has concluded that structural changes in how field resources are deployed must be made. Evidence of these changes can be seen throughout the Emergency Operations budget and is reflected in the redistribution of Operations FTEs.

In an effort to adequately implement this new deployment model, an addition of 4.5 permanent line firefighter positions and an increase in the recruit budget by 1.7 has been made. It should be understood that while some strength is being added to the “fire core” of existing companies (e.g., increasing some three-person units to four), the most noticeable redistribution comes in the form of single- and two-person units deployed on a 40-hour workweek, and the reduction of personnel in the relief pool.

Through careful analysis, it is believed that resources can be deployed more appropriately in this manner with the goal of sending the right resource to the right call in the right timeframe, as expected by the customers served by TVF&R; all while maintaining an appropriate balance of relief pool personnel to minimize overtime costs and maintain compliance with the labor contract.











Emergency Operations, continued

PERSONNEL SUMMARY

Emergency Operations Combined	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Emergency Operations Administration	17.00	16.00	15.00	16.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 34 (Tualatin)	12.00	12.00	12.00	14.00
Station 35 (King City)	16.00	16.00	18.00	14.00
Station 50 (Walnut)	0.00	8.00	8.00	12.00
Station 51 (Tigard)	21.00	21.00	21.00	24.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00
Station 53 (Progress)	16.00	16.00	18.00	14.00
Station 56 (Elligsen Road)	13.00	13.00	9.00	12.00
Station 57 (Mountain Road)	9.00	9.00	9.00	9.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00
Station 59 (Willamette)	9.00	9.00	9.00	12.00
Station 60 (Cornell Road)	9.00	9.00	9.00	9.00
Station 61 (Butner Road)	16.00	16.00	16.00	14.00
Station 62 (Aloha)	16.00	16.00	16.00	14.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00
Station 65 (West Slope)	9.00	9.00	9.00	12.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00
Station 67 (Farmington Road)	21.00	21.00	21.00	24.00
Station 68 (Oak Hills)	9.00	9.00	9.00	12.00
Station 69 (Cooper Mountain)	9.00	9.00	9.00	9.00
Relief Pool Personnel	36.00	36.00	45.00	36.50
Recruits and Instructors	7.00	9.00	4.50	6.20
Total Full-Time Equivalents (FTE)	305.00	314.00	317.50	323.70

Emergency Operations, continued

STATION FTE AND UNIT CHANGES

Stations	2008-09 Budget			2009-10 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 34 (Tualatin)	12.00		Engine	14.00	  	Engine, Other**
Station 35 (King City)	18.00	 	Engine, Medic	14.00	 	Engine, Other**
Station 50 (Walnut)	8.00*		Engine	12.00		Engine
Station 51 (Tigard)	21.00	 	Truck, Heavy Rescue	24.00	 	Truck, Heavy Rescue
Station 52 (Wilsonville)	12.00		Engine	12.00		Engine
Station 53 (Progress)	18.00	 	Engine, Medic	14.00	 	Engine, Other**
Station 56 (Elligsen Road)	9.00		Aerial Pumper	12.00		Aerial Pumper
Station 57 (Mountain Road)	9.00		Engine	9.00		Engine
Station 58 (Bolton)	12.00		Engine	12.00		Engine
Station 59 (Willamette)	9.00		Engine	12.00		Engine
Station 60 (Cornell Road)	9.00		Engine	9.00		Engine
Station 61 (Butner Road)	16.00	 	Aerial Pumper	14.00	 	Aerial Pumper
Station 62 (Aloha)	16.00	 	Aerial Pumper	14.00	  	Aerial Pumper
Station 64 (Somerset)	12.00		Engine	12.00		Engine
Station 65 (West Slope)	9.00		Engine	12.00		Engine
Station 66 (Brockman Road)	12.00		Engine	12.00		Engine
Station 67 (Farmington Road)	21.00	 	Truck, Engine	24.00	 	Truck, Engine
Station 68 (Oak Hills)	9.00		Engine	12.00		Engine
Station 69 (Cooper Mountain)	9.00		Engine	9.00		Engine

*This unit and FTE were staffed at Station 34 during construction.

**This unit type is still being determined.

○ FTE per Unit



53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE



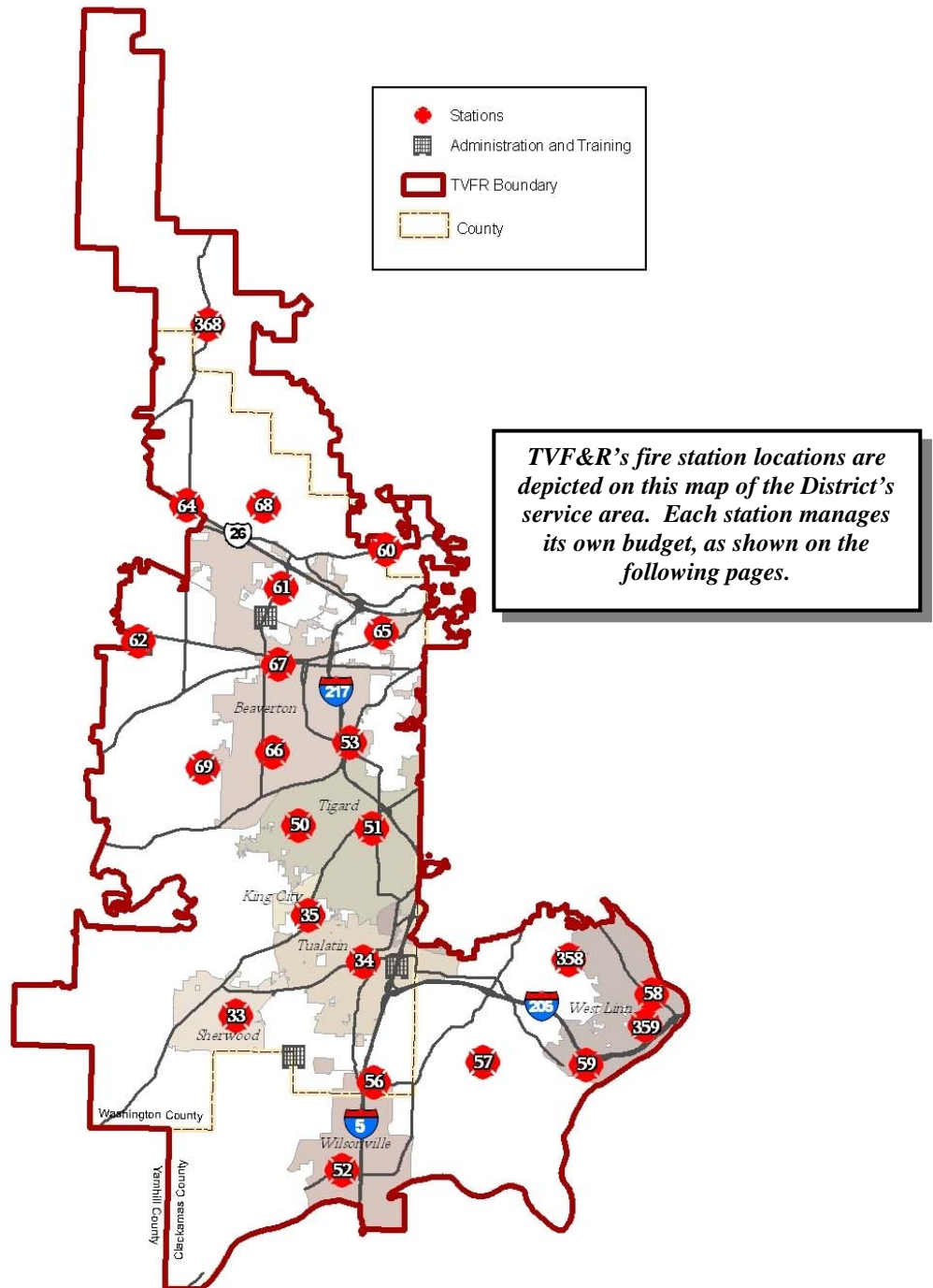
48-Hour Unit (D1 and D2 Shifts): FTE per Unit x 2 = Total FTE



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

Emergency Operations, continued

DISTRICT SERVICE AREA



Emergency Operations, continued

OPERATIONS DIVISION BUDGET BY COST CENTER

	Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
10033	Station 33 (Sherwood)	\$1,482,502	\$1,516,759	\$1,611,863	\$1,688,797
10034	Station 34 (Tualatin)	1,641,531	1,567,339	1,734,264	2,124,809
10035	Station 35 (King City)	2,041,478	2,210,227	2,473,590	2,027,706
10050	Station 50 (Walnut)	0	556,359	1,173,407	1,691,241
10051	Station 51 (Tigard)	2,919,099	2,986,206	3,035,703	3,591,295
10052	Station 52 (Wilsonville)	1,514,534	1,498,345	1,647,522	1,695,766
10053	Station 53 (Progress)	2,135,941	2,328,607	2,577,155	2,138,279
10056	Station 56 (Elligsen Road)	1,742,000	1,486,680	1,235,751	1,684,009
10057	Station 57 (Mountain Road)	1,431,566	1,311,903	1,254,722	1,295,261
10058	Station 58 (Bolton)	1,537,280	1,595,360	1,621,576	1,687,658
10059	Station 59 (Willamette)	1,204,959	1,092,856	1,297,225	1,758,982
10060	Station 60 (Cornell Road)	1,216,703	1,224,365	1,257,847	1,321,272
10061	Station 61 (Butner Road)	1,970,165	2,048,702	2,190,550	1,970,466
10062	Station 62 (Aloha)	1,983,915	1,990,895	2,180,673	1,976,829
10064	Station 64 (Somerset)	1,572,525	1,515,144	1,614,148	1,694,169
10065	Station 65 (West Slope)	1,142,179	1,429,611	1,262,167	1,683,336
10066	Station 66 (Brockman Road)	1,439,845	1,458,150	1,628,226	1,699,965
10067	Station 67 (Farmington Road)	2,805,686	2,872,487	2,827,729	3,327,485
10068	Station 68 (Oak Hills)	1,225,251	1,188,866	1,260,508	1,639,672
10069	Station 69 (Cooper Mountain)	1,270,817	1,291,818	1,244,958	1,293,431
10200	Emergency Operations Admin.	3,188,547	3,106,545	3,308,158	3,396,837
10230	Recruits and Instructors	344,095	827,201	637,334	811,736
10280	Relief Pool Personnel	3,396,318	3,694,792	5,742,617	4,603,338
10300	Volunteer Administration	182,519	146,349	243,807	237,300
10317	Support Volunteers	3,202	5,260	9,100	0
10333	Vol. Company 333 (Sherwood)	1,519	1,602	2,380	0
10351	Vol. Company 351 (Tigard)	1,153	1,092	2,880	0
10352	Vol. Company 352 (Wilsonville)	2,441	3,435	3,080	0
10358	Vol. Station 358 (Rosemont)	4,024	4,084	4,400	0
10359	Vol. Station 359 (Sunset)	6,873	5,088	6,480	0
10362	Vol. Company 362 (Aloha)	2,144	3,305	3,630	0
10368	Vol. Station 368 (Skyline)	20,062	20,643	21,280	0
10621	Wildland Team	25,173	5,927	14,640	34,129
10622	Technical Rescue Team	67,356	27,904	60,096	58,764
10625	Hazardous Materials Team	67,280	37,928	53,080	54,733
10626	Water Rescue Team	56,243	34,441	42,708	33,740
10650	Woodshop	1,069	0	0	0
	Total Expenditures	\$39,647,994	\$41,096,275	\$45,285,254	\$47,221,005

Emergency Operations, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Continue to implement actions designed to improve station response reliability** and decrease response times through changes in deployment and improvements in technology.

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 Standards of Coverage for Emergency Response (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 Peak Activity Units (PAUs) in play as presented in the SOC document. Continually monitor, evaluate, and improve on data capturing applications and processes (i.e., Mobile Data Computers (MDCs) and Computer Aided Dispatch (CAD) to ensure data accuracy.

Status or Outcome: Removed exception reporting from response data collection (e.g., severe weather, freeways, technology anomalies) creating an “unfiltered” dataset. This dataset was then reevaluated to determine Baseline Performance (performance that is achievable with current staffing, resources, and level of funding) in the three Demand Zones. At the 75th percentile, Baseline Performance parameters are:

- Category A: 6:40 minutes
- Category B: 8:15 minutes
- Category C: 13:30 minutes

The Communications Department is updating all response MDCs with new mapping software which will be more efficient and accurate for emergency responders. Implementation District-wide is expected by July of 2009. Washington County Consolidated Communications Agency’s (WCCCA’s) Computer Aided Dispatch (CAD) system will soon be replaced and integrated into Clackamas County Department of Communications’ (C-COM’s) CAD in an effort to improve dispatch, data collection, radio and communication capabilities, and fully implement the District’s Response Aid Program. Examples of technological advances that a new system will provide include a built in failure notification systems, which alerts dispatchers when signals (dispatch tones, response data from MDTs, etc.) between dispatch and responding units are not capturing appropriately; and vehicle locating devices that send a signal to CAD and “arrives” the unit based upon their proximity to the incident address.

- **Continue to manage the comprehensive centralized risk management process** for all District personnel. Convert the MS Word-based Injury, Accident, and Damage reports to a web-based database system.

Goal(s): I, IV
Service Type(s): Mandatory
Measured By: The creation of a web-based data collection process for the Injury, Accident, Damage, Lost Equipment, and Unusual Event Reports.

Status or Outcome: Determining the most appropriate software for managing this expansive process has been difficult. Multiple options have been researched. Staff continues working with the Information Technology Department to determine the most proficient software technology for managing this process and will continue their efforts until a viable option is identified.

Emergency Operations, continued

- **Continue to identify trends that develop from the centralized risk management data collection process** that include Injury Reports, Accident Reports, Damage Reports, Lost Equipment Reports, Unusual Event Reports (UERs), Training After Action Reports (AARs), Stand Up for Safety, Post Incident Analysis (PIAs), and Good, Bad, and Ugly Reports (GBUs), and work with the appropriate division to develop corrective actions.

Goal(s): IV
Service Type(s): Essential
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: Ongoing. Multiple groups throughout the District have been able to benefit from the centralized collection of this data. The EMS Quality Improvement Committee requested confidential treatment data from the UER process in their continued efforts to evaluate and improve treatment protocols and medication standardization.

The Wellness Committee reviewed on-the-job injuries that occurred during physical fitness from 2007 to mid-2008, to ensure policies were being followed in regards to approved fitness activities, and determine if any of the physical fitness activities were causing more injuries than others.

The Operations Quality Improvement Committee has formed a Process Action Team (PAT) to standardize the PIA and GBU process into a single and more functional format.

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 in documenting and tracking performance management information and trends.

- **Update Standard Operating Guidelines (SOGs) and Fire & Rescue Protocols (FRPs)** on an annual basis.

Goal(s): I, IV
Service Type(s): Essential
Measured By: 100% of Operations Division SOGs reviewed or revised within the previous 12 months. Review, revise, and publish a 2009 version of the Fire & Rescue Protocols.
Status or Outcome: Two SOGs were revised in 2008. The spring 2008 reorganization of the District created major management staffing changes in the Operations Division. The movement of these personnel and reassignment of their corresponding projects needed to be established before focus could be made on the resulting policies. However, of the 42 Section 5 SOGs, 36 (86%) have been revised or reviewed within the last five years (since 2004). Twenty-four SOGs (57%) have been revised or reviewed within the last three years (since 2006). Seventeen SOGs (40%) have been revised or reviewed within the last two years (since 2007). Progress is planned to increase the review process in fiscal year 2009-2010. The Fire & Rescue Protocols as a whole were being evaluated for accuracy and relevance and were not printed in 2008. Again, due to the reorganization, the protocols were reassigned to a different manager causing delay in this process. Significant changes to protocol checklists that were updated and implemented region-wide (e.g., Natural Gas, Tactical Worksheet, RIT) have been posted via the District Net and MDC First-In Guide to ensure crews continue to have access to the most updated information.

Emergency Operations, continued

- **Manage and effectively implement the Small Capital Replacement guidelines** 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 predication and end of life predictions are accurate.
Status or Outcome: There has been no movement on this item. It will remain a priority and will be managed cooperatively between the Operations and Logistics Divisions.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Quantify Severity.** Begin the process of analyzing 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 1 of 4
Budget Description: Staff time in this fiscal year
Partner(s): EMS, Fire Prevention, Community Services, Public Education
Status or Outcome: The initial stages of this study and the parameters to be evaluated within the analysis will begin in early 2009, with Operations and EMS staff. Once the overall parameters are determined, this study will be distributed to the Operations and EMS Quality Improvement Committees for research and proposal.

- **Volunteer Program Management.** Create a new BC level FTE to manage the Volunteer programs. This FTE will be assigned to day shift to provide a focused presence to this program that is not possible while trying to manage from shift work, in addition to the other responsibilities of a Duty Chief. Additionally, this FTE will relieve a shift Duty Chief of a major program responsibility. This will allow staff to reallocate other program responsibilities and balance the workload among the six shift-based Duty Chiefs. While each of them will still have project/program responsibilities, these changes will allow them to spend more time training and supervising the career shift-based workforce.

Goal(s): IV, V, VI
Budget Impact: Increase
Duration: Year 1 of 2
Budget Description: The "Add-on" package consists of \$167,995; \$3,000 of this is for office furniture and the rest is the salary and benefit package.
Partner(s): Training and Fire Chief's Office for the Volunteer piece
Status or Outcome: This strategy has been accomplished; the position was officially transferred to the day shift schedule in fall 2008.

Emergency Operations, continued

- **Restructure Command Hierarchy within Combat Volunteer Program.** The command structure of the combat portion of the volunteer program has not evolved along with the changing priorities and needs of the program. Therefore, it is necessary to assess whether the current command structure fits with the current and projected management approach. Restructuring the hierarchy would support increased efficiencies between the career and volunteer programs of Operations.

Goal(s): V, VI
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: While changes in the command structure may result in changes to the rank incentive points allotted volunteer officers, the budgetary impact is not anticipated to be significant. This will involve the program manager's time and some support staff time to accomplish.
Partner(s): Training, Fire Chief's Office
Status or Outcome: Obsolete. The assignment of a new BC FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010.

- **Centralized Risk Management System.** In an effort to eliminate inefficiencies in the Risk Management system, the processes for reporting, data collection, and notification of incidents, accidents, injuries, and near-miss events will be centralized. This change will allow for establishment of trends associated with such occurrences and subsequent analysis of the trends will be used for prevention or prediction in lieu of reaction. Additional benefits of this approach will be reduction in duplication, learning from errors or mistakes, reduction of time on task, reduction in the overall number of injuries and accidents, and the reduction of costs associated with such occurrences. This system will be applicable District-wide and not just within the Operations Division.

Goal(s): IV, VI
Budget Impact: Resource Neutral
Duration: Year 2 of 3
Budget Description: Staff impact time mostly in Operations, but likely some IT staff time
Partner(s): IT, Finance
Status or Outcome: The refinement of this system is ongoing. Like Continuous Quality Improvement (CQI) programs, Risk Management is a "living" process that continually assesses and identifies problems, collects and analyzes data, plans and implements solutions, and then evaluates the results to determine positive, negative, or neutral impacts. Risk Management is going to become part of a larger program (Health, Safety, and Survival) and will be included in a more encompassing strategy in fiscal year 2009-2010.

- **Community Outreach Plan to Recruit Support Volunteers.** Development of a recruitment plan is necessary to attract Support Volunteers into the organization. One area of community involvement that has not been recruited for is the nontraditional firefighter roles. Many companies in the local area support volunteerism, and making contact with those and other companies can enhance the District while offering non-firefighter support opportunities to the citizens of the community.

Goal(s): V, VI, VIII
Budget Impact: Resource Neutral
Duration: Year 2 of multiple
Budget Description: Possible need for marketing materials that would result in a budget impact; however, any costs are projected to be within current budgetary plans. Some companies offer financial support to organizations where their employees volunteer; this may benefit the District.
Partner(s): Training, HR, Community Services

Emergency Operations, continued

Status or Outcome: Obsolete. The assignment of a new BC FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010.

- **Special Teams.** Conduct a comprehensive analysis of all three teams and all disciplines evaluating all options for team deployment, function, and cost. The intent of the analysis is to move towards a “Special Operations” function rather than operating three separate teams. In addition, a combined special operations rolling three year plan is expected.

Goal(s): VI, VIII
Budget Impact: Resource Neutral
Duration: Year 1 of 2
Budget Description: Staff time in first year
Partner(s): HR, Fire Chief’s Office
Status or Outcome: Obsolete. After the spring 2008 reorganization, the Operations Division began reevaluating the Deployment Plan as a whole. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010.

- **Air Management Program.** 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 1 of 3
Budget Description: Staff time in first year
Partner(s): Logistics
Status or Outcome: The first stage of this strategy has begun. A Process Action Team (PAT) has been created within the Supply Equipment Committee (SEC). This PAT has been tasked with completing a comprehensive research and development plan for the SCBA aspect of the program. The recommendation will account for the replacement and purchase of SCBAs for all operational needs, including all Special Team and supplied air needs; Rapid Intervention Team (RIT) packs; and integrated communications and accountability systems. Research and development of SCBAs will continue into fiscal year 2009-2010.

The second stage of this strategy, research of the mobile air component, will begin in fiscal year 2009-2010, and has been assigned to the Battalion Chief responsible for apparatus.

- **Standards of Cover Update-Performance Data.** Establish a minimum set of criteria (performance data) to be used as annual reporting from the Operations Division. Data should be reported in a rolling three-year format and available by January of each calendar year, reviewed by March of each calendar year, and finalized for the budget by April of each calendar year.

Goal(s): I
Budget Impact: Resource Neutral
Duration: Ongoing
Budget Description: Staff time
Partner(s): Logistics

Emergency Operations, continued

Status or Outcome: Complete. Effective this budget year, the minimum dataset to report performance data is:

1. Total Number of Incidents
2. Reflex Time at the 75th Percentile for Daytime Code 3 at En Route Responses (0700 to 2159 hours)
3. Response Reliability Percentage (First-Due Company or PAU Dispatched)
4. Baseline Response Performance for Category A, B, and C Demand Zones

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Completion of the *2008 Standards of Coverage for Emergency Response* document. This document serves as the District's Standards of Response Coverage, a critical element of the accreditation process of the Center for Public Safety Excellence's Commission on Fire Accreditation International (CPSE/CFAI), and a requirement under the National Fire Protection Association (NFPA), Standard 1710. Standards of Response Coverage are those written procedures that determine the distribution and concentration of the fixed and mobile resources of a fire and EMS organization.
- Deployed two new Medic (ambulance-style) units to meet the increasing demand of public assistance and emergency medical incidents.
- After the spring 2008 District reorganization, the Operations Division implemented an Operations Business Manager position to manage the day-to-day business functions of the division. This includes the preparation, delivery, and maintenance of the Operations budget; planning, design, implementation, and maintenance of the Operations performance management programs; and the management of the risk management and trending program.
- Created the role of Staff Captain, which is responsible for all aspects of Operations Division staffing: pay and overtime issues, management of TeleStaff, station transfers, and forecasting and advisement of the Operations staffing model to the Assistant Chief of Operations to ensure the staffing balance of the ever-changing Operations Division. This role fulfilled the desperate need to provide direct focus to the rigorous demands of maintaining the staffing needs of the more than 300 employees of the Operations Division. The Staff Captain role assignments have remained with the Captain although he has been transferred back to shift schedule.

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.

Emergency Operations, 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 database-type system.

Goal(s): I, IV
Service Type(s): Mandatory
Measured By: The creation of a database collection process for the Injury, Damage, Lost Equipment, and Unusual Event Reports.

- **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): IV
Service Type(s): Essential
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.

- **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.

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

- **Air Management Program.** 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): VII, IV
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. Capital replacement in third year.
Partner(s): Logistics

Emergency Operations, continued

- **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

- **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

- **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

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.

Reflex 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 reflex 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.

Travel Time: (Response to Arrival) Begins at the termination of the reflex 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: Reflex 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 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.

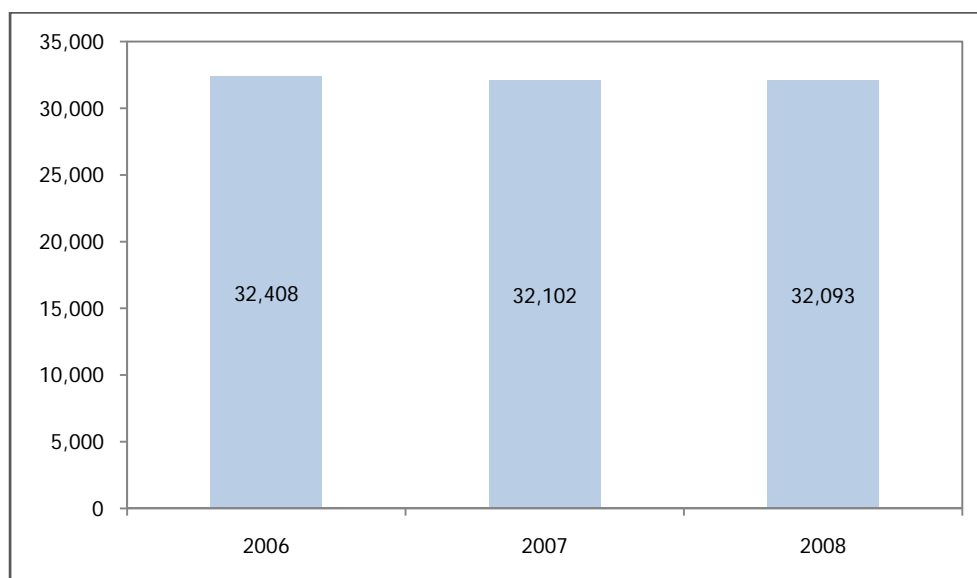
Emergency Operations, continued

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.

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	2006		2007		2008	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	5,121	1,355	4,605	949	4,527	1,042
Overpressure	0	71	0	81	0	80
EMS/Rescue Call	24,650	15,165	25,262	15,824	25,381	18,910
Hazardous Condition	613	872	478	757	502	779
Service Call	1,820	2,184	1,542	2,054	1,517	1,853
Good Intent Call	204	10,092	215	9,953	166	6,623
False Call	0	2,603	0	2,451	0	2,777
Natural Condition	0	37	0	4	0	7
Other Situation	0	29	0	29	0	22
Total	32,408		32,102		32,093	

* The increase in "EMS/Rescue Call" incidents and subsequent decrease in "Good Intent Call" incidents by Situation Found in 2008 are likely due to enhanced accuracy in crew reporting as a result of implementing a new incident reporting system in December 2007.

Emergency Operations, continued

- **Response Reliability (First-Due Company or PAU Dispatched):**

Baseline Standard = 90%

Actual Performance (2006 – 2008) = 95.3%

Actual Performance (2008) = 95.5%

- **Reflex Time at the 75th Percentile (minutes:seconds):**

Baseline Standard = 1:30

Actual Performance (2006 – 2008) = 1:33

Actual Performance (2008) = 1:37

- **Response Performance (minutes:seconds):**

Baseline Standard, Category A = 6:40

Actual Performance (2006 – 2008) = 6:32

**Actual Performance (2008) = 6:34*

Baseline Standard, Category B = 8:15

Actual Performance (2006 – 2008) = 8:28

**Actual Performance (2008) = 8:28*

Baseline Standard, Category C = 13:30

Actual Performance (2006 – 2008) = 13:01

**Actual Performance (2008) = 13:03*

** Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).*



Emergency Operations Combined

		Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
General Fund							
5001	Salaries & Wages Union	16,950,754	18,120,876	20,478,492	21,230,416	21,230,416	21,230,416
5002	Salaries & Wages Nonunion	1,088,245	1,048,239	1,004,785	1,262,917	1,262,917	1,262,917
5003	Vacation Taken Union	2,201,447	2,322,624	2,702,162	2,804,022	2,804,022	2,804,022
5004	Vacation Taken Nonunion	109,439	109,069	99,733	124,904	124,904	124,904
5005	Sick Leave Taken Union	597,600	578,617	892,258	928,865	928,865	928,865
5006	Sick Taken Nonunion	10,167	7,471	472			
5007	Personal Leave Taken Union	251,793	256,118				
5008	Personal Leave Taken Nonunion	15,722	18,699				
5010	Comp Taken Nonunion	895	1,131				
5015	Vacation Sold	45,851	49,373	39,561	45,257	45,257	45,257
5016	Vacation Sold at Retirement	75,568	101,243	252,730	121,559	121,559	121,559
5017	PEHP Vac Sold at Retirement	173,231	156,152	190,348	218,803	218,803	218,803
5020	Deferred Comp Match Union	299,911	312,060	444,248	436,256	436,256	436,256
5021	Deferred Comp Match Nonunion	25,092	22,352	32,772	36,255	36,255	36,255
5030	Volunteer Incentive/Reimburse	97,962	64,480	134,000	120,000	120,000	120,000
5101	Vacation Relief	2,103,413	2,232,833	1,966,721	2,125,385	2,125,385	2,125,385
5102	Duty Chief Relief	149,700	112,548	176,301	194,016	194,016	194,016
5105	Sick Relief	555,145	533,623	448,690	484,393	484,393	484,393
5110	Personal Leave Relief	361,951	320,756	286,607	309,414	309,414	309,414
5115	Vacant Slot Relief	347,584	634,449				
5118	Standby Overtime	28,133	25,339	19,307	19,816	19,816	19,816
5120	Overtime Union	662,935	480,412	488,290	431,935	431,935	431,935
5121	Overtime Nonunion	2,122	3,018	5,815	2,000	2,000	2,000
5123	Comptime Sold Nonunion	3	5				
5201	PERS Taxes	5,677,365	4,985,053	5,596,786	5,833,278	5,833,278	5,833,278
5203	FICA/MEDI	1,868,808	1,957,170	2,258,199	2,354,827	2,354,827	2,354,827
5206	Worker's Comp	760,471	748,447	837,703	805,026	805,026	805,026
5207	TriMet/Wilsonville Tax	156,747	165,839	194,858	206,790	206,790	206,790
5208	OR Worker's Benefit Fund Tax	11,130	11,298	29,066	28,761	28,761	28,761
5210	Medical Ins Union	3,278,921	3,777,362	4,245,930	4,682,305	4,682,305	4,682,305
5211	Medical Ins Nonunion	129,849	127,988	149,851	187,483	187,483	187,483
5220	Post Retire Ins Union	165,788	164,458	182,100	182,688	182,688	182,688
5221	Post Retire Ins Nonunion	33,516	24,772	12,903	12,600	12,600	12,600
5230	Dental Ins Nonunion	19,980	19,029	21,885	25,533	25,533	25,533
5240	Life/Disability Insurance	17,587	28,038	31,200	18,200	18,200	18,200
5270	Uniform Allowance	82,744	120,184	168,506	50,576	50,576	50,576
5290	Employee Tuition Reimburse	18,234	17,960	39,410	74,060	74,060	74,060
5295	Vehicle Allowance	9,120	2,640		5,760	5,760	5,760
	Total Personnel Services	38,384,920	39,661,723	43,431,689	45,364,100	45,364,100	45,364,100
5300	Office Supplies	18,598	18,696	34,450	35,700	35,700	35,700
5301	Special Department Supplies	71,609	68,062	103,005	103,965	103,965	103,965
5302	Training Supplies	25,538	26,012	42,107	50,065	50,065	50,065
5305	Fire Extinguisher	3,614	2,556	3,720	4,830	4,830	4,830
5306	Photography Supplies & Process	224	139	2,820	2,740	2,740	2,740
5311	Haz Mat Materials In Area	686	1,193	1,530	1,530	1,530	1,530
5315	Haz Mat Respon Out of Area			2,040	2,040	2,040	2,040
5320	EMS Supplies	6,205	5,584	13,700	2,200	2,200	2,200
5321	Fire Fighting Supplies	152,294	153,003	171,385	141,860	141,860	141,860
5323	Food Service	6,620	8,762	16,115	12,500	12,500	12,500
5325	Protective Clothing	32,412	96,666	84,946	67,074	67,074	67,074
5330	Noncapital Furniture & Equip	37,779	67,704	98,102	98,695	98,695	98,695
5340	Software Expense/Upgrades		40				

Emergency Operations Combined

		Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5350	Apparatus Fuel/Lubricants	204,091	244,736	245,021	285,611	285,611	285,611
5361	M&R Bldg/Bldg Equip & Improv	122,835	140,694	156,610	177,885	177,885	177,885
5363	Vehicle Maintenance	458		1,500	5,000	5,000	5,000
5364	M&R Fire Communic Equip	384	35	4,875	5,000	5,000	5,000
5365	M&R Firefight Equip	34,471	37,895	43,004	45,300	45,300	45,300
5366	M&R EMS Equip		445				
5367	M&R Office Equip	13,432	14,483	16,500	16,500	16,500	16,500
5400	Insurance Premium	524	535	525	700	700	700
5414	Other Professional Services	38,969	47,556	160,978	156,318	156,318	156,318
5415	Printing	3,777	1,177	6,803	4,855	4,855	4,855
5417	Temporary Services		4,503	8,500	8,500	8,500	8,500
5419	Chaplains Reimbursement	11,208	14,364	18,500	18,500	18,500	18,500
5430	Telephone		46				
5432	Natural Gas	97,497	96,049	87,780	108,787	108,787	108,787
5433	Electricity	163,870	170,416	190,275	200,391	200,391	200,391
5434	Water/Sewer	78,349	72,807	95,870	94,114	94,114	94,114
5436	Garbage	26,855	25,676	32,033	34,803	34,803	34,803
5450	Rental of Equip	1,213	1,685	2,950	2,970	2,970	2,970
5461	External Training	24,195	29,189	49,290	36,070	36,070	36,070
5462	Travel and Per Diem	45,215	40,626	76,441	65,429	65,429	65,429
5472	Employee Recog & Awards	264	2,127	1,500	1,500	1,500	1,500
5473	Employ Safety Pro & Incent	5,238	3,095	13,000			
5474	Volunteer Awards Banquet	500	8,303	8,200	8,200	8,200	8,200
5480	Community Events/Open House	593	522	9,250	5,000	5,000	5,000
5484	Postage, UPS & Shipping	1,062	835	310	1,310	1,310	1,310
5500	Dues & Subscrip	7,894	7,465	17,165	18,048	18,048	18,048
5501	Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5570	Misc Business Exp	15,540	12,745	22,050	36,610	36,610	22,050
5571	Planning Retreat Expense			1,600	1,600	1,600	1,600
5572	Advertis/Public Notice	168		500	500	500	500
5575	Laundry/Repair Expense	892	119	615	765	765	765
Total Materials and Services		1,263,072	1,434,544	1,853,565	1,871,465	1,871,465	1,856,905
Total General Fund		39,647,992	41,096,267	45,285,254	47,235,565	47,235,565	47,221,005

Emergency Operations Admin.

Fund 10 • Division 20 • Department 62 • Program 200

Program Description

This program provides overall management and direction for the Emergency Operations Division. The primary administrative function for these programs includes: management of daily operations, identification of training objectives, monitoring quality of service, research and implementation of new programs and technologies, measuring compliance with applicable regulations and standards, and general systems development.

The Suppression program is responsible for ensuring an effective emergency response for all incidents including fire, rescue, hazardous materials, and major emergencies. Operations also manages the District's special teams (Hazardous Materials, Water Rescue, and Technical Rescue), which provide emergency response to specialized types of incidents.

Budget Summary

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$2,941,533	\$2,788,953	\$2,793,622	\$2,951,086
Materials and Services	247,014	317,592	514,536	445,751
Total Expenditures	\$3,188,547	\$3,106,545	\$3,308,158	\$3,396,837

Personnel Summary

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Assistant Chief	1.00	1.00	0.00	1.00
Division Chief	3.00	2.00	1.00	1.00
Chief of Staff	1.00	1.00	0.00	0.00
Battalion Chief	5.00	5.00	7.00	8.00
Operations Business Manager	1.00	1.00	1.00	1.00
Records Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	2.00	2.00	2.00
Captain Assigned to Administration	1.00	1.00	1.00	0.00
Light Duty Captain	2.00	2.00	2.00	2.00
Total Full-Time Equivalents (FTE)	17.00	16.00	15.00	16.00

2009-10 Significant Changes

Personnel Services reflects continued officer development and training for future succession plans. Promotion of one Assistant Chief and one Division Chief, along with the transfer back of one Battalion Chief from Logistics, offset by the decrease in one Captain assigned to Administration, is reflected. One Administrative Assistant was transferred to the Logistics Department and one Administrative Assistant is being added to this department for fiscal year 2009-10. Additional increases reflect the union and non-union scheduled wage increase as well as annual merit and benefit increases. Account 5102, Duty Chief Relief, provides for shift coverage for Duty Chiefs working on the line when they are on vacation, personal leave, sick, or attending training for professional development. Union Overtime, account 5120, funds mandatory Company Officer in-services, as well as funding for QI committee work, drills, training, and other meetings and functions requiring off duty attendance. Funding for continued education of Company Officers and all Emergency Operations personnel is provided through account 5290. Educational Development Plans (EDPs) are required for all employees working towards a degree. The District has instituted

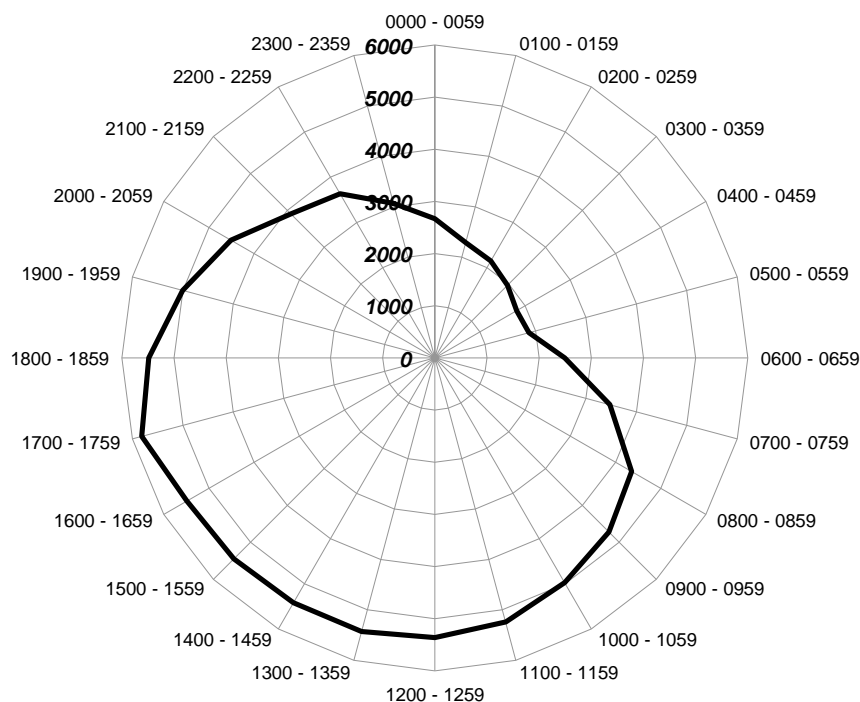
Emergency Operations Admin., continued

policy requiring a Bachelor degree for promotion to Chief Officer rank and has continued funding for degree attainment. Union overtime, account 5120, was reduced to achieve cost reductions. Employee tuition was increased to reflect the increased number of developing Chief Officers achieving additional education.

Account 5301, Special Department Supplies, provides for specialized research and development, committee evaluation, and purchases of District-wide specialized firefighting supplies. Account 5321 reflects funding for RIT supplies, SCBA mask and fit test supplies, safety vests to enhance safety, as well as incident support supplies. Building Repair and Maintenance, account 5361, allows funding to correct facility issues noted during quarterly safety inspections and annual operations inspections of all fire stations and consolidated landscaping services. Account 5365, Maintenance and Repair – Firefighting Equipment, reflects funding for thermal imager repairs as they reach end of warranty and other routine repairs for radiation dosimeters and mask fit testing instruments. Account 5414, Other Professional Services, provides funding for contracted Battalion Chief Services with the City of Lake Oswego in the amount of \$100,000, outsourced professional hose testing services, and other services including ladder testing. Accounts 5461 and 5462 reflect external training, travel, and per diem costs for various fire-related training, recertification, and conferences for Chief Officers and line personnel.

Within Materials and Services, special department supplies and firefighting supplies were reduced to achieve budget targets. Account 5325, Protective Clothing, was transferred to the Supply department budget. Travel and Per Diem was increased slightly to allow visits to other fire departments for Chief Officers to study potential deployment and operational improvements. Account 5473, Employee Safety Program and Incentives, was cut while the program is being evaluated as staff could not measure a direct result of the value of the program. Community Events are now budgeted for completely in the Community Services department.

**Incident Summary by Hour of Day
Calendar Years 2006-2008**



Note: For further information regarding response reliability and data collection methods, refer to the District's "Standards of Coverage for Emergency Response."

Emergency Operations Admin.

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10200 General Fund						
5001 Salaries & Wages Union	196,032	129,610	253,946	176,243	176,243	176,243
5002 Salaries & Wages Nonunion	1,088,245	1,048,591	1,004,785	1,262,917	1,262,917	1,262,917
5003 Vacation Taken Union	25,362	17,343	25,116	17,431	17,431	17,431
5004 Vacation Taken Nonunion	109,439	109,069	99,733	124,904	124,904	124,904
5005 Sick Leave Taken Union	4,637	3,386				
5006 Sick Taken Nonunion	10,167	7,471	472			
5007 Personal Leave Taken Union	1,025	1,746				
5008 Personal Leave Taken Nonunion	15,722	18,699				
5010 Comp Taken Nonunion	895	1,131				
5015 Vacation Sold	45,851	49,373	39,561	45,257	45,257	45,257
5016 Vacation Sold at Retirement	51,830	32,907				
5017 PEHP Vac Sold at Retirement	5,699	3,210				
5020 Deferred Comp Match Union	2,975	2,948	4,068	2,791	2,791	2,791
5021 Deferred Comp Match Nonunion	25,092	22,352	32,772	36,255	36,255	36,255
5101 Vacation Relief	9,958	14,139				
5102 Duty Chief Relief	149,700	112,548	176,301	194,016	194,016	194,016
5105 Sick Relief	1,259	1,307				
5110 Personal Leave Relief	1,111	5,475				
5115 Vacant Slot Relief	36,496	196,475				
5118 Standby Overtime	35					
5120 Overtime Union	251,338	192,306	229,985	157,768	157,768	157,768
5121 Overtime Nonunion	1,207	2,521	2,000	2,000	2,000	2,000
5123 Comptime Sold Nonunion	3	5				
5201 PERS Taxes	429,425	348,496	349,573	384,005	384,005	384,005
5203 FICA/MEDI	133,276	127,413	141,046	154,939	154,939	154,939
5206 Worker's Comp	36,322	36,297	35,123	28,456	28,456	28,456
5207 TriMet/Wilsonville Tax	12,706	12,105	12,202	13,606	13,606	13,606
5208 OR Worker's Benefit Fund Tax	640	603	530	566	566	566
5210 Medical Ins Union	30,905	19,152	41,940	30,756	30,756	30,756
5211 Medical Ins Nonunion	129,849	127,988	149,851	187,483	187,483	187,483
5220 Post Retire Ins Union	1,936	950	1,800	1,200	1,200	1,200
5221 Post Retire Ins Nonunion	33,516	24,722	12,903	12,600	12,600	12,600
5230 Dental Ins Nonunion	19,980	18,929	21,885	25,533	25,533	25,533
5240 Life/Disability Insurance	10,412	11,958	12,000	14,000	14,000	14,000
5270 Uniform Allowance	47,660	72,878	119,030	1,100	1,100	1,100
5290 Employee Tuition Reimburse	11,708	12,210	27,000	71,500	71,500	71,500
5295 Vehicle Allowance	9,120	2,640		5,760	5,760	5,760
Total Personnel Services	2,941,533	2,788,953	2,793,622	2,951,086	2,951,086	2,951,086
5300 Office Supplies	615	540	4,500	4,500	4,500	4,500
5301 Special Department Supplies	8,921	4,074	23,000	10,000	10,000	10,000
5302 Training Supplies	408	246	500	500	500	500
5305 Fire Extinguisher	16					
5306 Photography Supplies & Process	23	6	1,250	1,250	1,250	1,250
5320 EMS Supplies	311	34	500	500	500	500
5321 Fire Fighting Supplies	31,909	60,142	61,230	37,170	37,170	37,170
5323 Food Service	1,797	3,870	6,115	2,900	2,900	2,900
5325 Protective Clothing	7,258	18,995	18,000			
5330 Noncapital Furniture & Equip	5,510	11,421	12,471	17,005	17,005	17,005
5340 Software Expense/Upgrades		40				
5350 Apparatus Fuel/Lubricants	21,373	22,512	23,000	23,000	23,000	23,000
5361 M&R Bldg/Bldg Equip & Improv	40,106	48,370	52,300	49,600	49,600	49,600
5363 Vehicle Maintenance	178					

Emergency Operations Admin.

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5365 M&R Firefight Equip	20,580	24,619	20,704	23,000	23,000	23,000
5366 M&R EMS Equip		445				
5367 M&R Office Equip			1,500	1,500	1,500	1,500
5400 Insurance Premium				175	175	175
5414 Other Professional Services	35,388	44,154	150,828	150,218	150,218	150,218
5415 Printing	3,234	492	6,028	3,605	3,605	3,605
5419 Chaplains Reimbursement	11,208	14,364	18,500	18,500	18,500	18,500
5430 Telephone		46				
5436 Garbage	377					
5450 Rental of Equip		122				
5461 External Training	10,697	18,947	28,780	27,570	27,570	27,570
5462 Travel and Per Diem	27,592	28,325	49,350	54,875	54,875	54,875
5472 Employee Recog & Awards	89	265				
5473 Employ Safety Pro & Incent	5,238	3,095	13,000			
5480 Community Events/Open House			5,000			
5484 Postage, UPS & Shipping	734	617		650	650	650
5500 Dues & Subscrip	3,910	4,520	8,480	9,233	9,233	9,233
5570 Misc Business Exp	9,542	7,331	8,500	9,000	9,000	9,000
5571 Planning Retreat Expense			1,000	1,000	1,000	1,000
Total Materials and Services	247,014	317,592	514,536	445,751	445,751	445,751
Total General Fund	3,188,547	3,106,545	3,308,158	3,396,837	3,396,837	3,396,837

Relief Pool Personnel

Fund 10 • Division 20 • Department 62 • Program 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 45 FTEs, in order to provide sufficient personnel to provide both staffing for scheduled Kelly days off and for position vacancies due to on-the-job injuries, military leave, and other time off.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$3,396,318	\$3,694,792	\$5,742,617	\$4,603,338
Total Expenditures	\$3,396,318	\$3,694,792	\$5,742,617	\$4,603,338

2009-10 SIGNIFICANT CHANGES

The decrease reflects the change from the contractually allowed 45 relief pool personnel down to 36.5 personnel for this fiscal year as the District phases in different deployment models. Personnel have been redistributed throughout the stations as part of the District-wide Dynamic Deployment Model.

Evaluating and modifying the District's deployment plan not only includes the type and location of apparatus, it includes the staffing model required to utilize those apparatus. To ensure efficiency, it is the District's goal to maintain 100% utilization of relief pool personnel. Analysis demonstrates that the ideal number to meet this goal resides in the 30 to 36 area and fluctuates based upon the time of year (e.g., greater need in the summer months than winter months). There is a delicate balance that must be struck between filling scheduled vacancies, placing relief personnel when vacancies do not exist, and absorbing the return of personnel from extended leaves of absence (e.g., long-term injuries, pregnancy, military deployments). Reducing the number of relief pool personnel will allow staff the ability to more accurately manage these ever-changing issues. This reduction does not result in any structural changes to the District's current Kelly Relief system.

Relief Pool Personnel

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10280 General Fund						
5001 Salaries & Wages Union	1,877,523	2,110,532	3,155,584	2,526,707	2,526,707	2,526,707
5003 Vacation Taken Union	231,998	243,504	417,651	334,417	334,417	334,417
5005 Sick Leave Taken Union	44,308	88,964	139,217	111,472	111,472	111,472
5007 Personal Leave Taken Union	31,123	26,483				
5016 Vacation Sold at Retirement			40,837	14,863	14,863	14,863
5017 PEHP Vac Sold at Retirement	29,888		29,700	26,753	26,753	26,753
5020 Deferred Comp Match Union	27,606	31,284	68,680	52,020	52,020	52,020
5101 Vacation Relief	5,144	3,305				
5105 Sick Relief	2,005					
5110 Personal Leave Relief	1,590	513				
5115 Vacant Slot Relief	3,017	1,120				
5118 Standby Overtime	3,132	2,411	2,970	2,378	2,378	2,378
5120 Overtime Union	18,100	15,650	25,987	20,808	20,808	20,808
5201 PERS Taxes	497,642	451,218	735,767	585,754	585,754	585,754
5203 FICA/MEDI	155,857	174,970	296,868	236,341	236,341	236,341
5206 Worker's Comp	95,772	91,636	112,538	83,414	83,414	83,414
5207 TriMet/Wilsonville Tax	13,194	14,544	25,612	20,755	20,755	20,755
5208 OR Worker's Benefit Fund Tax	951	1,051	5,946	4,459	4,459	4,459
5210 Medical Ins Union	340,284	416,657	657,060	561,297	561,297	561,297
5220 Post Retire Ins Union	17,184	20,950	28,200	21,900	21,900	21,900
Total Personnel Services	3,396,318	3,694,792	5,742,617	4,603,338	4,603,338	4,603,338
Total General Fund	3,396,318	3,694,792	5,742,617	4,603,338	4,603,338	4,603,338

Volunteers

Fund 10 • Division 20 • Department 62 • Program 300

PROGRAM DESCRIPTION

The purpose of the Volunteer program is to provide trained emergency personnel for the following purposes:

- Additional apparatus and personnel to support career companies at emergencies
- Additional apparatus and personnel for large scale emergencies and disasters
- Staffing for career fire stations when career companies will be out of quarters for an extended period of time
- Air management and rehabilitation services

Volunteers attend approximately 64 hours of basic training before they may respond on emergencies. In addition, they continue their training by attending a training session every Tuesday night and numerous weekend sessions for advanced training. The District volunteers respond from seven stations. The stations are located in the Skyline area, and at Aloha, Tigard, Sherwood, Wilsonville, Rosemont (West Linn), and Sunset (West Linn) fire stations. Because of the volunteer nature and that 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 who serve the community, which ranges between 70 and 100.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$133,344	\$93,437	\$185,762	\$139,900
Materials and Services	90,595	97,421	111,275	97,400
Total Expenditures	\$223,939	\$190,858	\$297,037	\$237,300

2009-10 SIGNIFICANT CHANGES

All Volunteer costs centers have been 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 will be moving 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 accounted for in account 5030, Volunteer Incentive Reimbursement. Group term life insurance for Combat Volunteers, as part of the LOSAP pension plan, is accounted for in account 5420. In addition to the classes mentioned, all Combat 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.

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.

Volunteers, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Develop recruiting plan** to attract a balance of community and pre-career volunteers into the organization.
Balance the need for combat and support roles within program.

Goal(s): V
Service Type(s): Essential
Measured By: Development of an outreach plan to encompass the different volunteer interests in the community and to provide ongoing stability within the volunteer program.
Status or Outcome: Obsolete. The assignment of a new Battalion Chief FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Service Measure will be transitioned into a more encompassing Change Strategy in fiscal year 2009-2010.

- **Evaluate on-scene rehabilitation** and ensure it provides for the safety and on-going wellness of responders; create effective changes where necessary.

Goal(s): IV
Service Type(s): Core
Measured By: Review of rehabilitation program for responders; and address any areas of opportunity for improvement with revised or developed operational guidelines.
Status or Outcome: The Occupational Health Services Program Manager, in conjunction with the District Safety Officer, has revised all District policy relating to on-scene rehabilitation (e.g., Training Bulletins, Standard Operating Guidelines, Fire & Rescue, and EMS Protocols.) These new procedures are currently under review at the Regional Fire Operations Group (RFOG) and EMS Tri-County Protocol Committee for possible regional implementation. Many aspects of the new procedures will be implemented utilizing volunteer personnel; part of a more encompassing Change Strategy for the Operations Division in fiscal year 2009-2010.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Refine a Community Outreach Plan** to Recruit Support Volunteers and Target Community Oriented Combat Volunteers.

Goal(s): VII
Budget Impact: Increase Required
Duration: Six months
Budget Description: No budget impact. Working within current marketing/advertising budget
Partner(s): Community Services, Human Resources
Status or Outcome: Obsolete. The assignment of a new Battalion Chief FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010.

Volunteers, continued

- **Update Entry Training Academy** in coordination with Training Division to Improve Support of Entering Combat Volunteers Consistent with District Priorities.

Goal(s): VII
Budget Impact: Increase Required
Duration: In progress – one year
Budget Description: No budget impact. Working within current budget.
Partner(s): Training, Clackamas County Fire District #1 as regional delivery partner
Status or Outcome: Obsolete. The assignment of a new Battalion Chief FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010

- **Restructure Command Hierarchy** within Support Volunteer Program.

Goal(s): VII
Budget Impact: Increase Required
Duration: Six months
Budget Description: No budget impact. Working within current budget.
Partner(s): Human Resources
Status or Outcome: Obsolete. The assignment of a new Battalion Chief FTE assigned to days to manage this program has allowed for a complete overhaul of the Volunteer Program. This Change Strategy will be transitioned into a more encompassing strategy in fiscal year 2009-2010.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Assigned a full-time Battalion Chief (BC) position to manage the Volunteer Program. The BC is assigned to days, as opposed to shift work, which has allowed for increased ability in managing the program and personnel on a daily basis. Additionally, it has allowed the BC time to conduct a complete evaluation of the program and needs of the District. A large part of this fiscal year has been focused on meeting with individuals within the Volunteer Program and District management staff to begin the process of restructuring the entire program.

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.

Volunteers, continued

- **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.

- **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.

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

Volunteers

		Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
General Fund							
5030	Volunteer Incentive/Reimburse	97,962	64,480	134,000	120,000	120,000	120,000
5120	Overtime Union	4,674	3,621	5,000			
5121	Overtime Nonunion	914	217	500			
5201	PERS Taxes	1,233	730	945			
5203	FICA/MEDI	425	289	383			
5206	Worker's Comp	234	109	145			
5207	TriMet/Wilsonville Tax	36	25	33			
5208	OR Worker's Benefit Fund Tax	2	1	6			
5240	Life/Disability Insurance	7,174	16,080	19,200	4,200	4,200	4,200
5270	Uniform Allowance	14,162	6,110	15,700	15,700	15,700	15,700
5290	Employee Tuition Reimburse	6,526	1,775	9,850			
	Total Personnel Services	133,342	93,437	185,762	139,900	139,900	139,900
5300	Office Supplies	521	564	1,100	1,500	1,500	1,500
5301	Special Department Supplies	1,731	1,781	3,700	5,000	5,000	5,000
5302	Training Supplies	7,197	8,707	4,300	4,500	4,500	4,500
5305	Fire Extinguisher	240	297	750	750	750	750
5306	Photography Supplies & Process	17	115	600	600	600	600
5320	EMS Supplies	462	152	1,900	500	500	500
5321	Fire Fighting Supplies	12,495	6,668	9,050	10,000	10,000	10,000
5323	Food Service	4,072	4,227	6,000	6,000	6,000	6,000
5325	Protective Clothing	5,326	9,984	5,000	10,000	10,000	10,000
5330	Noncapital Furniture & Equip	113	473				
5350	Apparatus Fuel/Lubricants	7,830	8,413	8,450	9,000	9,000	9,000
5361	M&R Bldg/Bldg Equip & Improv	2,555	5,436	4,250			
5363	Vehicle Maintenance	280		1,500	5,000	5,000	5,000
5365	M&R Firefight Equip		126	1,500			
5414	Other Professional Services	86		600			
5415	Printing	168	201	200	400	400	400
5432	Natural Gas	6,099	4,768	5,050	7,000	7,000	7,000
5433	Electricity	8,672	9,025	8,300			
5434	Water/Sewer	477	440	550			
5436	Garbage	1,239	2,050	2,550	3,000	3,000	3,000
5450	Rental of Equip	65	60	100			
5461	External Training	5,235	2,347	7,410	2,000	2,000	2,000
5462	Travel and Per Diem	11,633	9,900	12,400	5,850	5,850	5,850
5472	Employee Recog & Awards	175	1,862	1,500	1,500	1,500	1,500
5474	Volunteer Awards Banquet	500	8,303	8,200	8,200	8,200	8,200
5484	Postage, UPS & Shipping	80	41	100	300	300	300
5500	Dues & Subscrip	980	665	1,515	1,600	1,600	1,600
5501	Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5570	Misc Business Exp	3,341	2,815	5,600	5,600	5,600	5,600
5571	Planning Retreat Expense			600	600	600	600
5572	Advertis/Public Notice	168		500	500	500	500
5575	Laundry/Repair Expense	840					
	Total Materials and Services	90,596	97,421	111,275	97,400	97,400	97,400
	Total General Fund	223,938	190,858	297,037	237,300	237,300	237,300

Station 53 – Progress

Fund 10 • Division 20 • Department 62 • Program 253 • Location 53

STATION DESCRIPTION

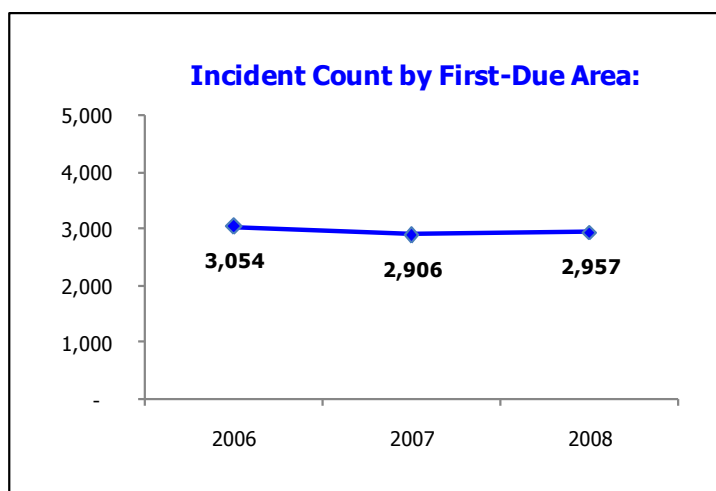
Station 53 is located in the Progress area near Washington Square Mall and is staffed by a total of **18 full-time personnel** (six on each 24-hour shift); **four full-time personnel** are assigned to **Engine 53** and **two full-time personnel** are assigned to **Medic 53**. These units are Advanced Life Support (ALS) and are staffed by paramedics at all times. In addition to responding to the District's largest commercial development, this station serves well-established neighborhoods in eastern Washington County and is "first-in" on a significant volume of motor vehicle accidents on Highway 217. The station is also home to one-half of the District's **Hazardous Materials Team** (in conjunction with Station 34), utilizing the **HazMat 53** response unit. In fiscal year 2009-10, this station is expected to transition to 14 full-time personnel; 12 of whom will continue to be assigned to Engine 53 (four on each 24-hour shift), and 2 personnel will staff a 40-hour per week ALS unit (type to be determined). This two-person unit will be designed to manage TVF&R's increasing EMS and public service calls.

Station 53 will be rebuilt in 2009-10, utilizing bond proceeds from the March 2009 bond sale. 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 make the current facility unworkable and a liability in case of a major earthquake. During the reconstruction, station personnel will be responding from a nearby temporary station site.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$2,092,301	\$2,282,808	\$2,525,550	\$2,063,436
Materials and Services	43,641	45,799	51,605	74,843
Total Expenditures	\$2,135,942	\$2,328,607	\$2,577,155	\$2,138,279

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 97.8%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:43

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:28

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 53 - Progress

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10053 General Fund						
5001 Salaries & Wages Union	1,057,966	1,114,142	1,249,002	1,021,933	1,021,933	1,021,933
5003 Vacation Taken Union	119,857	155,321	165,309	135,256	135,256	135,256
5005 Sick Leave Taken Union	13,384	29,037	55,104	45,085	45,085	45,085
5007 Personal Leave Taken Union	15,834	19,134				
5016 Vacation Sold at Retirement			16,164	6,011	6,011	6,011
5017 PEHP Vac Sold at Retirement		1,899	11,755	10,820	10,820	10,820
5020 Deferred Comp Match Union	15,849	17,985	27,184	21,040	21,040	21,040
5101 Vacation Relief	116,519	151,448	146,207	119,626	119,626	119,626
5105 Sick Relief	20,982	29,973	33,356	27,292	27,292	27,292
5110 Personal Leave Relief	20,624	23,860	21,306	17,433	17,433	17,433
5115 Vacant Slot Relief	31,682	39,196				
5118 Standby Overtime	2,080	1,812	1,176	962	962	962
5120 Overtime Union	8,167	7,907	10,286	8,416	8,416	8,416
5201 PERS Taxes	315,504	297,533	329,306	268,070	268,070	268,070
5203 FICA/MEDI	103,701	115,496	132,869	108,161	108,161	108,161
5206 Worker's Comp	42,181	40,359	50,369	38,175	38,175	38,175
5207 TriMet/Wilsonville Tax	8,913	10,143	11,463	9,498	9,498	9,498
5208 OR Worker's Benefit Fund Tax	608	626	2,254	1,966	1,966	1,966
5210 Medical Ins Union	188,850	216,687	251,640	215,292	215,292	215,292
5220 Post Retire Ins Union	9,600	10,250	10,800	8,400	8,400	8,400
Total Personnel Services	2,092,301	2,282,808	2,525,550	2,063,436	2,063,436	2,063,436
5300 Office Supplies	920	1,308	1,500	1,500	1,500	1,500
5301 Special Department Supplies	3,509	3,210	4,000	10,750	10,750	10,750
5302 Training Supplies		127	350	350	350	350
5305 Fire Extinguisher	232		75	500	500	500
5306 Photography Supplies & Process			50	50	50	50
5320 EMS Supplies	230	(14)	500			
5321 Fire Fighting Supplies	4,251	3,601	4,000	4,000	4,000	4,000
5330 Noncapital Furniture & Equip	1,155	2,768	3,750	18,065	18,065	18,065
5350 Apparatus Fuel/Lubricants	10,015	12,044	10,580	11,638	11,638	11,638
5361 M&R Bldg/Bldg Equip & Improv	5,006	3,574	5,725	5,725	5,725	5,725
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	169	122	800	800	800	800
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	259	202	300	300	300	300
5415 Printing	13	43				
5432 Natural Gas	3,915	3,980	3,400	3,740	3,740	3,740
5433 Electricity	8,645	9,170	9,500	10,450	10,450	10,450
5434 Water/Sewer	3,344	3,469	3,760	3,760	3,760	3,760
5436 Garbage	1,200	1,200	1,365	1,365	1,365	1,365
5480 Community Events/Open House			250	250	250	250
5484 Postage, UPS & Shipping		17				
5500 Dues & Subscrip	142	150	350	350	350	350
5570 Misc Business Exp		30	350	250	250	250
Total Materials and Services	43,641	45,799	51,605	74,843	74,843	74,843
Total General Fund	2,135,942	2,328,607	2,577,155	2,138,279	2,138,279	2,138,279

Station 60 – Cornell Road

Fund 10 • Division 20 • Department 62 • Program 260 • Location 60

STATION DESCRIPTION

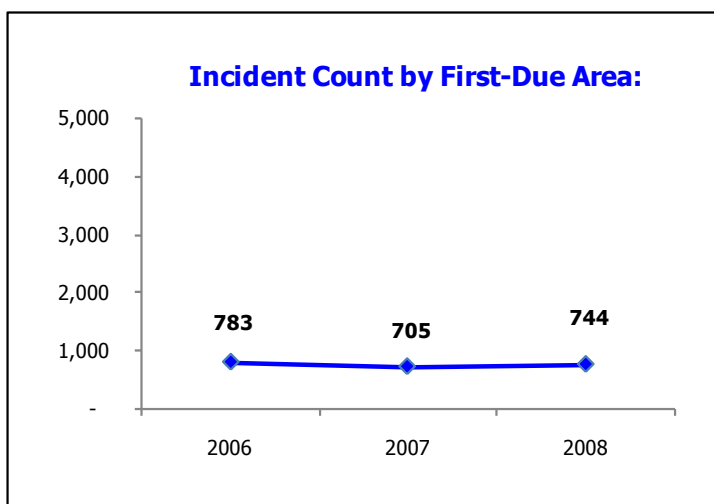
Station 60 serves an area that includes the "West Hills" - a complex response area due to the steep terrain and wildland/urban interface response. Due to the station's elevation, it also encounters a wide variety of weather related response challenges.

The Cornell Road station houses **nine full-time personnel** (three on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 60** at all times. In addition, the station houses a rapid response 4x4 wildland fire **brush unit**. The station also has a Community Room, which is used by a wide variety of neighborhood and community group meetings and classes, and a satellite Sheriff's Office.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,184,611	\$1,186,771	\$1,217,162	\$1,277,747
Materials and Services	32,092	37,594	40,685	43,525
Total Expenditures	\$1,216,703	\$1,224,365	\$1,257,847	\$1,321,272

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 96.8%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:27

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 7:13

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 60 - Cornell Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10060 General Fund						
5001 Salaries & Wages Union	503,248	494,675	599,528	630,125	630,125	630,125
5003 Vacation Taken Union	79,744	88,983	79,350	83,399	83,399	83,399
5005 Sick Leave Taken Union	36,811	36,755	26,449	27,800	27,800	27,800
5007 Personal Leave Taken Union	8,798	10,262				
5016 Vacation Sold at Retirement		2,580	7,759	3,707	3,707	3,707
5017 PEHP Vac Sold at Retirement			5,643	6,672	6,672	6,672
5020 Deferred Comp Match Union	12,193	11,490	13,049	12,973	12,973	12,973
5101 Vacation Relief	85,800	101,346	70,180	73,762	73,762	73,762
5105 Sick Relief	35,579	40,913	16,011	16,828	16,828	16,828
5110 Personal Leave Relief	17,177	15,141	10,227	10,749	10,749	10,749
5115 Vacant Slot Relief	6,593	17,778				
5118 Standby Overtime	1,131	633	564	593	593	593
5120 Overtime Union	25,704	7,375	4,937	5,189	5,189	5,189
5201 PERS Taxes	178,961	153,551	158,069	165,293	165,293	165,293
5203 FICA/MEDI	59,657	60,368	63,778	66,692	66,692	66,692
5206 Worker's Comp	22,270	21,308	24,177	23,539	23,539	23,539
5207 TriMet/Wilsonville Tax	4,896	4,981	5,502	5,857	5,857	5,857
5208 OR Worker's Benefit Fund Tax	332	315	719	767	767	767
5210 Medical Ins Union	100,617	113,217	125,820	138,402	138,402	138,402
5220 Post Retire Ins Union	5,100	5,100	5,400	5,400	5,400	5,400
Total Personnel Services	1,184,611	1,186,771	1,217,162	1,277,747	1,277,747	1,277,747
5300 Office Supplies	658	536	1,000	1,000	1,000	1,000
5301 Special Department Supplies	2,429	2,067	2,500	2,500	2,500	2,500
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	182	174	50	180	180	180
5320 EMS Supplies	720	(13)	500			
5321 Fire Fighting Supplies	1,377	1,961	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	290	3,678	2,000	1,950	1,950	1,950
5350 Apparatus Fuel/Lubricants	6,925	8,964	8,300	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	2,899	2,512	3,500	4,400	4,400	4,400
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	80		400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	27	29	300	300	300	300
5415 Printing		16				
5432 Natural Gas	4,147	4,065	4,140	4,500	4,500	4,500
5433 Electricity	6,509	7,933	7,100	8,000	8,000	8,000
5434 Water/Sewer	3,856	3,663	4,725	4,725	4,725	4,725
5436 Garbage	1,200	1,128	1,420	1,420	1,420	1,420
5480 Community Events/Open House	28		250	250	250	250
5500 Dues & Subscrip	129	83	350	350	350	350
5570 Misc Business Exp			200	200	200	200
5575 Laundry/Repair Expense			100			
Total Materials and Services	32,092	37,594	40,685	43,525	43,525	43,525
Total General Fund	1,216,703	1,224,365	1,257,847	1,321,272	1,321,272	1,321,272

Station 61 – Butner Road

Fund 10 • Division 20 • Department 62 • Program 501 • Location 61

STATION DESCRIPTION

The Butner Road fire station's first response area includes portions of North Beaverton and unincorporated Washington County. The region contains a variety of occupancies ranging from residential, high volume commercial and hi-tech industry, to several large recreational facilities.

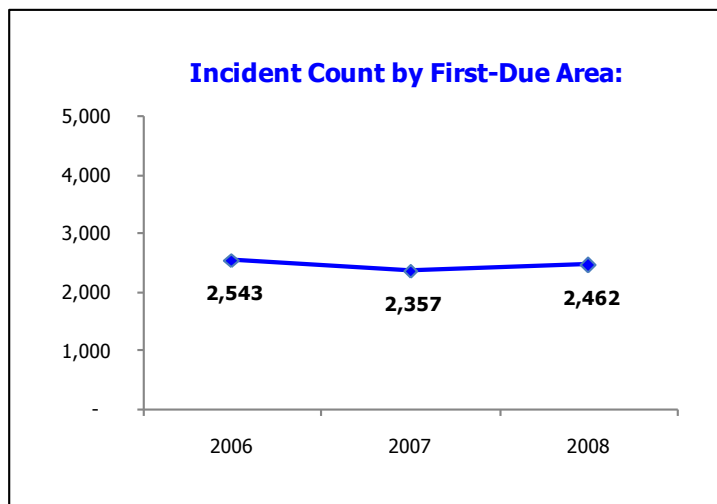
In fiscal year 2008-09, Peak Activity Unit (PAU) Rescue 61 (staffed with 4 full-time personnel) was closed. Currently, station 61 houses **12 full-time personnel**, with paramedic staffing Advanced Life Support (ALS), on aerial pumper **Squirt 61** (four each 24-hour shift). In fiscal year 2009-10, it is expected that two full-time personnel will be added to this station assigned to a 40-hour per week ALS unit (type still being determined). This two person unit will be designed to manage TVF&R's increasing EMS and public service calls.

The station also has a Community Room that is used by a wide variety of neighborhood and community groups, as well as for District training and meetings, and office space dedicated for use by local law enforcement agencies. Station 61 also assists in training and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,917,846	\$1,992,946	\$2,129,260	\$1,915,331
Materials and Services	52,319	55,756	61,290	55,135
Total Expenditures	\$1,970,165	\$2,048,702	\$2,190,550	\$1,970,466

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 94.7%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:39

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:39

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 61 - Butner Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10061 General Fund						
5001 Salaries & Wages Union	937,780	954,480	1,046,766	940,110	940,110	940,110
5003 Vacation Taken Union	93,463	128,343	138,542	124,426	124,426	124,426
5005 Sick Leave Taken Union	20,262	18,477	46,181	41,475	41,475	41,475
5007 Personal Leave Taken Union	13,511	15,981				
5016 Vacation Sold at Retirement		2,027	13,546	5,530	5,530	5,530
5017 PEHP Vac Sold at Retirement	1,908	1,946	9,852	9,954	9,954	9,954
5020 Deferred Comp Match Union	12,777	15,347	22,783	19,355	19,355	19,355
5101 Vacation Relief	116,888	151,765	122,533	110,048	110,048	110,048
5105 Sick Relief	26,335	24,290	27,955	25,106	25,106	25,106
5110 Personal Leave Relief	19,037	26,243	17,857	16,037	16,037	16,037
5115 Vacant Slot Relief	38,594	40,981				
5118 Standby Overtime	1,971	1,255	985	885	885	885
5120 Overtime Union	15,779	8,419	8,620	7,742	7,742	7,742
5201 PERS Taxes	284,247	251,256	275,986	246,607	246,607	246,607
5203 FICA/MEDI	95,018	100,408	111,355	99,501	99,501	99,501
5206 Worker's Comp	39,637	37,925	42,213	35,118	35,118	35,118
5207 TriMet/Wilsonville Tax	7,651	8,718	9,607	8,738	8,738	8,738
5208 OR Worker's Benefit Fund Tax	604	586	1,199	1,007	1,007	1,007
5210 Medical Ins Union	182,826	196,699	223,680	215,292	215,292	215,292
5220 Post Retire Ins Union	9,558	7,800	9,600	8,400	8,400	8,400
Total Personnel Services	1,917,846	1,992,946	2,129,260	1,915,331	1,915,331	1,915,331
5300 Office Supplies	1,207	1,150	1,500	1,300	1,300	1,300
5301 Special Department Supplies	4,374	4,108	4,000	3,000	3,000	3,000
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	208	122	200	200	200	200
5306 Photography Supplies & Process	114		200	100	100	100
5320 EMS Supplies	374		500			
5321 Fire Fighting Supplies	5,970	4,541	4,000	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	387	3,852	3,350	1,900	1,900	1,900
5350 Apparatus Fuel/Lubricants	10,739	13,922	13,005	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	4,999	4,790	5,025	5,025	5,025	5,025
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	463		800	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	112	145	300	300	300	300
5415 Printing	28	5	50	50	50	50
5432 Natural Gas	4,911	4,923	4,850	5,090	5,090	5,090
5433 Electricity	8,946	8,844	9,990	10,500	10,500	10,500
5434 Water/Sewer	6,713	6,385	9,000	8,500	8,500	8,500
5436 Garbage	2,025	2,025	2,220	2,220	2,220	2,220
5480 Community Events/Open House			250	250	250	250
5500 Dues & Subscrip	113	83	350	350	350	350
5570 Misc Business Exp		31	250	200	200	200
5575 Laundry/Repair Expense		32	100	100	100	100
Total Materials and Services	52,319	55,756	61,290	55,135	55,135	55,135
Total General Fund	1,970,165	2,048,702	2,190,550	1,970,466	1,970,466	1,970,466

Station 62 – Aloha

Fund 10 • Division 20 • Department 62 • Program 262 • Location 62

STATION DESCRIPTION

The Aloha fire station serves Aloha and portions of eastern Hillsboro and unincorporated Washington County, with a diverse response area, including single and multi-family dwellings, hi-tech, industrial, and commercial occupancies.

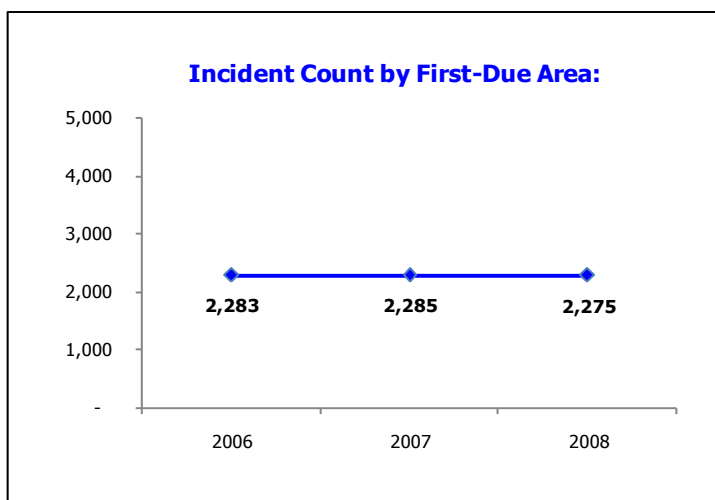
In fiscal year 2008-09, Peak Activity Unit (PAU) Rescue 62 (staffed with 4 full-time personnel) was closed. Currently, station 62 houses **12 full-time personnel**, with paramedic staffing Advanced Life Support (ALS) aerial pumper **Squirt 62** (four each 24-hour shift). In fiscal year 2009-10, two full-time personnel will be added to two 40-hour per week ALS units (type still being determined). These one-person units will be designed to manage TVF&R's increasing EMS and public service calls.

Station 62 has a company of active volunteers who staff an additional **fire engine** on an on-call basis through **Volunteer Company 362**. The District's Mobile Command Center (MCC) 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. The station also assists with recruit training, instructing, and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,910,939	\$1,922,215	\$2,097,733	\$1,893,529
Materials and Services	72,976	68,680	82,940	83,300
Total Expenditures	\$1,983,915	\$1,990,895	\$2,180,673	\$1,976,829

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 97.2%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:40

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:39

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 62 - Aloha

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10062 General Fund						
5001 Salaries & Wages Union	931,744	950,484	1,029,428	928,007	928,007	928,007
5003 Vacation Taken Union	102,979	106,324	136,248	122,834	122,834	122,834
5005 Sick Leave Taken Union	27,184	27,727	45,415	40,945	40,945	40,945
5007 Personal Leave Taken Union	14,037	14,782				
5016 Vacation Sold at Retirement			13,322	5,459	5,459	5,459
5017 PEHP Vac Sold at Retirement		1,879	9,689	9,827	9,827	9,827
5020 Deferred Comp Match Union	15,004	14,972	22,405	19,107	19,107	19,107
5101 Vacation Relief	112,015	123,138	120,504	108,640	108,640	108,640
5105 Sick Relief	38,035	36,455	27,492	24,785	24,785	24,785
5110 Personal Leave Relief	17,207	20,803	17,561	15,832	15,832	15,832
5115 Vacant Slot Relief	20,044	17,816				
5118 Standby Overtime	1,149	943	969	873	873	873
5120 Overtime Union	9,053	9,692	8,478	7,643	7,643	7,643
5201 PERS Taxes	283,225	244,053	271,414	243,451	243,451	243,451
5203 FICA/MEDI	94,947	96,975	109,511	98,228	98,228	98,228
5206 Worker's Comp	39,163	37,471	41,514	34,669	34,669	34,669
5207 TriMet/Wilsonville Tax	7,659	7,905	9,448	8,626	8,626	8,626
5208 OR Worker's Benefit Fund Tax	604	585	1,055	911	911	911
5210 Medical Ins Union	187,032	202,311	223,680	215,292	215,292	215,292
5220 Post Retire Ins Union	9,858	7,900	9,600	8,400	8,400	8,400
Total Personnel Services	1,910,939	1,922,215	2,097,733	1,893,529	1,893,529	1,893,529
5300 Office Supplies	673	906	1,500	1,300	1,300	1,300
5301 Special Department Supplies	3,528	3,313	4,000	3,000	3,000	3,000
5302 Training Supplies	425	36	350	350	350	350
5305 Fire Extinguisher	270	151	200	200	200	200
5306 Photography Supplies & Process				100	100	100
5320 EMS Supplies		(7)	500			
5321 Fire Fighting Supplies	5,176	2,279	4,000	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	1,773	2,671	3,050	1,200	1,200	1,200
5350 Apparatus Fuel/Lubricants	14,924	16,500	16,640	17,500	17,500	17,500
5361 M&R Bldg/Bldg Equip & Improv	6,538	5,863	7,200	6,000	6,000	6,000
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	160	140	800	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	525	544	300	300	300	300
5415 Printing	13	13				
5432 Natural Gas	10,140	9,327	10,000	12,000	12,000	12,000
5433 Electricity	18,316	16,072	21,000	24,000	24,000	24,000
5434 Water/Sewer	8,281	8,376	10,000	10,000	10,000	10,000
5436 Garbage	1,393	1,400	1,700	1,700	1,700	1,700
5480 Community Events/Open House				250	250	250
5500 Dues & Subscrip	185	108	350	350	350	350
5570 Misc Business Exp	20	190	250	200	200	200
5575 Laundry/Repair Expense			100	150	150	150
Total Materials and Services	72,976	68,680	82,940	83,300	83,300	83,300
Total General Fund	1,983,915	1,990,895	2,180,673	1,976,829	1,976,829	1,976,829

Station 64 – Somerset

Fund 10 • Division 20 • Department 62 • Program 264 • Location 64

STATION DESCRIPTION

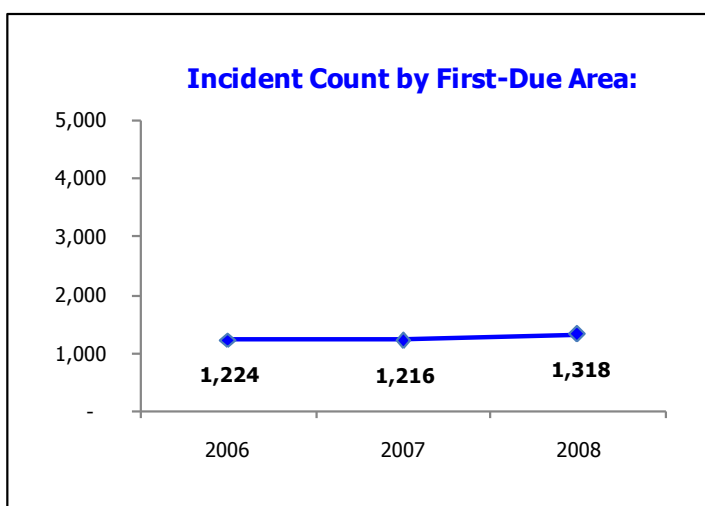
The Somerset fire station is situated at the junction of Highway 26 and 185th Avenue, serving the northern portion of Aloha and portions of northeastern Hillsboro and unincorporated Washington County. The area has a diverse service profile, including single- and multi-family dwellings, wildland/urban interfaces, hi-tech, commercial, and industrial occupancies.

Station 64 houses **12 full-time personnel** (four on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 64** at all times and a wildland 4x4 **brush unit** and **water tender** when needed. Station 64 also assists in training and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,522,097	\$1,465,952	\$1,565,888	\$1,628,674
Materials and Services	50,428	49,192	48,260	65,495
Total Expenditures	\$1,572,525	\$1,515,144	\$1,614,148	\$1,694,169

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 94.5%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:24

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:38

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 64 - Somerset

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10064 General Fund						
5001 Salaries & Wages Union	765,931	706,190	772,911	798,584	798,584	798,584
5003 Vacation Taken Union	69,519	78,730	102,297	105,695	105,695	105,695
5005 Sick Leave Taken Union	23,121	14,277	34,098	35,232	35,232	35,232
5007 Personal Leave Taken Union	11,008	8,731				
5016 Vacation Sold at Retirement	2,287		1,002	4,698	4,698	4,698
5017 PEHP Vac Sold at Retirement	1,768	1,835	7,274	8,456	8,456	8,456
5020 Deferred Comp Match Union	11,347	10,850	16,822	16,441	16,441	16,441
5101 Vacation Relief	70,785	110,810	90,476	93,481	93,481	93,481
5105 Sick Relief	33,067	23,530	20,641	21,327	21,327	21,327
5110 Personal Leave Relief	15,551	14,695	13,185	13,623	13,623	13,623
5115 Vacant Slot Relief	8,066	23,029				
5118 Standby Overtime	784	965	727	752	752	752
5120 Overtime Union	16,183	27,943	6,365	6,577	6,577	6,577
5201 PERS Taxes	224,258	184,965	203,782	209,482	209,482	209,482
5203 FICA/MEDI	76,221	74,947	82,222	84,522	84,522	84,522
5206 Worker's Comp	29,512	28,237	31,169	29,831	29,831	29,831
5207 TriMet/Wilsonville Tax	6,152	6,102	7,094	7,422	7,422	7,422
5208 OR Worker's Benefit Fund Tax	482	459	863	815	815	815
5210 Medical Ins Union	148,047	144,007	167,760	184,536	184,536	184,536
5220 Post Retire Ins Union	8,008	5,650	7,200	7,200	7,200	7,200
Total Personnel Services	1,522,097	1,465,952	1,565,888	1,628,674	1,628,674	1,628,674
5300 Office Supplies	1,288	599	1,300	1,300	1,300	1,300
5301 Special Department Supplies	3,299	3,302	3,000	3,000	3,000	3,000
5302 Training Supplies	97	209	350	350	350	350
5305 Fire Extinguisher	240	152	200	200	200	200
5306 Photography Supplies & Process		13		20	20	20
5320 EMS Supplies	93	465	500			
5321 Fire Fighting Supplies	3,437	2,564	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	60	566		1,000	1,000	1,000
5350 Apparatus Fuel/Lubricants	17,899	21,250	17,000	27,000	27,000	27,000
5361 M&R Bldg/Bldg Equip & Improv	8,728	4,909	5,400	11,200	11,200	11,200
5364 M&R Fire Communic Equip		1	250	250	250	250
5365 M&R Firefight Equip	229	6	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	293	222	300	300	300	300
5415 Printing	28		25	25	25	25
5432 Natural Gas	3,277	3,019	3,150	4,000	4,000	4,000
5433 Electricity	7,053	7,102	7,665	8,000	8,000	8,000
5434 Water/Sewer	2,632	2,793	2,520	2,500	2,500	2,500
5436 Garbage	956	983	1,250	1,000	1,000	1,000
5480 Community Events/Open House			250	250	250	250
5500 Dues & Subscrip	183	200	350	350	350	350
5570 Misc Business Exp		39	200	200	200	200
5575 Laundry/Repair Expense			100	100	100	100
Total Materials and Services	50,428	49,192	48,260	65,495	65,495	65,495
Total General Fund	1,572,525	1,515,144	1,614,148	1,694,169	1,694,169	1,694,169

Station 65 – West Slope

Fund 10 • Division 20 • Department 62 • Program 265 • Location 65

STATION DESCRIPTION

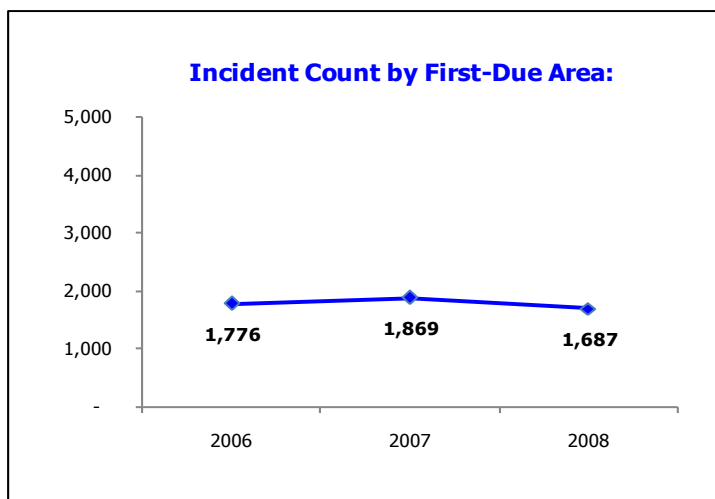
Station 65 is located in the area known as West Slope and is the oldest fire station in the District. Its main response area involves two major freeways, Highways 26 and 217. Both of these state highways carry large volumes of traffic and commerce. The metro light rail line (MAX), Oregon Zoo, Barnes Road Transit Center, and the MAX light rail tunnel are in Station 65's first response area.

Currently, the West Slope station houses **9 full-time personnel** (3 on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 65** at all times. In fiscal year 2009-10, three additional full-time personnel will join this station, increasing the strength of West Slope to four personnel on each 24-hour shift.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,108,389	\$1,392,423	\$1,217,162	\$1,639,541
Materials and Services	33,790	37,188	45,005	43,795
Total Expenditures	\$1,142,179	\$1,429,611	\$1,262,167	\$1,683,336

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



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 94.5%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:20

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:42

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 65 - West Slope

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10065 General Fund						
5001 Salaries & Wages Union	534,111	623,894	599,528	804,600	804,600	804,600
5003 Vacation Taken Union	62,535	80,861	79,350	106,491	106,491	106,491
5005 Sick Leave Taken Union	9,087	29,407	26,449	35,497	35,497	35,497
5007 Personal Leave Taken Union	6,567	8,419				
5016 Vacation Sold at Retirement			7,759	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement	641	31,248	5,643	8,519	8,519	8,519
5020 Deferred Comp Match Union	10,400	10,577	13,049	16,565	16,565	16,565
5101 Vacation Relief	88,494	100,333	70,180	94,186	94,186	94,186
5105 Sick Relief	15,998	38,418	16,011	21,488	21,488	21,488
5110 Personal Leave Relief	11,452	11,861	10,227	13,726	13,726	13,726
5115 Vacant Slot Relief	7,406	37,708				
5118 Standby Overtime	735	1,043	564	757	757	757
5120 Overtime Union	3,752	4,024	4,937	6,626	6,626	6,626
5201 PERS Taxes	165,620	179,828	158,069	211,061	211,061	211,061
5203 FICA/MEDI	54,717	67,427	63,778	85,159	85,159	85,159
5206 Worker's Comp	22,356	21,391	24,177	30,056	30,056	30,056
5207 TriMet/Wilsonville Tax	4,636	5,902	5,502	7,478	7,478	7,478
5208 OR Worker's Benefit Fund Tax	353	402	719	863	863	863
5210 Medical Ins Union	104,229	134,230	125,820	184,536	184,536	184,536
5220 Post Retire Ins Union	5,300	5,450	5,400	7,200	7,200	7,200
Total Personnel Services	1,108,389	1,392,423	1,217,162	1,639,541	1,639,541	1,639,541
5300 Office Supplies	550	692	1,300	1,300	1,300	1,300
5301 Special Department Supplies	1,430	3,035	3,000	3,000	3,000	3,000
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	124	135	250	250	250	250
5320 EMS Supplies	359	136	500			
5321 Fire Fighting Supplies	1,516	2,530	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	110	636	5,040	1,250	1,250	1,250
5350 Apparatus Fuel/Lubricants	7,214	9,519	8,320	9,800	9,800	9,800
5361 M&R Bldg/Bldg Equip & Improv	5,386	3,147	5,000	5,000	5,000	5,000
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	376	17	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	96	195	300	300	300	300
5415 Printing	13		25	25	25	25
5432 Natural Gas	3,395	3,174	2,750	3,500	3,500	3,500
5433 Electricity	8,317	8,591	9,000	9,000	9,000	9,000
5434 Water/Sewer	2,957	3,175	2,700	3,300	3,300	3,300
5436 Garbage	1,155	1,200	1,220	1,220	1,220	1,220
5462 Travel and Per Diem	6					
5480 Community Events/Open House				250	250	250
5500 Dues & Subscrip	134	163	350	350	350	350
5570 Misc Business Exp	16	45	200	200	200	200
Total Materials and Services	33,790	37,188	45,005	43,795	43,795	43,795
Total General Fund	1,142,179	1,429,611	1,262,167	1,683,336	1,683,336	1,683,336

Station 66 – Brockman Road

Fund 10 • Division 20 • Department 62 • Program 266 • Location 66

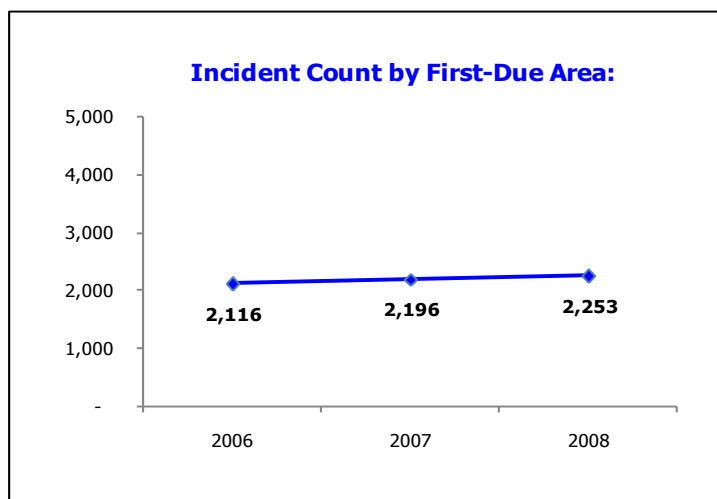
STATION DESCRIPTION

The Brockman Road fire station is located in southwest Beaverton in the Murrayhill area. The station's first response area encompasses mostly residential development in south Beaverton and north Tigard, although commercial development is increasing. Station 66 houses **12 full-time personnel** (four on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 66** at all times. Station 66 also houses **Heavy Squad 66**, one of five regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response units, equipped to deploy on any event within the region requiring mass decontamination or mass casualty resources. The station was seismically retrofitted and remodeled in 2007-08, with 2007 bond proceeds.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,399,154	\$1,412,652	\$1,574,751	\$1,650,410
Materials and Services	40,691	45,498	53,475	49,555
Total Expenditures	\$1,439,845	\$1,458,150	\$1,628,226	\$1,699,965

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 89.7%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:36

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:48

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 66 - Brockman Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10066 General Fund						
5001 Salaries & Wages Union	666,183	724,575	772,911	810,617	810,617	810,617
5003 Vacation Taken Union	83,986	80,832	102,297	107,288	107,288	107,288
5005 Sick Leave Taken Union	9,071	10,093	34,098	35,763	35,763	35,763
5007 Personal Leave Taken Union	12,233	8,417				
5016 Vacation Sold at Retirement	983	2,172	10,002	4,768	4,768	4,768
5017 PEHP Vac Sold at Retirement	1,302	1,619	7,274	8,583	8,583	8,583
5020 Deferred Comp Match Union	8,700	9,699	16,822	16,689	16,689	16,689
5101 Vacation Relief	102,690	88,825	90,476	94,890	94,890	94,890
5105 Sick Relief	13,885	11,630	20,641	21,648	21,648	21,648
5110 Personal Leave Relief	21,554	12,393	13,185	13,828	13,828	13,828
5115 Vacant Slot Relief	18,488	14,031				
5118 Standby Overtime	923	743	727	763	763	763
5120 Overtime Union	5,601	7,489	6,365	6,676	6,676	6,676
5201 PERS Taxes	206,556	176,631	203,782	212,639	212,639	212,639
5203 FICA/MEDI	69,632	70,797	82,222	85,796	85,796	85,796
5206 Worker's Comp	29,468	28,195	31,169	30,281	30,281	30,281
5207 TriMet/Wilsonville Tax	5,894	6,109	7,094	7,534	7,534	7,534
5208 OR Worker's Benefit Fund Tax	463	456	726	911	911	911
5210 Medical Ins Union	135,006	152,396	167,760	184,536	184,536	184,536
5220 Post Retire Ins Union	6,536	5,550	7,200	7,200	7,200	7,200
Total Personnel Services	1,399,154	1,412,652	1,574,751	1,650,410	1,650,410	1,650,410
5300 Office Supplies	1,184	1,167	1,300	1,300	1,300	1,300
5301 Special Department Supplies	3,523	4,280	3,000	3,000	3,000	3,000
5302 Training Supplies	71	54	350	350	350	350
5305 Fire Extinguisher	303	88	100	100	100	100
5306 Photography Supplies & Process			150	150	150	150
5320 EMS Supplies		443	500			
5321 Fire Fighting Supplies	4,098	3,304	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	514	2,422	6,550			
5350 Apparatus Fuel/Lubricants	12,446	11,583	17,000	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	1,641	3,508	3,000	3,850	3,850	3,850
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	80		400	400	400	400
5367 M&R Office Equip	751	798	750	750	750	750
5414 Other Professional Services	246	321	300	300	300	300
5415 Printing	13	28	50	50	50	50
5432 Natural Gas	3,803	4,931	3,320	4,500	4,500	4,500
5433 Electricity	6,524	6,952	6,000	7,000	7,000	7,000
5434 Water/Sewer	3,792	3,963	4,360	4,360	4,360	4,360
5436 Garbage	1,513	1,550	1,995	1,995	1,995	1,995
5480 Community Events/Open House			250	250	250	250
5500 Dues & Subscrip	116	88	350	350	350	350
5570 Misc Business Exp	73	6	200	200	200	200
5575 Laundry/Repair Expense		12		100	100	100
Total Materials and Services	40,691	45,498	53,475	49,555	49,555	49,555
Total General Fund	1,439,845	1,458,150	1,628,226	1,699,965	1,699,965	1,699,965

Station 67 – Farmington Road

Fund 10 • Division 20 • Department 62 • Program 267 • Location 67

STATION DESCRIPTION

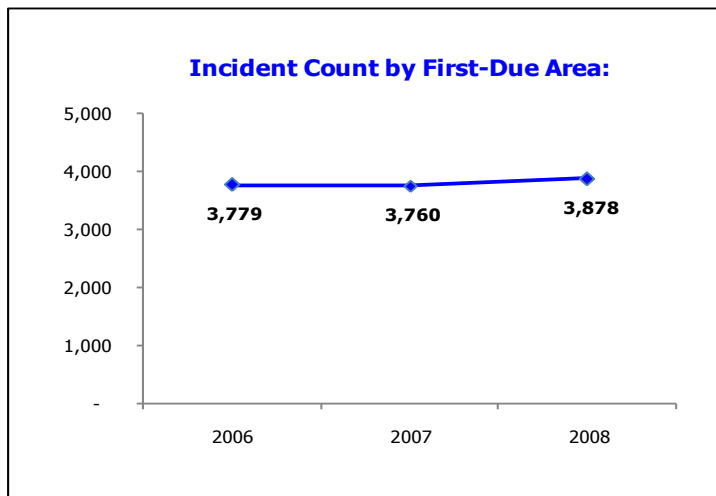
The Farmington Road fire station serves the central Beaverton area. It is the busiest station in the District, having the highest volume of calls. Currently, the station is staffed with **21 firefighters** (seven on each 24-hour shift), who operate three-person Advanced Life Support (ALS) **Engine 67** and four-person ALS **Truck 67**, with paramedic staffing at all times. The truck company serves the entire North Battalion of the District. The North **Battalion Chief** maintains an office in and responds from Station 67. In fiscal year 2009-10, the District intends to add three full-time personnel to Engine 67, to bring it to a four-person engine in order to meet the increasing needs of the response area.

Station 67 was developed with the "community fire station" concept and has a well-equipped Community Room for use by the public.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$2,727,971	\$2,804,317	\$2,751,919	\$3,255,685
Materials and Services	77,715	68,170	75,810	71,800
Total Expenditures	\$2,805,686	\$2,872,487	\$2,827,729	\$3,327,485

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 98.2%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:40

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 5:56

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 67 - Farmington Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10067 General Fund						
5001 Salaries & Wages Union	1,226,589	1,411,628	1,354,187	1,596,218	1,596,218	1,596,218
5003 Vacation Taken Union	166,305	163,020	179,230	211,264	211,264	211,264
5005 Sick Leave Taken Union	81,052	25,063	59,744	70,421	70,421	70,421
5007 Personal Leave Taken Union	12,753	13,459				
5016 Vacation Sold at Retirement			17,525	9,390	9,390	9,390
5017 PEHP Vac Sold at Retirement	3,169	2,672	12,745	16,901	16,901	16,901
5020 Deferred Comp Match Union	22,772	24,987	29,473	32,863	32,863	32,863
5101 Vacation Relief	193,262	183,083	158,520	186,851	186,851	186,851
5105 Sick Relief	53,701	48,379	36,165	42,628	42,628	42,628
5110 Personal Leave Relief	23,572	22,046	23,101	27,230	27,230	27,230
5115 Vacant Slot Relief	21,430	20,366				
5118 Standby Overtime	1,396	1,227	1,275	1,502	1,502	1,502
5120 Overtime Union	51,466	22,488	1,152	13,145	13,145	13,145
5201 PERS Taxes	410,933	358,394	357,039	418,715	418,715	418,715
5203 FICA/MEDI	137,320	142,504	144,058	168,944	168,944	168,944
5206 Worker's Comp	51,403	49,183	54,610	59,627	59,627	59,627
5207 TriMet/Wilsonville Tax	11,387	11,722	12,429	14,836	14,836	14,836
5208 OR Worker's Benefit Fund Tax	810	866	1,486	1,678	1,678	1,678
5210 Medical Ins Union	246,201	289,930	296,580	369,072	369,072	369,072
5220 Post Retire Ins Union	12,450	13,300	12,600	14,400	14,400	14,400
Total Personnel Services	2,727,971	2,804,317	2,751,919	3,255,685	3,255,685	3,255,685
5300 Office Supplies	1,339	1,384	1,500	1,500	1,500	1,500
5301 Special Department Supplies	5,141	5,038	4,000	4,000	4,000	4,000
5302 Training Supplies	194	97	350	350	350	350
5305 Fire Extinguisher	224	219				
5320 EMS Supplies	344		500			
5321 Fire Fighting Supplies	7,790	5,228	4,000	4,500	4,500	4,500
5330 Noncapital Furniture & Equip	8,374	4,242	1,900			
5350 Apparatus Fuel/Lubricants	14,349	17,514	16,950	16,950	16,950	16,950
5361 M&R Bldg/Bldg Equip & Improv	7,776	8,223	7,500	9,250	9,250	9,250
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	1,782	401	800	800	800	800
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	440	306	300	300	300	300
5415 Printing	13	31				
5432 Natural Gas	5,710	5,887	5,460	6,500	6,500	6,500
5433 Electricity	10,519	10,879	11,800	11,800	11,800	11,800
5434 Water/Sewer	11,095	5,949	17,000	12,000	12,000	12,000
5436 Garbage	1,720	1,717	1,900	2,000	2,000	2,000
5450 Rental of Equip	39					
5461 External Training		75				
5480 Community Events/Open House			250	250	250	250
5484 Postage, UPS & Shipping	26	7				
5500 Dues & Subscrip	154	175	350	350	350	350
5570 Misc Business Exp	50		250	250	250	250
Total Materials and Services	77,715	68,170	75,810	71,800	71,800	71,800
Total General Fund	2,805,686	2,872,487	2,827,729	3,327,485	3,327,485	3,327,485

Station 68 – Oak Hills

Fund 10 • Division 20 • Department 62 • Program 268 • Location 68

STATION DESCRIPTION

Station 68 is located in the Oak Hills neighborhood, near 147th Place and West Union Road. Its primary response area encompasses an area between Highway 26 in Washington County and Highway 30 in Multnomah County. This rapidly developing area includes light industrial sites, large residential areas, and a moderate wildland/urban interface response area.

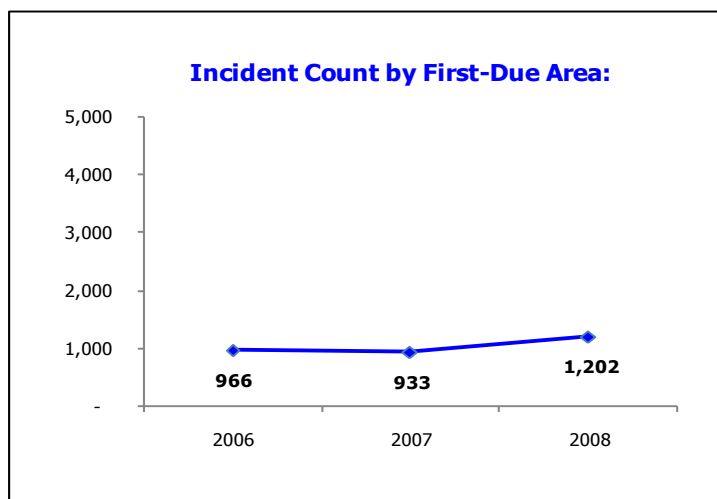
Currently, the Oak Hills station houses **nine full-time personnel** (three on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 68** at all times. In fiscal year 2009-10, three additional full-time personnel will join this station, increasing the strength of Oak Hills to four personnel on each 24-hour shift.

Personnel at Station 68 participate in various community and civic activities, and have strong ties to the community they serve.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,207,913	\$1,172,482	\$1,238,178	\$1,617,807
Materials and Services	17,338	16,384	22,330	21,865
Total Expenditures	\$1,225,251	\$1,188,866	\$1,260,508	\$1,639,672

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 95.8%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:28

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:41

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 68 - Oak Hills

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10068 General Fund						
5001 Salaries & Wages Union	561,468	556,813	611,087	792,568	792,568	792,568
5003 Vacation Taken Union	64,887	79,171	80,879	104,899	104,899	104,899
5005 Sick Leave Taken Union	23,167	19,346	26,960	34,966	34,966	34,966
5007 Personal Leave Taken Union	13,887	13,815				
5016 Vacation Sold at Retirement			7,908	4,662	4,662	4,662
5017 PEHP Vac Sold at Retirement	1,746		5,751	8,392	8,392	8,392
5020 Deferred Comp Match Union	9,802	11,010	13,300	16,318	16,318	16,318
5101 Vacation Relief	74,538	81,778	71,533	92,777	92,777	92,777
5105 Sick Relief	34,949	28,356	16,320	21,166	21,166	21,166
5110 Personal Leave Relief	26,000	16,576	10,424	13,520	13,520	13,520
5115 Vacant Slot Relief	3,958	8,057				
5118 Standby Overtime	759	1,256	575	746	746	746
5120 Overtime Union	11,714	1,153	5,032	6,527	6,527	6,527
5201 PERS Taxes	182,799	152,832	161,116	207,904	207,904	207,904
5203 FICA/MEDI	59,298	58,349	65,007	83,885	83,885	83,885
5206 Worker's Comp	22,270	21,308	24,643	29,607	29,607	29,607
5207 TriMet/Wilsonville Tax	4,795	5,033	5,608	7,367	7,367	7,367
5208 OR Worker's Benefit Fund Tax	356	323	815	767	767	767
5210 Medical Ins Union	106,170	112,056	125,820	184,536	184,536	184,536
5220 Post Retire Ins Union	5,350	5,250	5,400	7,200	7,200	7,200
Total Personnel Services	1,207,913	1,172,482	1,238,178	1,617,807	1,617,807	1,617,807
5300 Office Supplies	849	367	1,000	1,000	1,000	1,000
5301 Special Department Supplies	1,566	2,052	2,500	2,500	2,500	2,500
5302 Training Supplies	107	10	350	350	350	350
5305 Fire Extinguisher		59				
5320 EMS Supplies	83	178	500			
5321 Fire Fighting Supplies	2,236	1,267	3,020	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	682	692	795	1,100	1,100	1,100
5350 Apparatus Fuel/Lubricants	477	913	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	2,742	1,931	2,000	2,000	2,000	2,000
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	80		400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	75	57	300	300	300	300
5415 Printing		13				
5432 Natural Gas	1,818	1,758	1,840	1,840	1,840	1,840
5433 Electricity	3,904	3,984	4,580	4,580	4,580	4,580
5434 Water/Sewer	1,538	1,720	1,890	1,890	1,890	1,890
5436 Garbage	430	507	605	605	605	605
5480 Community Events/Open House				250	250	250
5500 Dues & Subscrip	58	58	350	350	350	350
5570 Misc Business Exp	57	20	200	200	200	200
Total Materials and Services	17,338	16,384	22,330	21,865	21,865	21,865
Total General Fund	1,225,251	1,188,866	1,260,508	1,639,672	1,639,672	1,639,672

Station 69 – Cooper Mountain

Fund 10 • Division 20 • Department 62 • Program 269 • Location 69

STATION DESCRIPTION

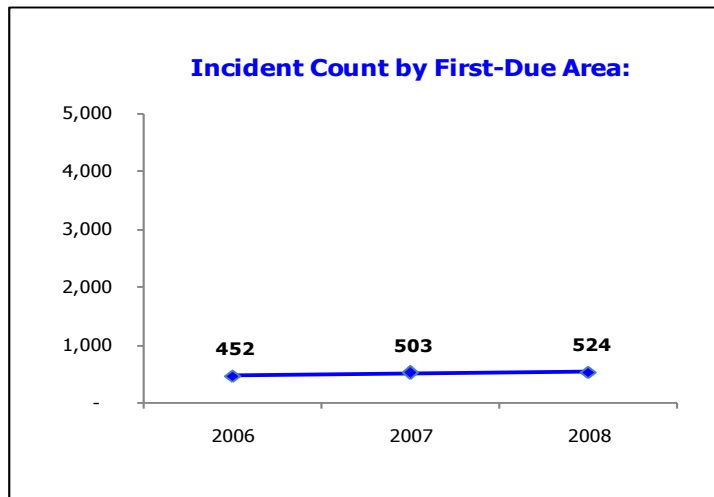
The Cooper Mountain fire station is located at the top of Cooper Mountain on Southwest 175th, in the southern Beaverton area. Residential development is increasing, both in terms of single and multi-family housing. The area also possesses a large wildland/urban interface and a small, but growing commercial component.

Station 69 houses **nine full-time personnel** (three on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 69** at all times. In addition, the station houses a rapid response 4x4 wildland fire **brush unit**. This station is also responsible for managing vacation scheduling and other vacancies for all stations throughout the District.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,240,018	\$1,257,550	\$1,206,653	\$1,256,011
Materials and Services	30,799	34,268	38,305	37,420
Total Expenditures	\$1,270,817	\$1,291,818	\$1,244,958	\$1,293,431

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 85.7%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:33

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 7:07

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 69 - Cooper Mountain

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10069 General Fund						
5001 Salaries & Wages Union	486,981	518,815	593,748	618,092	618,092	618,092
5003 Vacation Taken Union	91,927	111,416	78,585	81,806	81,806	81,806
5005 Sick Leave Taken Union	45,046	31,980	26,195	27,269	27,269	27,269
5007 Personal Leave Taken Union	7,908	10,115				
5016 Vacation Sold at Retirement			7,684	3,636	3,636	3,636
5017 PEHP Vac Sold at Retirement		1,544	5,588	6,545	6,545	6,545
5020 Deferred Comp Match Union	12,263	13,063	12,923	12,725	12,725	12,725
5101 Vacation Relief	113,814	116,548	69,503	72,353	72,353	72,353
5105 Sick Relief	47,130	33,923	15,857	16,507	16,507	16,507
5110 Personal Leave Relief	16,665	13,648	10,129	10,544	10,544	10,544
5115 Vacant Slot Relief	26,387	27,134				
5118 Standby Overtime	472	799	559	582	582	582
5120 Overtime Union	4,154	4,026	4,890	5,090	5,090	5,090
5201 PERS Taxes	187,834	164,420	156,545	162,136	162,136	162,136
5203 FICA/MEDI	61,856	63,787	63,163	65,419	65,419	65,419
5206 Worker's Comp	21,278	20,359	23,944	23,089	23,089	23,089
5207 TriMet/Wilsonville Tax	5,318	5,598	5,449	5,745	5,745	5,745
5208 OR Worker's Benefit Fund Tax	347	333	671	671	671	671
5210 Medical Ins Union	105,288	114,642	125,820	138,402	138,402	138,402
5220 Post Retire Ins Union	5,350	5,400	5,400	5,400	5,400	5,400
Total Personnel Services	1,240,018	1,257,550	1,206,653	1,256,011	1,256,011	1,256,011
5300 Office Supplies	774	483	1,000	1,000	1,000	1,000
5301 Special Department Supplies	1,977	1,677	2,500	2,500	2,500	2,500
5302 Training Supplies	18		350	350	350	350
5305 Fire Extinguisher		219	100			
5320 EMS Supplies	194	34	500			
5321 Fire Fighting Supplies	2,216	1,794	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	989	2,251	3,650	250	250	250
5350 Apparatus Fuel/Lubricants	6,161	9,875	6,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	3,442	3,670	4,000	4,750	4,750	4,750
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	198		400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services		171	300	300	300	300
5432 Natural Gas	4,488	3,995	4,720	4,720	4,720	4,720
5433 Electricity	6,044	6,306	6,285	7,250	7,250	7,250
5434 Water/Sewer	2,015	1,412	2,480	2,480	2,480	2,480
5436 Garbage	1,483	1,490	1,620	1,620	1,620	1,620
5480 Community Events/Open House				250	250	250
5500 Dues & Subscrip	164	58	200	350	350	350
5570 Misc Business Exp		35	200	200	200	200
Total Materials and Services	30,799	34,268	38,305	37,420	37,420	37,420
Total General Fund	1,270,817	1,291,818	1,244,958	1,293,431	1,293,431	1,293,431

Station 33 – Sherwood

Fund 10 • Division 20 • Department 62 • Program 233 • Location 33

STATION DESCRIPTION

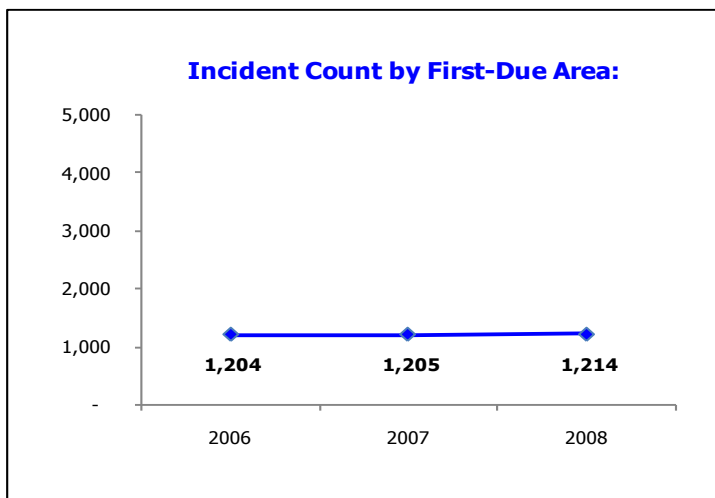
The Sherwood fire station serves the rapidly growing City of Sherwood and the surrounding area. This station was completely remodeled and upgraded in fiscal year 2002, with seismic enhancements and a Community Room addition using funds provided by the general obligation bonds sold in 1999 and 2000. Although new housing development is significant in the region, much of the 34 square miles covered by this station is in the wildland/urban interface zone with steep terrain.

The Sherwood station houses **12 full-time personnel** (four on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 33** at all times. Station 33 also has a company of active volunteers, who staff an additional **fire engine**, 4x4 **brush unit**, and **water tender** on an on-call basis through **Volunteer Company 333**. Station 33 also assists in training and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,439,588	\$1,470,796	\$1,564,383	\$1,639,541
Materials and Services	42,914	45,963	47,480	49,256
Total Expenditures	\$1,482,502	\$1,516,759	\$1,611,863	\$1,688,797

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 94.1%

Reflex Time at the 75th Percentile (minutes: seconds):

Baseline Standard = 1:30

Actual Performance = 1:28

Response Performance (minutes: seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:21

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 33 - Sherwood

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10033 General Fund						
5001 Salaries & Wages Union	638,578	668,988	767,134	804,600	804,600	804,600
5003 Vacation Taken Union	95,878	107,989	101,532	106,491	106,491	106,491
5005 Sick Leave Taken Union	27,747	28,109	33,844	35,497	35,497	35,497
5007 Personal Leave Taken Union	10,262	9,449				
5016 Vacation Sold at Retirement			9,928	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement	5,736		7,220	8,519	8,519	8,519
5020 Deferred Comp Match Union	14,803	15,309	16,696	16,565	16,565	16,565
5101 Vacation Relief	98,519	118,977	89,799	94,186	94,186	94,186
5105 Sick Relief	34,588	24,723	20,487	21,488	21,488	21,488
5110 Personal Leave Relief	20,725	14,446	13,086	13,726	13,726	13,726
5115 Vacant Slot Relief	28,141	18,795				
5118 Standby Overtime	926	975	722	757	757	757
5120 Overtime Union	7,797	11,615	6,318	6,626	6,626	6,626
5201 PERS Taxes	213,098	186,925	202,258	211,061	211,061	211,061
5203 FICA/MEDI	71,347	73,582	81,607	85,159	85,159	85,159
5206 Worker's Comp	28,606	27,371	30,936	30,056	30,056	30,056
5207 TriMet/Wilsonville Tax	6,035	6,389	7,041	7,478	7,478	7,478
5208 OR Worker's Benefit Fund Tax	442	445	815	863	863	863
5210 Medical Ins Union	129,810	150,459	167,760	184,536	184,536	184,536
5220 Post Retire Ins Union	6,550	6,250	7,200	7,200	7,200	7,200
Total Personnel Services	1,439,588	1,470,796	1,564,383	1,639,541	1,639,541	1,639,541
5300 Office Supplies	1,170	1,082	1,300	1,300	1,300	1,300
5301 Special Department Supplies	2,469	2,314	3,000	3,000	3,000	3,000
5302 Training Supplies		36	350	350	350	350
5305 Fire Extinguisher	34	140	80	80	80	80
5320 EMS Supplies	153		500			
5321 Fire Fighting Supplies	3,853	2,973	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	3,328	1,413	3,750	1,225	1,225	1,225
5350 Apparatus Fuel/Lubricants	8,668	11,025	10,800	11,500	11,500	11,500
5361 M&R Bldg/Bldg Equip & Improv	3,589	6,035	4,500	5,500	5,500	5,500
5364 M&R Fire Communic Equip	218		250	250	250	250
5365 M&R Firefight Equip	136	230	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	148	266	300	300	300	300
5415 Printing	13	13				
5432 Natural Gas	3,926	4,563	3,020	4,500	4,500	4,500
5433 Electricity	7,696	8,519	8,510	9,786	9,786	9,786
5434 Water/Sewer	5,107	4,788	4,100	4,715	4,715	4,715
5436 Garbage	1,451	1,451	1,470	1,500	1,500	1,500
5480 Community Events/Open House	138	49	500	250	250	250
5500 Dues & Subscrip	159	78	350	350	350	350
5570 Misc Business Exp	22	190	250	200	200	200
Total Materials and Services	42,914	45,963	47,480	49,256	49,256	49,256
Total General Fund	1,482,502	1,516,759	1,611,863	1,688,797	1,688,797	1,688,797

Station 34 - Tualatin

Fund 10 • Division 20 • Department 62 • Program 234 • Location 34

STATION DESCRIPTION

Located in central Tualatin, the prominent location of the Tualatin fire station brings many interactions with the public. This station's response area encompasses the City of Tualatin's downtown area and its surrounding suburbs, the Interstate-5/Interstate-205 interchange, and several large industrial areas. In addition, its location consists of a very heavy volume of large trucks and tractor-trailer traffic, and several of the industrial businesses qualify as hazardous material sites.

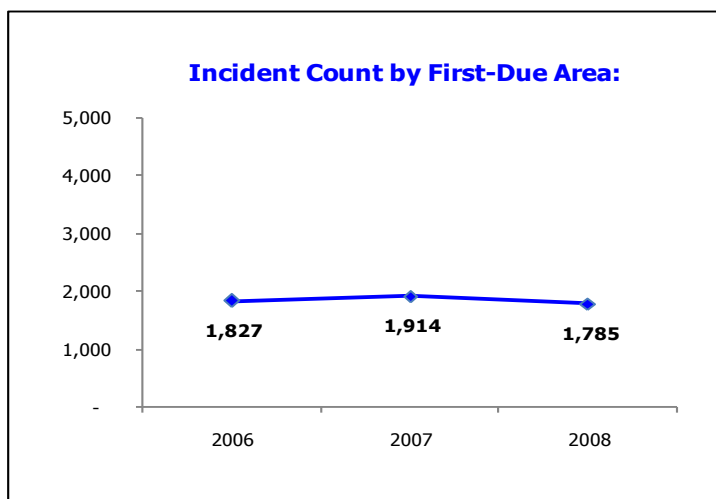
Currently, station 34 houses Advanced Life Support (ALS) **Engine 34**, which is staffed by **12 full-time personnel** (four on each 24-hour shift). Peak Activity Unit (PAU) ALS **Engine 90** also responds from Station 34 and is staffed with **eight full-time personnel** Monday–Saturday; two days from 7:00 a.m. to 7:00 p.m., and four days for 24-hours. In fiscal year 2009-10, two full-time personnel will be added to this station assigned to two 40-hour per week ALS units (type to be determined). These one-person units will be designed to manage TVF&R's increasing EMS and public service calls.

Station 34 is home to one-half of the District's **Hazardous Materials Team** (in conjunction with Station 53), utilizing the **HazMat 34** response unit. The South **Battalion Chief** maintains an office in and responds from Station 34.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,592,790	\$1,511,440	\$1,671,809	\$2,056,896
Materials and Services	48,741	55,899	62,455	67,913
Total Expenditures	\$1,641,531	\$1,567,339	\$1,734,264	\$2,124,809

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 95.5%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:40

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:32

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 34 - Tualatin

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10034 General Fund						
5001 Salaries & Wages Union	759,588	775,309	826,085	1,018,323	1,018,323	1,018,323
5003 Vacation Taken Union	110,253	103,408	109,333	134,778	134,778	134,778
5005 Sick Leave Taken Union	8,076	25,148	36,445	44,926	44,926	44,926
5007 Personal Leave Taken Union	9,933	6,424				
5016 Vacation Sold at Retirement	2,677		10,690	5,990	5,990	5,990
5017 PEHP Vac Sold at Retirement	30,255	4,151	7,775	10,782	10,782	10,782
5020 Deferred Comp Match Union	13,136	13,760	17,979	20,965	20,965	20,965
5101 Vacation Relief	106,330	72,453	96,700	119,204	119,204	119,204
5105 Sick Relief	10,970	12,602	22,061	27,195	27,195	27,195
5110 Personal Leave Relief	14,535	11,656	14,092	17,371	17,371	17,371
5115 Vacant Slot Relief	16,690	10,170				
5118 Standby Overtime	989	1,338	777	958	958	958
5120 Overtime Union	5,591	8,223	6,803	8,386	8,386	8,386
5201 PERS Taxes	240,130	194,076	217,801	267,124	267,124	267,124
5203 FICA/MEDI	75,664	73,970	87,879	107,779	107,779	107,779
5206 Worker's Comp	31,020	29,680	33,313	38,040	38,040	38,040
5207 TriMet/Wilsonville Tax	6,632	6,583	7,582	9,465	9,465	9,465
5208 OR Worker's Benefit Fund Tax	461	428	1,534	1,918	1,918	1,918
5210 Medical Ins Union	142,710	154,811	167,760	215,292	215,292	215,292
5220 Post Retire Ins Union	7,150	7,250	7,200	8,400	8,400	8,400
Total Personnel Services	1,592,790	1,511,440	1,671,809	2,056,896	2,056,896	2,056,896
5300 Office Supplies	1,290	1,643	1,500	1,500	1,500	1,500
5301 Special Department Supplies	3,046	3,676	4,000	4,000	4,000	4,000
5302 Training Supplies		328	350	350	350	350
5305 Fire Extinguisher	212	75	80	250	250	250
5306 Photography Supplies & Process		4	25	25	25	25
5320 EMS Supplies	76		500			
5321 Fire Fighting Supplies	3,826	4,685	4,000	4,000	4,000	4,000
5330 Noncapital Furniture & Equip	1,298	2,582	450	3,525	3,525	3,525
5350 Apparatus Fuel/Lubricants	8,481	12,274	14,500	17,400	17,400	17,400
5361 M&R Bldg/Bldg Equip & Improv	7,567	8,123	9,950	8,500	8,500	8,500
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	823	5	1,200	800	800	800
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	136	65	300	300	300	300
5415 Printing	32	54				
5432 Natural Gas	5,192	5,234	4,120	4,800	4,800	4,800
5433 Electricity	8,664	9,491	10,330	11,363	11,363	11,363
5434 Water/Sewer	5,406	4,857	7,400	7,400	7,400	7,400
5436 Garbage	1,505	1,380	1,650	1,650	1,650	1,650
5480 Community Events/Open House	153	120	250	250	250	250
5500 Dues & Subscrip	218	182	350	350	350	350
5570 Misc Business Exp	180	248	400	250	250	250
5575 Laundry/Repair Expense		75	100	200	200	200
Total Materials and Services	48,741	55,899	62,455	67,913	67,913	67,913
Total General Fund	1,641,531	1,567,339	1,734,264	2,124,809	2,124,809	2,124,809

Hazardous Materials Team

Fund 10 • Division 20 • Department 62 • Program 625

TEAM DESCRIPTION

The District's Hazardous Materials Team is comprised of thirty-one 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, and assists local law enforcement agencies dealing with drug labs. In addition, the team is one of fourteen teams that comprise 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$56,850	\$22,636	\$18,760	\$26,693
Materials and Services	10,430	15,292	34,320	28,040
Total Expenditures	\$67,280	\$37,928	\$53,080	\$54,733

Hazardous Materials Program

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10625 General Fund						
5110 Personal Leave Relief	671					
5120 Overtime Union	42,078	17,625	14,398	20,484	20,484	20,484
5201 PERS Taxes	9,454	3,335	2,730	3,884	3,884	3,884
5203 FICA/MEDI	3,149	1,312	1,101	1,567	1,567	1,567
5206 Worker's Comp	1,233	245	418	594	594	594
5207 TriMet/Wilsonville Tax	250	113	95	138	138	138
5208 OR Worker's Benefit Fund Tax	15	6	18	26	26	26
Total Personnel Services	56,850	22,636	18,760	26,693	26,693	26,693
5300 Office Supplies	186	219	300	300	300	300
5301 Special Department Supplies	774	431	2,195	1,800	1,800	1,800
5302 Training Supplies	87	821	750	2,450	2,450	2,450
5311 Haz Mat Materials In Area	686	1,193	1,530	1,530	1,530	1,530
5315 Haz Mat Respon Out of Area			2,040	2,040	2,040	2,040
5320 EMS Supplies			350			
5321 Fire Fighting Supplies	2,331	1,638	4,400	4,000	4,000	4,000
5325 Protective Clothing	165	5,670	9,700	3,080	3,080	3,080
5330 Noncapital Furniture & Equip	1,976	956	1,080	450	450	450
5350 Apparatus Fuel/Lubricants	1,476	1,747	2,125	2,340	2,340	2,340
5361 M&R Bldg/Bldg Equip & Improv	14					
5365 M&R Firefight Equip	1,815	899	1,000	1,000	1,000	1,000
5415 Printing				100	100	100
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	29	98		100	100	100
5570 Misc Business Exp	891	570	850	850	850	850
Total Materials and Services	10,430	15,292	34,320	28,040	28,040	28,040
Total General Fund	67,280	37,928	53,080	54,733	54,733	54,733

Station 35 – King City

Fund 10 • Division 20 • Department 62 • Program 235 • Location 35

STATION DESCRIPTION

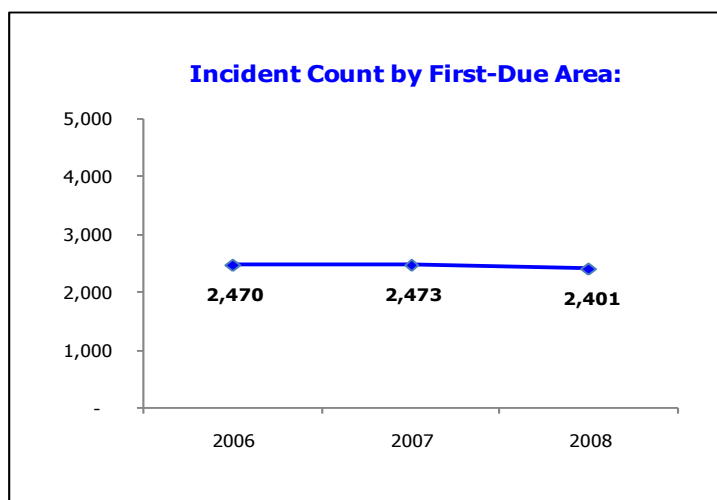
Located in the heart of King City, this station's response area includes a mix of single and multi-family housing, commercial development, a major concentration of elderly residents, and includes a wildland/urban interface component. Station 35 is currently staffed by a total of **18 full-time personnel** (six on each 24-hour shift). **Four full-time personnel** are assigned to **Engine 35** and **two full-time personnel** are assigned to **Medic 35**. These units are Advanced Life Support (ALS) and are staffed by paramedics at all times. In fiscal year 2009-10, this station will be staffed by 14 full-time personnel; 12 of which will continue to be assigned to Engine 35 (four on each 24-hour shift); and two personnel will staff a 40-hour per week ALS unit (type still being determined). This two-person unit will be designed to continue to manage the increasing EMS and public service calls in this area.

Station 35 personnel are extremely active in their community and are committed to providing excellent customer service to the citizens of King City. The station also assists with recruit training, instructing, and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,997,792	\$2,159,719	\$2,422,210	\$1,969,671
Materials and Services	43,686	50,508	51,380	58,035
Total Expenditures	\$2,041,478	\$2,210,227	\$2,473,590	\$2,027,706

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 97.8%

Reflex Time at the 75th Percentile (minute seconds):

Baseline Standard = 1:30

Actual Performance = 1:36

Response Performance (minutes: seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:04

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 35 - King City

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10035 General Fund						
5001 Salaries & Wages Union	959,590	1,055,303	1,192,363	970,192	970,192	970,192
5003 Vacation Taken Union	104,577	128,115	157,813	128,408	128,408	128,408
5005 Sick Leave Taken Union	37,607	35,545	52,605	42,803	42,803	42,803
5007 Personal Leave Taken Union	11,302	11,735				
5016 Vacation Sold at Retirement			15,431	5,707	5,707	5,707
5017 PEHP Vac Sold at Retirement			11,222	10,273	10,273	10,273
5020 Deferred Comp Match Union	12,734	15,926	25,951	19,975	19,975	19,975
5101 Vacation Relief	126,604	163,393	139,577	113,569	113,569	113,569
5105 Sick Relief	42,557	26,253	31,843	25,910	25,910	25,910
5110 Personal Leave Relief	19,411	14,655	20,340	16,550	16,550	16,550
5115 Vacant Slot Relief	17,876	20,912				
5118 Standby Overtime	3,290	2,275	1,122	913	913	913
5120 Overtime Union	14,143	26,726	9,819	7,990	7,990	7,990
5201 PERS Taxes	295,384	276,201	314,373	254,498	254,498	254,498
5203 FICA/MEDI	98,837	109,073	126,844	102,685	102,685	102,685
5206 Worker's Comp	39,723	38,007	48,085	36,242	36,242	36,242
5207 TriMet/Wilsonville Tax	8,061	9,117	10,943	9,017	9,017	9,017
5208 OR Worker's Benefit Fund Tax	620	639	1,439	1,247	1,247	1,247
5210 Medical Ins Union	195,318	216,444	251,640	215,292	215,292	215,292
5220 Post Retire Ins Union	10,158	9,400	10,800	8,400	8,400	8,400
Total Personnel Services	1,997,792	2,159,719	2,422,210	1,969,671	1,969,671	1,969,671
5300 Office Supplies	868	991	1,500	1,500	1,500	1,500
5301 Special Department Supplies	5,110	3,683	4,000	4,000	4,000	4,000
5302 Training Supplies	125		350	350	350	350
5305 Fire Extinguisher	67	20	60	60	60	60
5306 Photography Supplies & Process	21		150	100	100	100
5320 EMS Supplies	879	83	500			
5321 Fire Fighting Supplies	5,712	3,395	4,000	4,000	4,000	4,000
5330 Noncapital Furniture & Equip	1,653	4,936	4,250	1,550	1,550	1,550
5350 Apparatus Fuel/Lubricants	7,453	11,978	9,650	12,500	12,500	12,500
5361 M&R Bldg/Bldg Equip & Improv	2,436	6,290	6,000	10,525	10,525	10,525
5364 M&R Fire Communic Equip		34	250	250	250	250
5365 M&R Firefight Equip	349	464	800	800	800	800
5367 M&R Office Equip	636	807	750	750	750	750
5414 Other Professional Services	470	264	500	400	400	400
5415 Printing	33					
5432 Natural Gas	5,111	4,993	3,820	5,500	5,500	5,500
5433 Electricity	7,916	7,398	8,800	9,500	9,500	9,500
5434 Water/Sewer	2,994	2,869	3,120	3,400	3,400	3,400
5436 Garbage	1,275	1,525	1,780	2,000	2,000	2,000
5450 Rental of Equip		157				
5461 External Training	95					
5480 Community Events/Open House	71	353	500	250	250	250
5484 Postage, UPS & Shipping	8					
5500 Dues & Subscrip	223	108	350	350	350	350
5570 Misc Business Exp	181	160	250	250	250	250
Total Materials and Services	43,686	50,508	51,380	58,035	58,035	58,035
Total General Fund	2,041,478	2,210,227	2,473,590	2,027,706	2,027,706	2,027,706

Station 50 – Walnut

Fund 10 • Division 20 • Department 62 • Program 250 • Location 50

STATION DESCRIPTION

The Walnut fire station opened its doors on January 23, 2009, as the first station to be added to the TVF&R service area in over a decade. Station 50 was constructed with bond proceeds that were sold in April 2007. It is also TVF&R's first "green" fire station and was designed to meet the Gold certification level from the Leadership in Energy and Environmental Design (LEED) rating system.

Station 50 serves north and northwest Tigard (Summer Lake), north and northeast Bull Mountain areas, and portions of south Beaverton (Progress Ridge and Barrows Road). The station provides advanced life support (ALS), fire, and rescue response utilizing **Engine 50**, which is staffed by **12 full-time personnel** (four on each 24-hour shift).

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services		\$556,096	\$1,111,941	\$1,639,541
Materials and Services		263	61,466	51,700
Total Expenditures		\$556,359	\$1,173,407	\$1,691,241

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR

- **Not Applicable:** Station 50 was opened during 2009.

Station 50 - Walnut

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10050 General Fund						
5001 Salaries & Wages Union		271,364	549,427	804,600	804,600	804,600
5003 Vacation Taken Union		29,822	72,718	106,491	106,491	106,491
5005 Sick Leave Taken Union		10,559	24,240	35,497	35,497	35,497
5007 Personal Leave Taken Union		6,429				
5016 Vacation Sold at Retirement			7,110	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement		1,313	5,171	8,519	8,519	8,519
5020 Deferred Comp Match Union		5,273	11,958	16,565	16,565	16,565
5101 Vacation Relief		27,357	64,315	94,186	94,186	94,186
5105 Sick Relief		13,179	14,673	21,488	21,488	21,488
5110 Personal Leave Relief		7,658	9,373	13,726	13,726	13,726
5115 Vacant Slot Relief		1,917				
5118 Standby Overtime		107	517	757	757	757
5120 Overtime Union		266	4,525	6,626	6,626	6,626
5201 PERS Taxes		69,605	144,859	211,061	211,061	211,061
5203 FICA/MEDI		27,756	58,448	85,159	85,159	85,159
5206 Worker's Comp		19,539	22,157	30,056	30,056	30,056
5207 TriMet/Wilsonville Tax		2,459	5,043	7,478	7,478	7,478
5208 OR Worker's Benefit Fund Tax		147	767	863	863	863
5210 Medical Ins Union		58,046	111,840	184,536	184,536	184,536
5220 Post Retire Ins Union		3,300	4,800	7,200	7,200	7,200
Total Personnel Services		556,096	1,111,941	1,639,541	1,639,541	1,639,541
5300 Office Supplies			1,300	1,300	1,300	1,300
5301 Special Department Supplies			10,150	3,000	3,000	3,000
5302 Training Supplies			2,675	350	350	350
5305 Fire Extinguisher			500	150	150	150
5306 Photography Supplies & Process			50	100	100	100
5320 EMS Supplies			250			
5321 Fire Fighting Supplies			1,650	3,300	3,300	3,300
5330 Noncapital Furniture & Equip			24,616	500	500	500
5350 Apparatus Fuel/Lubricants		249	6,000	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv			2,500	5,400	5,400	5,400
5364 M&R Fire Communic Equip			125	250	250	250
5365 M&R Firefight Equip			200	400	400	400
5367 M&R Office Equip			750	750	750	750
5414 Other Professional Services			150	300	300	300
5415 Printing		14		200	200	200
5432 Natural Gas			2,500	3,500	3,500	3,500
5433 Electricity			4,500	8,500	8,500	8,500
5434 Water/Sewer			2,000	4,000	4,000	4,000
5436 Garbage			1,000	1,900	1,900	1,900
5480 Community Events/Open House				250	250	250
5500 Dues & Subscrip			350	350	350	350
5570 Misc Business Exp			200	200	200	200
Total Materials and Services		263	61,466	51,700	51,700	51,700
Total General Fund		556,359	1,173,407	1,691,241	1,691,241	1,691,241

Station 51 - Tigard

Fund 10 • Division 20 • Department 62 • Program 251 • Location 51

STATION DESCRIPTION

Station 51 provides emergency response and community services to a varied response area, which includes single and multi-family dwellings, industrial, and commercial structures. Three-person Advanced Life Support (ALS) **Heavy Rescue 51** and four-person ALS **Truck 51** are currently staffed by a total of **21 full-time personnel** (seven on each 24-hour shift). The truck company serves the entire South Battalion of the District. In fiscal year 2009-10, three full-time personnel will be added to Heavy Rescue 51, bringing its strength to four personnel each shift.

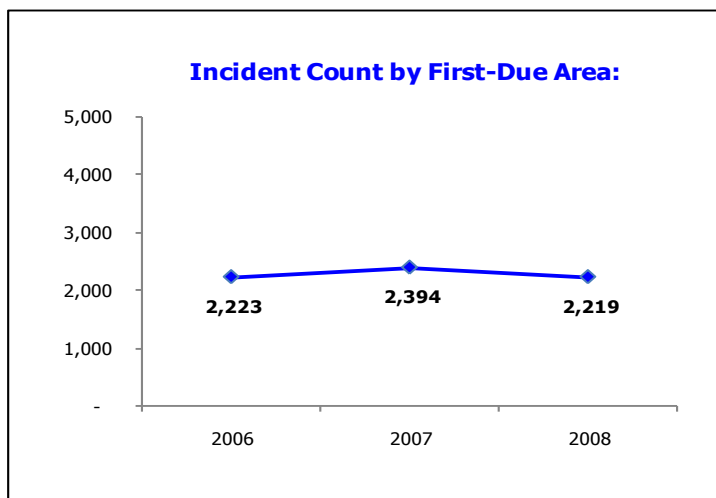
Station personnel also operate as the **District's Technical Rescue Team**, utilizing an Urban Search and Rescue (USAR) **Technical Rescue** unit, when needed. The station also houses a company of active volunteers, who staff a **rehab unit** on an on-call basis through **Volunteer Company 351**.

The station's Community Room is used by a wide variety of neighborhood and community groups, as well as for District training and meetings.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$2,860,558	\$2,923,692	\$2,963,533	\$3,514,870
Materials and Services	58,541	62,515	72,170	76,425
Total Expenditures	\$2,919,099	\$2,986,207	\$3,035,703	\$3,591,295

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 97.4%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:39

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:28

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 51 - Tigard

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10051 General Fund						
5001 Salaries & Wages Union	1,337,293	1,454,932	1,466,309	1,739,408	1,739,408	1,739,408
5003 Vacation Taken Union	205,358	193,894	194,340	230,216	230,216	230,216
5005 Sick Leave Taken Union	60,215	30,859	64,689	76,739	76,739	76,739
5007 Personal Leave Taken Union	26,908	23,189				
5016 Vacation Sold at Retirement	26	29,156	18,976	10,232	10,232	10,232
5017 PEHP Vac Sold at Retirement	16,971	9,349	13,801	18,417	18,417	18,417
5020 Deferred Comp Match Union	25,494	25,209	31,914	35,811	35,811	35,811
5101 Vacation Relief	170,378	152,181	171,644	203,613	203,613	203,613
5105 Sick Relief	40,703	37,658	39,159	46,452	46,452	46,452
5110 Personal Leave Relief	39,423	23,781	25,013	29,672	29,672	29,672
5115 Vacant Slot Relief	18,003	38,864				
5118 Standby Overtime	1,937	1,019	1,380	1,637	1,637	1,637
5120 Overtime Union	12,533	20,947	12,075	14,325	14,325	14,325
5201 PERS Taxes	429,095	379,277	386,600	456,277	456,277	456,277
5203 FICA/MEDI	142,527	147,870	155,986	184,099	184,099	184,099
5206 Worker's Comp	54,075	51,739	59,132	64,976	64,976	64,976
5207 TriMet/Wilsonville Tax	12,204	12,904	13,458	16,167	16,167	16,167
5208 OR Worker's Benefit Fund Tax	803	810	2,877	3,357	3,357	3,357
5210 Medical Ins Union	253,962	275,705	293,580	369,072	369,072	369,072
5220 Post Retire Ins Union	12,650	14,200	12,600	14,400	14,400	14,400
5221 Post Retire Ins Nonunion		50				
5230 Dental Ins Nonunion		99				
Total Personnel Services	2,860,558	2,923,692	2,963,533	3,514,870	3,514,870	3,514,870
5300 Office Supplies	764	1,431	1,500	1,500	1,500	1,500
5301 Special Department Supplies	4,267	4,692	4,500	4,000	4,000	4,000
5302 Training Supplies	36	272	350	3,450	3,450	3,450
5305 Fire Extinguisher	301	164	150	150	150	150
5306 Photography Supplies & Process			25	25	25	25
5320 EMS Supplies	76	137	500			
5321 Fire Fighting Supplies	4,668	4,003	4,140	4,500	4,500	4,500
5325 Protective Clothing			1,250			
5330 Noncapital Furniture & Equip	3,008	4,623	2,900	1,550	1,550	1,550
5350 Apparatus Fuel/Lubricants	16,007	16,923	17,300	17,300	17,300	17,300
5361 M&R Bldg/Bldg Equip & Improv	4,043	5,342	6,550	13,700	13,700	13,700
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	1,134	650	800	800	800	800
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	260	86	3,800	300	300	300
5415 Printing		31				
5432 Natural Gas	5,173	6,034	3,570	5,500	5,500	5,500
5433 Electricity	11,556	10,225	16,800	15,000	15,000	15,000
5434 Water/Sewer	4,588	4,826	3,885	4,500	4,500	4,500
5436 Garbage	1,747	1,759	1,950	1,950	1,950	1,950
5450 Rental of Equip			250	250	250	250
5480 Community Events/Open House			250	250	250	250
5484 Postage, UPS & Shipping	24	18	100	100	100	100
5500 Dues & Subscrip	110	107	350	350	350	350
5570 Misc Business Exp	143	394	250	250	250	250
Total Materials and Services	58,541	62,515	72,170	76,425	76,425	76,425
Total General Fund	2,919,099	2,986,207	3,035,703	3,591,295	3,591,295	3,591,295

Technical Rescue Team

Fund 10 • Division 20 • Department 62 • Program 622

TEAM DESCRIPTION

The twenty-eight member Technical Rescue Team is housed at the Tigard Station 51. In addition to their regular firefighting duties, personnel of Station 51 serve as members of the District's Technical Rescue Team. The team members are extensively trained in rope, trench, confined space, and building collapse rescue techniques.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$48,079	\$10,795	\$31,078	\$23,339
Materials and Services	19,277	17,109	29,018	35,425
Total Expenditures	\$67,356	\$27,904	\$60,096	\$58,764

Technical Rescue

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10622 General Fund						
5120 Overtime Union	36,273	8,291	23,852	17,911	17,911	17,911
5201 PERS Taxes	8,075	1,572	4,522	3,396	3,396	3,396
5203 FICA/MEDI	2,612	634	1,825	1,370	1,370	1,370
5206 Worker's Comp	885	245	692	519	519	519
5207 TriMet/Wilsonville Tax	221	50	157	120	120	120
5208 OR Worker's Benefit Fund Tax	13	3	30	23	23	23
Total Personnel Services	48,079	10,795	31,078	23,339	23,339	23,339
5300 Office Supplies		18		250	250	250
5301 Special Department Supplies	109	356	200	1,850	1,850	1,850
5302 Training Supplies	3,293	340	1,825	6,995	6,995	6,995
5306 Photography Supplies & Process			100			
5321 Fire Fighting Supplies	6,543	5,011	6,984	5,398	5,398	5,398
5325 Protective Clothing	1,772	3,203	5,301	10,032	10,032	10,032
5330 Noncapital Furniture & Equip		1,591	1,250			
5350 Apparatus Fuel/Lubricants	340	2,176	1,308	5,250	5,250	5,250
5361 M&R Bldg/Bldg Equip & Improv	15	241				
5365 M&R Firefight Equip	360	1,760	300	2,800	2,800	2,800
5450 Rental of Equip	864	1,101	2,500	2,500	2,500	2,500
5461 External Training	2,861	300	3,000			
5462 Travel and Per Diem	2,894	1,012	5,900			
5570 Misc Business Exp	226		350	350	350	350
Total Materials and Services	19,277	17,109	29,018	35,425	35,425	35,425
Total General Fund	67,356	27,904	60,096	58,764	58,764	58,764

Station 52 - Wilsonville

Fund 10 • Division 20 • Department 62 • Program 252 • Location 52

STATION DESCRIPTION

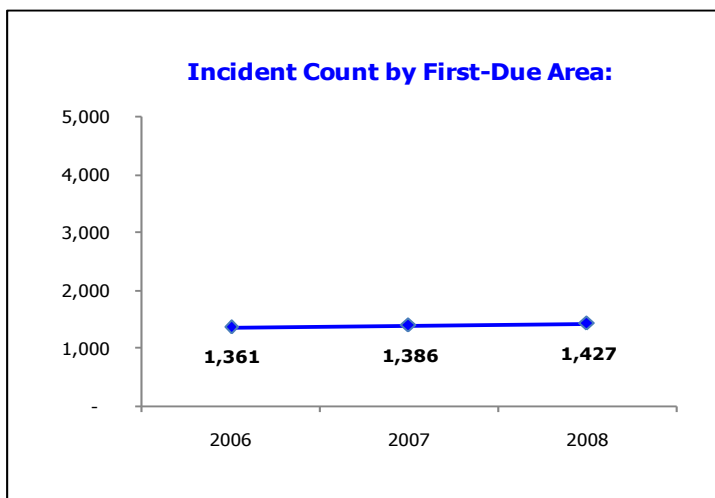
Station 52 serves the City of Wilsonville, Charbonneau, and the surrounding agricultural, industrial, and wildland/urban interface areas. Extensive residential, commercial and industrial development, and a steady increase in the number of senior care facilities is changing the complexity and challenge of this response area.

Currently, the Wilsonville station houses **12 full-time personnel** (four on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 52** at all times. The station also has a company of active volunteers who staff an additional **fire engine**, 4x4 **brush unit**, and **water tender** on an on-call basis through **Volunteer Company 352**. Station 52 also assists in training and evaluating newly hired firefighters.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,473,878	\$1,450,056	\$1,594,337	\$1,639,541
Materials and Services	40,658	48,289	53,185	56,225
Total Expenditures	\$1,514,536	\$1,498,345	\$1,647,522	\$1,695,766

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 93.5%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:32

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:59

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 52 - Wilsonville

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10052 General Fund						
5001 Salaries & Wages Union	680,321	698,340	783,628	804,600	804,600	804,600
5003 Vacation Taken Union	90,727	90,855	103,715	106,491	106,491	106,491
5005 Sick Leave Taken Union	26,490	20,781	34,572	35,497	35,497	35,497
5007 Personal Leave Taken Union	10,433	9,994				
5016 Vacation Sold at Retirement			10,141	4,733	4,733	4,733
5017 PEHP Vac Sold at Retirement			7,375	8,519	8,519	8,519
5020 Deferred Comp Match Union	13,823	12,355	17,055	16,565	16,565	16,565
5101 Vacation Relief	111,160	111,537	91,731	94,186	94,186	94,186
5105 Sick Relief	34,403	23,238	20,927	21,488	21,488	21,488
5110 Personal Leave Relief	15,981	13,967	13,368	13,726	13,726	13,726
5115 Vacant Slot Relief	4,757	8,505				
5118 Standby Overtime	1,260	822	738	757	757	757
5120 Overtime Union	11,691	5,505	6,453	6,626	6,626	6,626
5201 PERS Taxes	219,631	186,060	206,608	211,061	211,061	211,061
5203 FICA/MEDI	73,965	73,190	83,362	85,159	85,159	85,159
5206 Worker's Comp	29,598	28,319	31,601	30,056	30,056	30,056
5207 TriMet/Wilsonville Tax	4,534	3,827	7,192	7,478	7,478	7,478
5208 OR Worker's Benefit Fund Tax	461	445	911	863	863	863
5210 Medical Ins Union	137,643	156,016	167,760	184,536	184,536	184,536
5220 Post Retire Ins Union	7,000	6,300	7,200	7,200	7,200	7,200
Total Personnel Services	1,473,878	1,450,056	1,594,337	1,639,541	1,639,541	1,639,541
5300 Office Supplies	1,086	726	1,300	1,300	1,300	1,300
5301 Special Department Supplies	3,236	3,069	3,000	3,000	3,000	3,000
5302 Training Supplies	54	54	350	350	350	350
5305 Fire Extinguisher	127	78	150	150	150	150
5306 Photography Supplies & Process			20	20	20	20
5320 EMS Supplies		408	500			
5321 Fire Fighting Supplies	2,571	2,854	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	635	4,710	4,300	1,350	1,350	1,350
5350 Apparatus Fuel/Lubricants	6,649	7,854	7,000	8,640	8,640	8,640
5361 M&R Bldg/Bldg Equip & Improv	3,564	4,790	5,230	9,280	9,280	9,280
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	80	93	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	190	145	300	300	300	300
5415 Printing			25	25	25	25
5432 Natural Gas	3,947	4,520	4,590	4,900	4,900	4,900
5433 Electricity	9,751	10,174	10,900	11,500	11,500	11,500
5434 Water/Sewer	6,198	6,052	7,990	7,990	7,990	7,990
5436 Garbage	1,595	1,784	1,680	1,700	1,700	1,700
5450 Rental of Equip	65	60		120	120	120
5480 Community Events/Open House			250	250	250	250
5484 Postage, UPS & Shipping	7					
5500 Dues & Subscrip	110	120	350	350	350	350
5570 Misc Business Exp	157		450	200	200	200
5575 Laundry/Repair Expense			100	100	100	100
Total Materials and Services	40,658	48,289	53,185	56,225	56,225	56,225
Total General Fund	1,514,536	1,498,345	1,647,522	1,695,766	1,695,766	1,695,766

Station 56 – Elligsen Road

Fund 10 • Division 20 • Department 62 • Program 256 • Location 56

STATION DESCRIPTION

The Elligsen Road fire station is located at the junction of Interstate-5 and Elligsen Road in north Wilsonville. Its primary response area is quite diverse, mixing aspects of wildland/urban interface, industry, and single and multi-family housing.

Currently, station 56 has **nine full-time personnel** (three on each 24-hour shift), who staff Advanced Life Support (ALS) aerial pumper **Squirt 56**, with paramedic coverage at all times. In fiscal year 2009-10, three additional full-time personnel will join this station, increasing the strength of Elligsen Road to four personnel on each 24-hour shift.

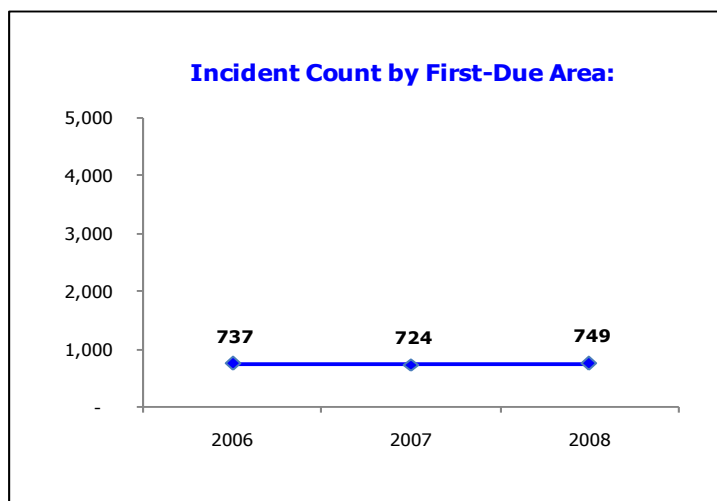
Water Tender 56 provides additional response capabilities.

Station 56 is also responsible for the District's **Wildland Program**, budgeted in cost center 10621.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,701,139	1,439,804	1,185,631	1,628,674
Materials and Services	40,862	46,876	50,120	55,335
Total Expenditures	\$1,742,001	\$1,486,680	\$1,235,751	\$1,684,009

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 92.4%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:38

Response Performance

(minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 6:46

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 56 - Elligsen Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10056 General Fund						
5001 Salaries & Wages Union	786,042	644,534	582,189	798,584	798,584	798,584
5003 Vacation Taken Union	129,741	87,187	77,055	105,695	105,695	105,695
5005 Sick Leave Taken Union	12,421	19,472	25,685	35,232	35,232	35,232
5007 Personal Leave Taken Union	8,959	9,947				
5016 Vacation Sold at Retirement			7,534	4,698	4,698	4,698
5017 PEHP Vac Sold at Retirement	725	28,281	5,479	8,456	8,456	8,456
5020 Deferred Comp Match Union	16,856	11,844	12,671	16,441	16,441	16,441
5101 Vacation Relief	153,045	124,243	68,150	93,481	93,481	93,481
5105 Sick Relief	17,809	25,270	15,548	21,327	21,327	21,327
5110 Personal Leave Relief	15,056	12,617	9,931	13,623	13,623	13,623
5115 Vacant Slot Relief	9,100	35,553				
5118 Standby Overtime	2,333	1,140	548	752	752	752
5120 Overtime Union	6,674	8,646	4,795	6,577	6,577	6,577
5201 PERS Taxes	255,465	185,256	153,497	209,482	209,482	209,482
5203 FICA/MEDI	85,717	72,055	61,933	84,522	84,522	84,522
5206 Worker's Comp	32,051	30,667	23,478	29,831	29,831	29,831
5207 TriMet/Wilsonville Tax	7,228	6,170	5,343	7,422	7,422	7,422
5208 OR Worker's Benefit Fund Tax	493	407	575	815	815	815
5210 Medical Ins Union	153,624	130,415	125,820	184,536	184,536	184,536
5220 Post Retire Ins Union	7,800	6,100	5,400	7,200	7,200	7,200
Total Personnel Services	1,701,139	1,439,804	1,185,631	1,628,674	1,628,674	1,628,674
5300 Office Supplies	464	485	1,000	1,000	1,000	1,000
5301 Special Department Supplies	3,186	2,955	2,500	2,500	2,500	2,500
5302 Training Supplies		111	350	350	350	350
5305 Fire Extinguisher	359	63	160	160	160	160
5306 Photography Supplies & Process				100	100	100
5320 EMS Supplies		83	500			
5321 Fire Fighting Supplies	3,364	3,559	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	256	1,880	4,400	2,025	2,025	2,025
5350 Apparatus Fuel/Lubricants	9,935	9,654	11,360	11,500	11,500	11,500
5361 M&R Bldg/Bldg Equip & Improv	1,383	1,996	3,000	3,300	3,300	3,300
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	160	45	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	96	41	300	300	300	300
5415 Printing	15	59				
5432 Natural Gas	7,808	7,129	5,000	8,000	8,000	8,000
5433 Electricity	8,197	12,357	11,000	14,250	14,250	14,250
5434 Water/Sewer	4,656	5,140	5,500	5,500	5,500	5,500
5436 Garbage	81	334	350	1,650	1,650	1,650
5450 Rental of Equip	75	55				
5480 Community Events/Open House			250	250	250	250
5500 Dues & Subscrip	191	93	350	350	350	350
5570 Misc Business Exp		39	200	200	200	200
Total Materials and Services	40,862	46,876	50,120	55,335	55,335	55,335
Total General Fund	1,742,001	1,486,680	1,235,751	1,684,009	1,684,009	1,684,009

Wildland Program

PROGRAM DESCRIPTION

The District covers approximately 210 square miles in Multnomah, Washington, and Clackamas counties. Much of this 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 difficult.

In order to meet this challenge, all TVF&R line personnel and Chief Officers are trained in wildland firefighting. A contingent of approximately 30 of these personnel takes additional steps to acquire further wildland training and expertise to make up the District's Wildland Team. Wildland firefighters can be sent anywhere in the state to fight wildfires if the governor declares a conflagration.

TVF&R manages the wildland urban interface using urban firefighting engines as well as specialized heavy brush and light brush engines. Having three types of engines to attack wildfires is a great advantage to the community because responders can gain access to almost any fire in any area.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$ 2,084			\$19,805
Materials and Services	23,089	\$5,927	\$14,640	14,324
Total Expenditures	\$25,173	\$5,927	\$14,640	\$34,129

Wildland Program

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10621 General Fund						
5101 Vacation Relief	572			2,171	2,171	2,171
5120 Overtime Union	486			13,027	13,027	13,027
5201 PERS Taxes	239			2,882	2,882	2,882
5203 FICA/MEDI	80			1,163	1,163	1,163
5206 Worker's Comp	691			441	441	441
5207 TriMet/Wilsonville Tax	7			102	102	102
5208 OR Worker's Benefit Fund Tax				19	19	19
5270 Uniform Allowance	9					
Total Personnel Services	2,084			19,805	19,805	19,805
5300 Office Supplies			250	250	250	250
5301 Special Department Supplies	8	76	160	1,000	1,000	1,000
5302 Training Supplies	36			500	500	500
5320 EMS Supplies	46	57				
5321 Fire Fighting Supplies	19,280	4,438	7,500	9,120	9,120	9,120
5330 Noncapital Furniture & Equip		8		250	250	250
5350 Apparatus Fuel/Lubricants	264	184				
5461 External Training	825		3,700	2,500	2,500	2,500
5462 Travel and Per Diem	2,619	1,164	3,030	704	704	704
5570 Misc Business Exp	11			14,560	14,560	
Total Materials and Services	23,089	5,927	14,640	28,884	28,884	14,324
Total General Fund	25,173	5,927	14,640	48,689	48,689	34,129

Station 57 – Mountain Road

Fund 10 • Division 20 • Department 62 • Program 257 • Location 57

STATION DESCRIPTION

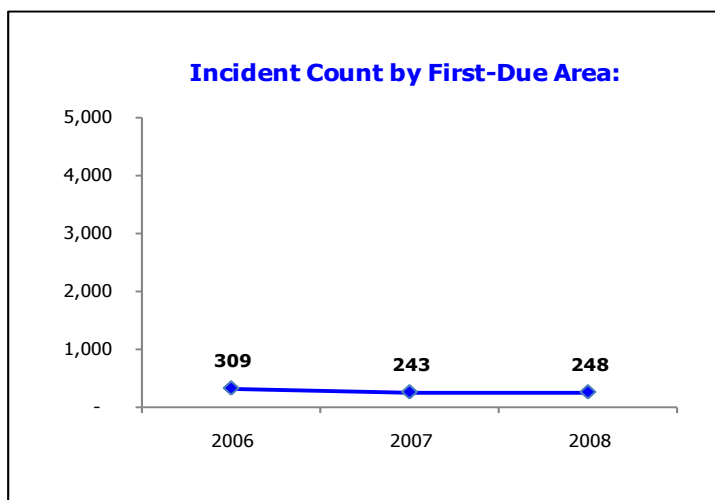
The Mountain Road fire station serves the third largest first-due area comprised of a complex wildland/urban interface area that includes some of the highest-end housing in the District.

Station 57 has **nine full-time personnel** (three on each 24-hour shift), who staff Advanced Life Support (ALS) **Engine 57**, with paramedic coverage at all times, and a 4x4 **brush unit** when needed.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,403,268	\$1,277,948	\$1,217,162	\$1,256,011
Materials and Services	28,298	33,955	37,560	39,250
Total Expenditures	\$1,431,566	\$1,311,903	\$1,254,722	\$1,295,261

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 94.4%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:49

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 10:37

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 57 - Mountain Road

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10057 General Fund						
5001 Salaries & Wages Union	575,854	587,347	599,528	618,092	618,092	618,092
5003 Vacation Taken Union	96,244	68,890	79,350	81,806	81,806	81,806
5005 Sick Leave Taken Union	53,999	30,797	26,449	27,269	27,269	27,269
5007 Personal Leave Taken Union	10,437	10,527				
5016 Vacation Sold at Retirement	17,765	19,891	7,759	3,636	3,636	3,636
5017 PEHP Vac Sold at Retirement	42,090	27,508	5,643	6,545	6,545	6,545
5020 Deferred Comp Match Union	15,122	12,677	13,049	12,725	12,725	12,725
5101 Vacation Relief	97,639	84,231	70,180	72,353	72,353	72,353
5105 Sick Relief	20,357	21,572	16,011	16,507	16,507	16,507
5110 Personal Leave Relief	20,985	14,587	10,227	10,544	10,544	10,544
5115 Vacant Slot Relief	8,120	12,421				
5118 Standby Overtime	851	2,071	564	582	582	582
5120 Overtime Union	20,560	15,368	4,937	5,090	5,090	5,090
5201 PERS Taxes	209,306	159,193	158,069	162,136	162,136	162,136
5203 FICA/MEDI	67,330	61,713	63,778	65,419	65,419	65,419
5206 Worker's Comp	22,615	21,638	24,177	23,089	23,089	23,089
5207 TriMet/Wilsonville Tax	5,866	5,387	5,502	5,745	5,745	5,745
5208 OR Worker's Benefit Fund Tax	365	349	719	671	671	671
5210 Medical Ins Union	112,113	116,781	125,820	138,402	138,402	138,402
5220 Post Retire Ins Union	5,650	5,000	5,400	5,400	5,400	5,400
Total Personnel Services	1,403,268	1,277,948	1,217,162	1,256,011	1,256,011	1,256,011
5300 Office Supplies	315	724	1,000	1,000	1,000	1,000
5301 Special Department Supplies	1,851	1,906	2,500	2,500	2,500	2,500
5302 Training Supplies			350	350	350	350
5305 Fire Extinguisher	34		100	100	100	100
5306 Photography Supplies & Process			50			
5320 EMS Supplies	76	68	500			
5321 Fire Fighting Supplies	2,067	945	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	964	5,397	3,650	2,020	2,020	2,020
5350 Apparatus Fuel/Lubricants	4,818	5,469	5,565	6,000	6,000	6,000
5361 M&R Bldg/Bldg Equip & Improv	3,173	4,230	5,980	6,880	6,880	6,880
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	80	18	400	400	400	400
5367 M&R Office Equip	636	798	750	750	750	750
5414 Other Professional Services	46	100	300	300	300	300
5415 Printing	13					
5432 Natural Gas	8,170	7,730	6,070	7,850	7,850	7,850
5433 Electricity	4,475	4,943	5,145	5,900	5,900	5,900
5436 Garbage	1,371	1,371	1,550	1,550	1,550	1,550
5450 Rental of Equip	105	130	100	100	100	100
5480 Community Events/Open House			250	250	250	250
5484 Postage, UPS & Shipping	46					
5500 Dues & Subscrip	58	58	350	350	350	350
5570 Misc Business Exp		68	200	200	200	200
Total Materials and Services	28,298	33,955	37,560	39,250	39,250	39,250
Total General Fund	1,431,566	1,311,903	1,254,722	1,295,261	1,295,261	1,295,261

Station 58 – Bolton

Fund 10 • Division 20 • Department 62 • Program 258 • Location 58

STATION DESCRIPTION

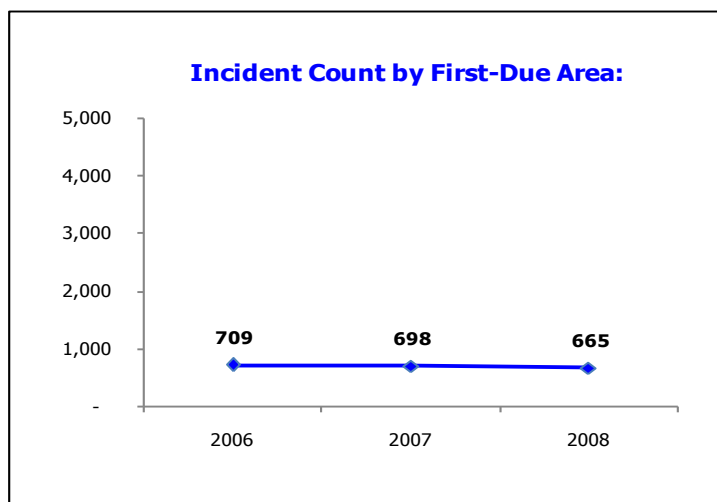
Station 58 serves the northern half of the City of West Linn, bordered by Interstate 205 and the City of Lake Oswego. Although the area encompasses a small component of retail trade, the majority of the area is comprised of single and multi-family housing. The Bolton station houses **12 full-time personnel** (four on each 24-hour shift), with paramedics staffing Advanced Life Support (ALS) **Engine 58** at all times, and a 4x4 **brush unit** when needed.

Utilizing bond proceeds from the March 2009 bond sale, Station 58 will be rebuilt on a nearby site in 2009-10. This older framed structure does not meet current ADA, seismic, or a variety of District standards. The apparatus bays are too small and lack the overhead clearance and depth required to house standard District apparatus. Additionally, the current location results in delayed response times as crews must circle the block to access Highway 43. This station also houses a Battalion Headquarters (BHQ) that is utilized by command staff and additional personnel in times of major emergencies or disasters. This BHQ is also included in the remodel of Station 58.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,504,405	\$1,563,300	\$1,585,401	\$1,625,674
Materials and Services	32,875	32,060	36,175	61,984
Total Expenditures	\$1,537,280	\$1,595,360	\$1,621,576	\$1,687,658

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 95.0%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:44

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 7:27

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 58 - Bolton

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10058 General Fund						
5001 Salaries & Wages Union	710,651	721,481	778,690	798,584	798,584	798,584
5003 Vacation Taken Union	83,163	87,362	103,061	105,695	105,695	105,695
5005 Sick Leave Taken Union	22,133	29,802	34,354	35,232	35,232	35,232
5007 Personal Leave Taken Union	10,030	8,107				
5016 Vacation Sold at Retirement		11,539	10,077	4,698	4,698	4,698
5017 PEHP Vac Sold at Retirement	29,341	35,707	7,329	8,456	8,456	8,456
5020 Deferred Comp Match Union	15,911	14,172	16,948	16,441	16,441	16,441
5101 Vacation Relief	89,569	102,604	91,153	93,481	93,481	93,481
5105 Sick Relief	23,857	25,077	20,796	21,327	21,327	21,327
5110 Personal Leave Relief	17,310	14,019	13,284	13,623	13,623	13,623
5115 Vacant Slot Relief	10,903	33,191				
5118 Standby Overtime	1,336	1,703	733	752	752	752
5120 Overtime Union	16,447	16,351	6,413	6,577	6,577	6,577
5201 PERS Taxes	220,686	194,555	205,306	206,482	206,482	206,482
5203 FICA/MEDI	73,334	77,682	82,837	84,522	84,522	84,522
5206 Worker's Comp	28,606	27,371	31,402	29,831	29,831	29,831
5207 TriMet/Wilsonville Tax	6,265	6,712	7,147	7,422	7,422	7,422
5208 OR Worker's Benefit Fund Tax	462	454	911	815	815	815
5210 Medical Ins Union	137,601	149,211	167,760	184,536	184,536	184,536
5220 Post Retire Ins Union	6,800	6,200	7,200	7,200	7,200	7,200
Total Personnel Services	1,504,405	1,563,300	1,585,401	1,625,674	1,625,674	1,625,674
5300 Office Supplies	982	699	1,300	1,300	1,300	1,300
5301 Special Department Supplies	2,576	2,574	3,000	9,750	9,750	9,750
5302 Training Supplies		36	350	350	350	350
5305 Fire Extinguisher		47	50	500	500	500
5306 Photography Supplies & Process			50			
5320 EMS Supplies	19	83	500			
5321 Fire Fighting Supplies	2,651	1,874	3,300	3,300	3,300	3,300
5330 Noncapital Furniture & Equip	3,762	2,834	1,650	19,215	19,215	19,215
5350 Apparatus Fuel/Lubricants	5,010	5,135	5,545	6,500	6,500	6,500
5361 M&R Bldg/Bldg Equip & Improv	3,244	5,429	5,000	5,000	5,000	5,000
5364 M&R Fire Communic Equip			250	250	250	250
5365 M&R Firefight Equip	447	161	400	400	400	400
5367 M&R Office Equip	1,806		750	750	750	750
5414 Other Professional Services	23	219	300	300	300	300
5415 Printing		13				
5432 Natural Gas	4,221	3,754	4,080	4,284	4,284	4,284
5433 Electricity	6,162	7,028	7,150	7,500	7,500	7,500
5434 Water/Sewer	1,652	2,036	1,700	1,785	1,785	1,785
5480 Community Events/Open House			250	250	250	250
5500 Dues & Subscrip	300	138	350	350	350	350
5570 Misc Business Exp	20		200	200	200	200
Total Materials and Services	32,875	32,060	36,175	61,984	61,984	61,984
Total General Fund	1,537,280	1,595,360	1,621,576	1,687,658	1,687,658	1,687,658

Station 59 – Willamette

Fund 10 • Division 20 • Department 62 • Program 259 • Location 59

STATION DESCRIPTION

The Willamette fire station serves the historic Willamette District of the City of West Linn, as well as Interstate-205 and the southern portion of the Willamette River.

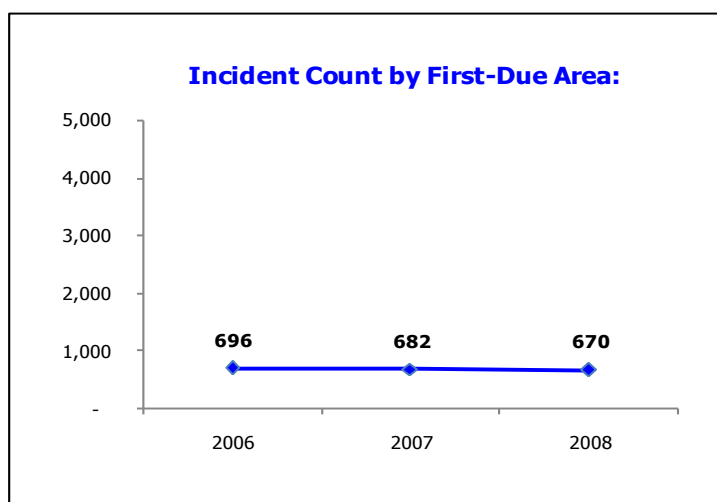
Station 59 currently houses **nine full-time personnel** (three on each 24-hour shift), with paramedic staffing Advanced Life Support (ALS) **Engine 59** at all times. In fiscal year 2009-10, three additional full-time personnel will join this station, increasing the strength of Willamette to four personnel on each 24-hour shift. In addition, this station serves as home for the District's **Water Rescue Team**, which includes a converted **Rescue unit**, an **inflatable boat**, and a flat bottom, metal hulled **rescue boat**. This team acts as the primary responder inside the District to water-related emergencies, and assists other jurisdictions as a support unit in a variety of water rescue tasks.

Station 59 will be rebuilt in 2009-10, utilizing bond proceeds that were approved by voters in 2006. This old, two-story brick structure meets no current seismic, design, or ADA requirements. This facility is also significantly undersized for the standard District apparatus, and does not accommodate the Water Rescue craft and tow vehicle.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,184,298	\$1,072,556	\$1,266,860	\$1,704,095
Materials and Services	20,661	20,300	30,365	54,887
Total Expenditures	\$1,204,959	\$1,092,856	\$1,297,225	\$1,758,982

SERVICE MEASURES BY STATION FIRST-DUE AREA—CALENDAR YEAR



Calendar Year 2008

Response Reliability (First-Due Company or PAU Dispatched):

Baseline Standard = 90%

Actual Performance = 92.5%

Reflex Time at the 75th Percentile (minutes:seconds):

Baseline Standard = 1:30

Actual Performance = 1:41

Response Performance (minutes:seconds):

Baseline Standard, Category A⁽¹⁾ = 6:40

Actual Performance⁽²⁾ = 7:02

⁽¹⁾ 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.

⁽²⁾ Excludes responses during FEMA Disaster Declaration dates, December 13-26, 2008 (severe winter weather).

Station 59 - Willamette

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10059 General Fund						
5001 Salaries & Wages Union	600,031	552,392	626,691	840,097	840,097	840,097
5003 Vacation Taken Union	92,094	80,863	82,944	111,189	111,189	111,189
5005 Sick Leave Taken Union	10,312	5,429	27,649	37,063	37,063	37,063
5007 Personal Leave Taken Union	4,767	8,964				
5016 Vacation Sold at Retirement			8,110	4,942	4,942	4,942
5017 PEHP Vac Sold at Retirement	1,991	1,991	5,898	8,895	8,895	8,895
5020 Deferred Comp Match Union	9,924	10,070	13,640	17,296	17,296	17,296
5101 Vacation Relief	59,690	48,240	73,360	98,341	98,341	98,341
5105 Sick Relief	6,978	6,876	16,736	22,436	22,436	22,436
5110 Personal Leave Relief	6,313	10,115	10,691	14,331	14,331	14,331
5115 Vacant Slot Relief	11,833	10,430				
5118 Standby Overtime	644	801	590	791	791	791
5120 Overtime Union	3,115	6,429	5,161	6,918	6,918	6,918
5201 PERS Taxes	178,570	138,137	165,231	220,372	220,372	220,372
5203 FICA/MEDI	57,149	52,582	66,667	88,916	88,916	88,916
5206 Worker's Comp	23,952	22,917	25,273	31,382	31,382	31,382
5207 TriMet/Wilsonville Tax	4,928	4,441	5,752	7,808	7,808	7,808
5208 OR Worker's Benefit Fund Tax	335	291	1,247	1,582	1,582	1,582
5210 Medical Ins Union	106,272	106,588	125,820	184,536	184,536	184,536
5220 Post Retire Ins Union	5,400	5,000	5,400	7,200	7,200	7,200
Total Personnel Services	1,184,298	1,072,556	1,266,860	1,704,095	1,704,095	1,704,095
5300 Office Supplies	476	468	1,000	1,000	1,000	1,000
5301 Special Department Supplies	1,670	1,662	2,500	9,250	9,250	9,250
5302 Training Supplies		18	350	350	350	350
5305 Fire Extinguisher	88		90	500	500	500
5306 Photography Supplies & Process	49		100	100	100	100
5320 EMS Supplies	80		500			
5321 Fire Fighting Supplies	1,065	1,517	2,500	2,500	2,500	2,500
5330 Noncapital Furniture & Equip	941	234	2,750	19,115	19,115	19,115
5350 Apparatus Fuel/Lubricants	3,288	4,354	5,535	6,088	6,088	6,088
5361 M&R Bldg/Bldg Equip & Improv	1,753	2,286	3,000	3,000	3,000	3,000
5364 M&R Fire Communic Equip	166		250	250	250	250
5365 M&R Firefight Equip	416	23	400	400	400	400
5367 M&R Office Equip	702	914	750	750	750	750
5414 Other Professional Services	52	25	300	300	300	300
5415 Printing	18		25	25	25	25
5432 Natural Gas	2,246	2,266	2,330	2,563	2,563	2,563
5433 Electricity	6,003	5,423	5,920	6,512	6,512	6,512
5434 Water/Sewer	1,049	892	1,190	1,309	1,309	1,309
5480 Community Events/Open House	204		250	250	250	250
5484 Postage, UPS & Shipping	30		60	60	60	60
5500 Dues & Subscrip	116	88	350	350	350	350
5570 Misc Business Exp	249	130	200	200	200	200
5575 Laundry/Repair Expense			15	15	15	15
Total Materials and Services	20,661	20,300	30,365	54,887	54,887	54,887
Total General Fund	1,204,959	1,092,856	1,297,225	1,758,982	1,758,982	1,758,982

Water Rescue Team

Fund 10 • Division 20 • Department 62 • Program 626

TEAM DESCRIPTION

This 13-member team is housed at Station 59 in West Linn near the Clackamas, Tualatin, and Willamette rivers. The team responds to dive and surface water emergencies, including boaters in distress, vehicles discovered in water, and swimmers trapped on rocks or other debris. In cooperation with local sheriff's agencies having jurisdiction, the team excels in evidence and body recovery.

In addition to annual off-duty scuba training in local bodies of water, the team trains on-duty at the District's Training Center to practice their dive and surface water rescue skills in a pond with submerged fallen trees, motor vehicles, buses, and an airplane fuselage.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$35,443	\$12,884	\$18,883	\$20,576
Materials and Services	20,800	21,557	23,825	13,164
Total Expenditures	\$56,243	\$34,441	\$42,708	\$33,740

Water Rescue Team

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10626 General Fund						
5120 Overtime Union	26,362	9,977	14,492	15,790	15,790	15,790
5201 PERS Taxes	5,868	1,892	2,748	2,994	2,994	2,994
5203 FICA/MEDI	1,954	763	1,109	1,208	1,208	1,208
5206 Worker's Comp	1,094	190	420	458	458	458
5207 TriMet/Wilsonville Tax	156	59	96	106	106	106
5208 OR Worker's Benefit Fund Tax	9	3	18	20	20	20
Total Personnel Services	35,443	12,884	18,883	20,576	20,576	20,576
5301 Special Department Supplies		24	100	65	65	65
5302 Training Supplies	320	568	1,025	170	170	170
5321 Fire Fighting Supplies	3,888	4,032	7,711	1,072	1,072	1,072
5325 Protective Clothing	5,707	1,142	2,495	762	762	762
5330 Noncapital Furniture & Equip		588	500	2,200	2,200	2,200
5350 Apparatus Fuel/Lubricants	1,347	2,705	1,588	2,705	2,705	2,705
5365 M&R Firefight Equip	3,614	4,999	5,000	5,000	5,000	5,000
5400 Insurance Premium	524	535	525	525	525	525
5461 External Training	4,482	6,470	2,400			
5462 Travel and Per Diem	471	225	1,761			
5484 Postage, UPS & Shipping	23	33	50	100	100	100
5500 Dues & Subscrip	145	145	320	215	215	215
5570 Misc Business Exp	279	91	350	350	350	350
Total Materials and Services	20,800	21,557	23,825	13,164	13,164	13,164
Total General Fund	56,243	34,441	42,708	33,740	33,740	33,740

Emergency Medical Services (EMS)

Fund 10 • Division 20 • Department 63 • Program 205

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.

BUDGET SUMMARY

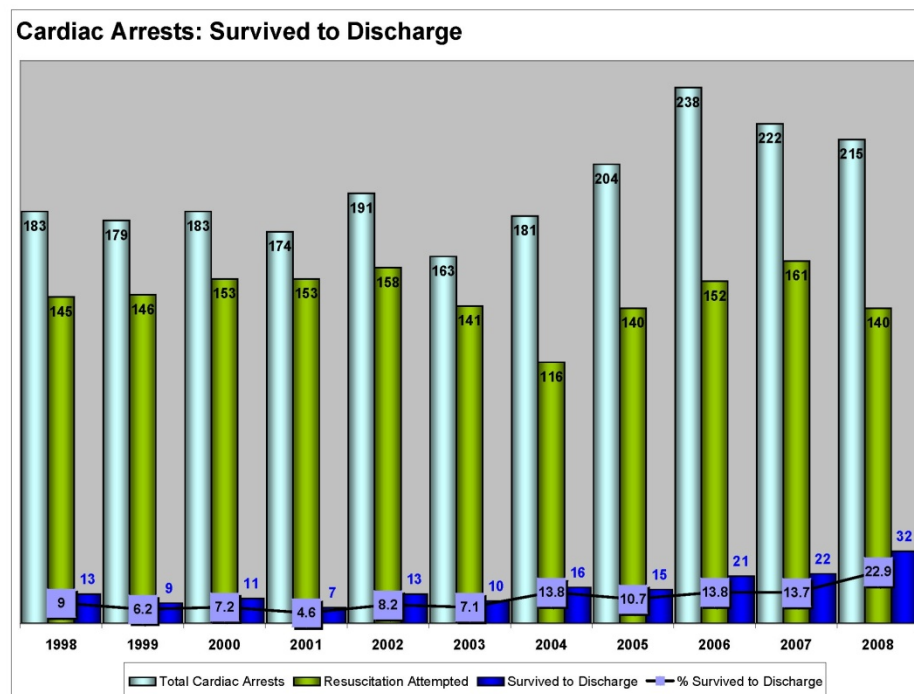
Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$440,265	\$424,451	\$488,285	\$506,348
Materials and Services	257,574	259,017	356,428	335,098
Total Expenditures	\$697,839	\$683,468	\$844,713	\$841,446

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
EMS Chief	1.00	1.00	1.00	1.00
EMS Officer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2009-10 SIGNIFICANT CHANGES

EMS certification only happens every two years and accordingly, the 2009-10 budget is slightly decreased, as it is not a recertification year.



Emergency Medical Services (EMS), continued

STATUS OF 2008-09 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 in hospital cardiac catheter lab (STEMI).
Status or Outcome: In second of five phases. Added regular quarterly Q.I. meetings with Legacy Meridian Park Cardiac Catheterization Lab personnel to review effectiveness of pre-hospital 12-lead EKGs on STEMI door-to-balloon times. Initial data shows similar savings in door-to-balloon time due to pre-hospital 12-lead EKG. Partnerships with ComCast, Providence St. Vincent Hospital, and Legacy Meridian Park Hospital being formed. This Service Measure is a joint effort between Community Services and EMS.

- **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: Number of cardiac arrest survivors rose to a total of 31 discharged alive from the hospital in calendar year 2008. This is an increase from 22 in 2007. Survivors total 22.1% of all attempted adult resuscitations. Continue to evaluate means to improve survival (e.g., hypothermia and CPR feedback)

STATUS OF 2008-09 CHANGE STRATEGIES

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

Goal(s): I, VII
Budget Impact: Resource Neutral
Duration: Year 3 of 3
Budget Description: Increase number of AED resources to be accessible before arrival of EMS responders.
Partner(s): WCCCA, CCOM, law enforcement, security companies, citizen organizations
Status or Outcome: Four AEDs were added to Clackamas County Sheriff's Office (CCSO) and Wilsonville Police Department vehicles in January 2009, and dispatch connections made from WCCCA to CCOM to enable notification. The CCSO units were added at no cost due to a grant from the EMS System Enhancement efforts. Increased partnership effort with Washington County EMS AED program to add and support public AED sites. Many more businesses added AED programs in 2008, with several AED saves recorded.

Emergency Medical Services (EMS), continued

- **Medical Supply Co-operative System Upgrade:** Participate in Washington County EMS system upgrade to integrate fire agency response and improve efficiencies in EMS supply reimbursement.

Goal(s): I, VII
Budget Impact: Savings Expected
Duration: Year 3 of 3
Budget Description: Increase reimbursement for medical supplies while decreasing internal cost to administer current program.
Partner(s): Washington County EMS providers
Status or Outcome: The District successfully added language to Washington County Administrative Rule to allow cache in lieu of resupply. Staff will now pursue cache reimbursement program during 2009 ambulance contract negotiations. The EMS Division is working with Supply to have EMS supplies direct-shipped to fire stations when ordered, and also have Metro West orders shipped directly to TVF&R Supply warehouse versus having a driver pick up.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Developed EMS call projection through 2020, utilizing PSU demographic study.
- Participated in making major changes to Washington County EMS Ordinance and Administrative Rules.
- Placed two new medic units in service as state-licensed ALS ambulances.
- Coordinated TVF&R Pediatric Guide adoption as the Tri-County (Washington, Clackamas, and Multnomah counties) standard.
- Maintained the Clackamas County integration agreement, returning over \$100,000 to the District.

2009-10 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Patient Care Reports Written	14,713	16,050	15,754	16,098	16,490
Number of EMS Responses	24,650	25,262	25,381	25,579	26,094
Cardiac Arrest Survival Percent	13.8%	13.7%	22.1%	24.0%	25.0%

- **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).

- **Cardiac Arrest Survival**

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

Emergency Medical Services (EMS)

2009-10 CHANGE STRATEGIES

- **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): WCCCA, CCOM, law enforcement, citizen organizations, businesses

- **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

Emergency Medical Services

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10205 General Fund						
5001 Salaries & Wages Union	75,962	77,421	84,649	88,123	88,123	88,123
5002 Salaries & Wages Nonunion	87,366	97,132	101,039	105,244	105,244	105,244
5003 Vacation Taken Union	7,256	11,613	8,372	8,715	8,715	8,715
5004 Vacation Taken Nonunion	16,478	8,465	10,052	10,409	10,409	10,409
5005 Sick Leave Taken Union	1,687					
5006 Sick Taken Nonunion		815	79			
5007 Personal Leave Taken Union		978				
5008 Personal Leave Taken Nonunion	1,187	1,211				
5015 Vacation Sold	7,178	7,569	7,773	8,092	8,092	8,092
5020 Deferred Comp Match Union	1,206	1,349	1,356	1,395	1,395	1,395
5021 Deferred Comp Match Nonunion	1,696	2,109	3,272	3,123	3,123	3,123
5102 Duty Chief Relief	401					
5118 Standby Overtime		136				
5120 Overtime Union	104,469	96,506	134,533	140,269	140,269	140,269
5201 PERS Taxes	68,020	57,018	66,573	69,274	69,274	69,274
5203 FICA/MEDI	22,191	22,303	26,861	27,951	27,951	27,951
5206 Worker's Comp	5,768	5,718	6,689	5,133	5,133	5,133
5207 TriMet/Wilsonville Tax	1,633	1,914	2,324	2,455	2,455	2,455
5208 OR Worker's Benefit Fund Tax	88	84	71	71	71	71
5210 Medical Ins Union	11,808	12,738	13,980	15,378	15,378	15,378
5211 Medical Ins Nonunion	11,959	12,126	12,488	13,392	13,392	13,392
5220 Post Retire Ins Union	605	600	600	600	600	600
5221 Post Retire Ins Nonunion	671	625	900	900	900	900
5230 Dental Ins Nonunion	2,072	1,926	1,824	1,824	1,824	1,824
5240 Life/Disability Insurance	902	1,115	1,000	1,000	1,000	1,000
5270 Uniform Allowance	218	230	250			
5290 Employee Tuition Reimburse	9,444	2,750	3,000	3,000	3,000	3,000
5295 Vehicle Allowance			600			
Total Personnel Services	440,265	424,451	488,285	506,348	506,348	506,348
5300 Office Supplies	639	315	2,994	2,994	2,994	2,994
5301 Special Department Supplies	821	1,683	3,000	3,000	3,000	3,000
5302 Training Supplies	1,773	1,846	1,836	1,836	1,836	1,836
5306 Photography Supplies & Process			120			
5320 EMS Supplies	103,123	135,186	142,441	154,290	154,290	154,290
5321 Fire Fighting Supplies	81	93				
5330 Noncapital Furniture & Equip	253	2,500	306			
5350 Apparatus Fuel/Lubricants	3,108	3,779	6,520	6,520	6,520	6,520
5366 M&R EMS Equip	19,351	17,488	34,782	35,182	35,182	35,182
5413 Consultant Fees	81,580	79,240	108,700	108,700	108,700	108,700
5414 Other Professional Services		305	500			
5415 Printing	5,361	4,121	4,602	4,602	4,602	4,602
5461 External Training	4,564	3,211	3,570	3,642	3,642	3,642
5462 Travel and Per Diem	4,154	4,397	7,431	7,431	7,431	7,431
5471 Citizen Awards			100	100	100	100
5472 Employee Recog & Awards	498	718	850	850	850	850
5484 Postage, UPS & Shipping	40	219	25	25	25	25
5500 Dues & Subscrip	745	855	710	750	750	750
5502 EMS Certification	30,255	1,715	36,680	3,890	3,890	3,890
5570 Misc Business Exp	1,228	1,346	1,261	1,286	1,286	1,286
Total Materials and Services	257,574	259,017	356,428	335,098	335,098	335,098
Total General Fund	697,839	683,468	844,713	841,446	841,446	841,446

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Occupational Health and Wellness

Fund 10 • Division 22 • Department 42• Program 421

PROGRAM DESCRIPTION

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 OHS Program supports a Program Manager, Program Assistant, and three part time RNs (0.5 FTE, 0.25 FTE, and 0.25 FTE).

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. The program is managed by allocated FTEs; 0.5 FTE Program Manager, 0.5 FTE Program Assistant, and 1.0 FTE Wellness Program Coordinator.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$400,191	\$430,204	\$482,378	\$451,185
Materials and Services	146,789	149,535	242,300	253,425
Total Expenditures	\$546,980	\$579,739	\$724,678	\$704,610

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

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
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
Nurse	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00

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

2009-10 SIGNIFICANT CHANGES

In 2009-10, the budgets for the Occupational Health Services cost center and the Wellness Program cost center were consolidated.

Budgeted revenues for this cost center are \$253,500 and come primarily from contracts and fees from area agencies served. Expenditures are scheduled conservatively and are typically increased during the budget year, should revenue exceed budgeted revenues and expenditures need to be increased commensurately.

Occupational Health and Wellness, continued

Personnel Services includes \$5,000 in Union Overtime for peer fitness trainers; assistance with mandatory District fitness exams, and working with District personnel on safety and wellness related issues, as well as annual merit, benefit, and salary range increases.

The majority of Materials and Services expenses are in the form of Professional Services for annual, new hire, return-to-work and fit-for-duty physical exams, as well as laboratory services to analyze the results of District employee physicals and cholesterol screening and bloodborne exposures.

STATUS OF 2008-09 SERVICE MEASURES

- **Provide comprehensive communicable disease services** to District employees and contract agencies to maintain OSHA compliance.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Number of agencies and District employees provided training. Data will be gathered based on the calendar year to facilitate timely budget documentation. Approximately 120 presentations given to District and outside agencies annually.
Status or Outcome: District personnel were provided four live and one intranet update for mandatory OSHA compliance. OHS provided approximately 100 communicable disease updates to contract agencies.

- **Develop and implement new and updated OHS services and programs** for TVF&R employees and current contract agencies.

Goal(s): VI
Service Type(s): Essential, Discretionary
Measured By: Report of new and updated services.
Status or Outcome: Completed a comprehensive Fit-for-Duty/Return-to-Work program that the District has implemented. A generic version of this program was provided to outside agencies, which prompted discussions for collaboration of services.

- **Provide education, intervention, and referral for communicable disease** and occupational health issues.

Goal(s): IV
Service Type(s): Essential, Mandatory
Measured By: Number of calls fielded to the exposure service, medical referrals to outside providers, and educational presentations.
Status or Outcome: Continued to provide comprehensive exposure management services to District and contract agencies (see Service Measure to provide effective post-exposure follow-up). Provided a number of interventions and presentations on communicable disease, including a MRSA presentation at the November 2008 Oregon Fire District Directors/Oregon Fire Chiefs Association joint conference.

- **Provide excellent and safe health services.**

Goal(s): IV
Service Type(s): Essential, Discretionary
Measured By: Number of adverse reactions and customer satisfaction surveys.
Status or Outcome: There were no significant adverse reactions reported. Forty-one customer surveys were returned with most ratings in the four to five range (five being excellent).

Occupational Health and Wellness, continued

- **Maintain partnerships with public agencies and businesses** by promoting and providing occupational health services.

Goal(s): IV
Service Type(s): Discretionary
Measured By: Number of contracted outside agencies.
Status or Outcome: OHS currently has contracts with 68 agencies (three of those are new clients this year) for provision of services. OHS is looking to consolidate in a smaller venue and a more manageable service area.

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

Goal(s): IV
Service Type(s): Essential, Management
Measured By: Number of invoices paid within 60 days; goal of 95%.
Status or Outcome: Currently, 98% of all invoices are paid.

- **Continue to maximize revenue-producing services** to provide cost recovery of the OHS program.

Goal(s): IV, VII
Service Type(s): Essential, Discretionary
Measured By: Total revenues.
Status or Outcome: OHS had a modest profit of \$9,387 in the last fiscal year.

- **Provide effective post-exposure follow-up** through facilitation of the 24-hour exposure consortium.

Goal(s): IV
Service Type(s): Essential, Discretionary
Measured By: Number of clients served and phone calls fielded. Currently, approximately 10,000 combined persons covered. Data will be gathered based on the calendar year to facilitate timely budget documentation.
Status or Outcome: The Exposure Service fielded 180 calls from January 2008 to January 2009.

- **Maintain intranet and Internet web sites.**

Goal(s): IV
Service Type(s): Discretionary
Measured By: Increased updates and formatting on websites.
Status or Outcome: OHS continues to expand its website. Additionally, staff assisted with the new Fit-for-Duty and Return-to-Work forms on the intranet and Internet. OHS, with the assistance of Information Technology, was also able to upload the Communicable Disease presentation to the Internet for use by contract agencies.

- **Provide annual pre-physical examinations** for all uniformed and volunteer personnel; attain greater than 98% compliance.

Goal(s): IV
Service Type(s): Essential
Measured By: Number of examinations completed
Status or Outcome: With the new coverage issues, staff is looking at scheduling the pre-physicals in September. In addition, on-site services will be provided to keep personnel in their response areas and minimize impact to District operations.

Occupational Health and Wellness, continued

- **Provide annual physical examinations** for all uniformed and volunteer personnel; attain greater than 98% compliance.

Goal(s): IV
Service Type(s): Essential
Measured By: Number of examinations completed
Status or Outcome: Physical exams will be scheduled for September to December 2009, to reflect the changes in the pre-physical testing cycle. State-mandated hazardous materials exams will be provided to identified personnel and as a method to test the on-site delivery system in March.

- **Provide pre-hire physicals** for new District employees.

Goal(s): IV
Service Type(s): Essential
Measured By: Number of physicals completed
Status or Outcome: Pre-hire physical exams will be completed as needed.

- **Provide annual fitness assessment** for all uniformed personnel; attain 90% compliance.

Goal(s): IV
Service Type(s): Essential
Measured By: Number of assessments completed
Status or Outcome: Fitness assessments were completed in September to October 2008, with 90% compliance attained.

- **Streamline Return-to-Work and Fit-for-Duty processes** with the assistance of Human Resources and Training Divisions.

Goal(s): IV
Service Type(s): Discretionary
Measured By: Satisfaction surveys
Status or Outcome: A Return to Work (RTW) instructional document was created and disseminated to Human Resources, Occupational Health, and Duty Chiefs in September 2008. Appropriate Standard Operating Guidelines (SOG) and RTW procedures were made available on both the intranet and Internet sites.

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

Goal(s): IV
Service Type(s): Discretionary
Measured By: Number of tasks completed
Status or Outcome: The Peer Fitness Trainers assisted Wellness with the annual fitness assessments in June 2008. A Peer Fitness Trainer (PFT) course is scheduled for September 2009.

- **Evaluate annual wellness questionnaire** and determine appropriate educational seminars.

Goal(s): IV
Service Type(s): Discretionary
Measured By: Member participation and satisfaction surveys
Status or Outcome: The annual wellness questionnaire was completed in January to February 2008. Data will be detailed in the annual Wellness Services report.

Occupational Health and Wellness, continued

- **Work with Behavioral Health and Occupational Health staff** to increase familiarity of mental health avenues within the District.

Goal(s): IV
Service Type(s): Discretionary
Measured By: Employee satisfaction surveys
Status or Outcome: The District's Behavioral Health Specialist completed the annual Behavioral Health survey in December 2008, in addition to delivering a presentation on addictive disorders to all uniformed staff in July to October 2008.

- **Aggregate annual fitness assessment data** and share with District staff.

Goal(s): IV
Service Type(s): Management
Measured By: Increase/decrease in fitness measures
Status or Outcome: Fitness assessment data was reported to staff in November 2008.

- **Develop and present annual Wellness performance measures** to management.

Goal(s): IV
Service Type(s): Management
Measured By: Performance measures report
Status or Outcome: The 2008 Wellness Report was published in February 2009.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Evaluate the Possible Expansion of Occupational Health and Wellness Services to Additional Contract Agencies** - Currently, OHS staff provides annual occupational health services by contract to other government agencies with little impact to regular OHS operations. By providing services such as pre-physical exams, fitness evaluations, and educational seminars to contract agencies, TVF&R is able to offset OHS operational costs by 20-25%. Expanding existing services to additional contract agencies is anticipated to offset operational expenses by up to 50%. The application of TVF&R staff time to prepare for and administer off-site services will have 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 members.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: Any further expansion of services will require additional support. Any added resources would be tied to contract revenues, which would keep budget impact neutral.
Partner(s): Wellness
Status or Outcome: Assess current contracts and service delivery area for feasibility and begin to restructure a more sustainable and manageable operation. OHS is currently on target to have revenues exceed expenses.

Occupational Health and Wellness, continued

- **Increase Multi-Media Education Tools** - Expand use and functionality of OHS multi-media educational tools. OHS will work with Media Services and Training to expand existing, and develop additional, multi-media educational tools covering the areas of communicable diseases, safety information, and wellness topics such as physical fitness, nutrition, and injury prevention. This strategy would allow mandatory, as well as educational information to be distributed to all District members and contract agencies in a convenient, cost-effective, and time-sensitive manner.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: Staff is currently trying to “work the bugs out” of newly installed software and programs and continue their optimistic attitude that new technologies will have a positive impact and reduce an estimated 120 bloodborne pathogen lectures currently provided in person by staff.
Partner(s): Information Technology, Media Services
Status or Outcome: IT staff assisted Wellness to develop a database and subsequent reporting system for the fitness assessment data. OHS was able to utilize the FTP system and provide Bloodborne Pathogen presentations for contract agencies over the Internet.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- The Occupational Health Service Program again had revenues that exceeded expenses.
- The District Fit-for-Duty and Return-to-Work programs were completed and implemented with the coordination of Human Resources and Operations.
- Throughout 2008, the Wellness Coordinator conducted job-specific fitness and lifestyle counseling to uniformed, volunteer, and support staff. Uniformed staff received on-site seminars related to dynamic flexibility and strength training. Support staff received seminars tailored to their specific occupational functions. Additionally, 41 District employees were assisted in meeting their wellness goals by providing personalized fitness routines, nutritional support, health education, and motivation provided by the Wellness Program Coordinator.
- Throughout 2008, Wellness and OHS have worked with Media Services to develop an efficient method of broadcasting wellness information to all District staff, including developing wellness presentations using Microsoft Producer. This program merges PowerPoint and video clips into a single web-based format and allows staff to view wellness presentations from their computer work stations. In October and November 2008, the Wellness SharePoint site was created, which includes literature related to fitness, nutrition, behavioral health, and injury prevention.

SERVICE MEASURES

Wellness Program Status	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Completed annual pre-physicals for all uniformed staff	99%	99%	99%	99%	99%
Completed annual physicals for all uniformed staff	99%	99%	99%	99%	99%
Completed annual fitness assessments	75%	70%	90%	90%	95%
Survey aerobic activity participation in line personnel	68%	75%	68%	70%	75%
Survey strength training participation in line personnel	45%	43%	47%	45%	50%
Survey flexibility participation in line personnel	28%	34%	29%	30%	40%

Occupational Health and Wellness, continued

2009-10 SERVICE MEASURES

- **Provide comprehensive communicable disease services** to District personnel and contract agencies to maintain OSHA compliance. This will include education, intervention and referral for communicable disease and occupational health issues and provision of and effective post-exposure follow-up through facilitation of the 24-hour exposure consortium.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Number of agencies and District personnel who received services from the OHS program. To include number of calls fielded to the exposure service, vaccination and testing services, and educational presentations. Data will be gathered based on the calendar year to facilitate timely budget documentation.

- **Develop and implement new and updated OHS and Wellness services and programs** for TVF&R personnel and maintain partnerships with public agencies and businesses by promoting and providing occupational health services.

Goal(s): VI
Service Type(s): Essential, Discretionary
Measured By: Report of new and updated services

- **Provide excellent and safe health services.**

Goal(s): IV
Service Type(s): Essential, Discretionary
Measured By: Number of adverse reactions and customer satisfaction surveys

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

Goal(s): IV
Service Type(s): Essential, Management
Measured By: Number of invoices paid within 60 days; goal of 95%

- **Maintain intranet and Internet web sites and integrate SharePoint.**

Goal(s): IV
Service Type(s): Discretionary
Measured By: Increased updates and formatting on websites

- **Provide annual pre-physical and physical examinations** to all uniformed, volunteer, and new employees; attain greater than 98% compliance. This process is mandatory for all uniformed personnel. Volunteers are required to complete selected pre-physical testing annually and required to complete a medical exam every two years (see new Change Strategy; Leverage Use of Existing Resources to Conduct Pre-physical Exams in a Manner that Enables Critical Response Readiness).

Goal(s): IV
Service Type(s): Essential
Measured By: Number of examinations completed

Occupational Health and Wellness, continued

- **Provide annual fitness assessment** for all uniformed personnel; attain 95% compliance.

Goal(s): IV
Service Type(s): Essential
Measured By: Number of assessments completed

- **Streamline Return-to-Work and Fit-for-Duty processes** with the assistance of Human Resources and Training Divisions.

Goal(s): IV
Service Type(s): Discretionary
Measured By: Satisfaction surveys

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

Goal(s): IV
Service Type(s): Discretionary
Measured By: Number of tasks completed

2009-10 CHANGE STRATEGIES

- **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 is able offset OHS operational costs and return a modest profit to the general fund. The application of TVF&R personnel time to prepare and for and administer off-site services will have 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. OHS will begin to work with Logistics and Operations to plan for a new service delivery model for 2010. OHS will revise its billing matrix and business plan to provide a more manageable service delivery area.

Goal(s): VII
Budget Impact: Resource Neutral this fiscal year, begin to plan for fiscal year 2010 and new service delivery system.
Duration: Year 1 of 2
Budget Description: Further expansion of services may require additional staffing. Typically, added resources are tied to contract revenues and keep budget impact neutral.
Partner(s): OHS

- **Increase Multi-Media Education Tools.** Expand use and functionality of OHS multi-media educational tools. OHS will work with Media Services and Training to expand existing, and develop additional, multi-media educational tools covering the areas of communicable diseases, safety information, and wellness topics such as physical fitness, nutrition, and injury prevention. This strategy would allow mandatory, as well as educational information to be distributed to all District members and contract agencies in a convenient, cost-effective, and time-sensitive manner.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: Staff continues to work with Information Technology on newly installed software and programs. New technologies will have a positive impact and reduce an estimated 120 bloodborne pathogen lectures currently provided in person by staff.
Partner(s): Information Technology, Media Services

Occupational Health and Wellness, continued

- **Certify Ten New Peer Fitness Trainers (PFT) and Establish Accountability Measures for Annual Tasks.**

Currently, the District has five PFTs and with the certification of ten additional individuals, the District will be able to utilize the PFTs for the Recruit Academy and to assist District personnel to achieve and maintain personal wellness.

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 1 of 2
Budget Description: Funding required for initial certification. Ongoing education and training required to maintain certification.
Partner(s): Training

- **Leverage Use of Existing Resources to Conduct Pre-physical Exams** in a Manner That Enables Critical Response Readiness.

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 1 of 2
Budget Description: Currently, OHS conducts pre-physical testing at the Training Center. By conducting the exams on site at specific fire stations, crews are not pulled from their coverage response areas. OHS will begin work with Logistics and Operations to assess the feasibility of a mobile delivery system that could be also utilized for outside contracts and support extended rehabilitation operations.
Partner(s): Logistics, Operations, Training

Occupational Health/Wellness

		Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
General Fund							
5002	Salaries & Wages Nonunion	217,415	222,784	263,868	258,786	258,786	258,786
5004	Vacation Taken Nonunion	8,232	10,189	26,097	25,594	25,594	25,594
5006	Sick Taken Nonunion	1,773	4,808				
5008	Personal Leave Taken Nonunion	560	810				
5010	Comp Taken Nonunion	597					
5015	Vacation Sold	3,576	3,798	5,576	5,469	5,469	5,469
5016	Vacation Sold at Retirement	1,188	2,391				
5017	PEHP Vac Sold at Retirement		1,865				
5021	Deferred Comp Match Nonunion	2,446	2,532	7,189	6,860	6,860	6,860
5120	Overtime Union	406	427	11,950	5,000	5,000	5,000
5121	Overtime Nonunion	728	2,710	2,356	1,500	1,500	1,500
5201	PERS Taxes	47,432	40,106	60,110	57,488	57,488	57,488
5203	FICA/MEDI	17,692	18,463	24,253	23,196	23,196	23,196
5206	Worker's Comp	3,960	4,639	6,040	4,260	4,260	4,260
5207	TriMet/Wilsonville Tax	1,496	1,586	2,098	2,037	2,037	2,037
5208	OR Worker's Benefit Fund Tax	111	105	151	141	141	141
5211	Medical Ins Nonunion	24,521	37,553	43,706	46,871	46,871	46,871
5221	Post Retire Ins Nonunion	1,850	1,875	3,150	3,150	3,150	3,150
5230	Dental Ins Nonunion	5,117	5,912	6,384	6,383	6,383	6,383
5240	Life/Disability Insurance	1,924	2,163	3,500	3,500	3,500	3,500
5270	Uniform Allowance	110					
5280	Physical Exams/Shots	57,314	64,506	15,000			
5290	Employee Tuition Reimburse	1,743	981	950	950	950	950
	Total Personnel Services	400,191	430,204	482,378	451,185	451,185	451,185
5300	Office Supplies	621	305	1,250	1,000	1,000	1,000
5301	Special Department Supplies	5,400	5,494	6,000	6,000	6,000	6,000
5302	Training Supplies	2,576	2,959	3,600	3,600	3,600	3,600
5303	Physical Fitness	6,276	8,751	9,500	13,000	13,000	13,000
5305	Fire Extinguisher		190				
5320	EMS Supplies	75,272	76,403	98,000	78,000	78,000	78,000
5323	Food Service				700	700	700
5330	Noncapital Furniture & Equip	320	746	6,750	500	500	500
5340	Software Expense/Upgrades	216					
5350	Apparatus Fuel/Lubricants	657	778	500	500	500	500
5361	M&R Bldg/Bldg Equip & Improv		25	500			
5367	M&R Office Equip	34		750	500	500	500
5413	Consultant Fees	4,000	4,000	4,000	4,000	4,000	4,000
5414	Other Professional Services	41,517	35,472	96,000	125,000	125,000	125,000
5415	Printing	133	514	600	600	600	600
5417	Temporary Services	1,178	1,375	3,500	3,500	3,500	3,500
5430	Telephone	1,122	1,240	1,200	1,400	1,400	1,400
5461	External Training	269	1,600	3,000	11,000	11,000	11,000
5462	Travel and Per Diem	5,379	7,194	5,750	3,000	3,000	3,000
5484	Postage, UPS & Shipping	8	36	25	500	500	500
5500	Dues & Subscrip	220	437	225	225	225	225
5570	Misc Business Exp	1,591	2,016	1,150	400	400	400
	Total Materials and Services	146,789	149,535	242,300	253,425	253,425	253,425
	Total General Fund	546,980	579,739	724,678	704,610	704,610	704,610

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$1,139,879	\$1,150,919	\$1,243,863	\$1,203,975
Materials and Services	235,789	275,153	342,559	341,924
Total Expenditures	\$1,375,668	\$1,426,072	\$1,586,422	\$1,545,899

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.50	5.50	5.50	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	8.50	8.00

2009-10 SIGNIFICANT CHANGES

The Personnel Services budget was adjusted to reflect the scheduled union range increase on July 1, 2009. After retirement of a Training Officer that was allocated partially in Training and in Behavioral Health, that 0.5 of a position was eliminated.

Materials and Services, account 5302, Training Supplies, was increased slightly to reflect supplies needed for the scheduled trainings, including Mandatory Company Officer (MCO) scenario-based drills, MCO wildland inservice, critical skills, benchmark tests, and forcible entry supplies, among other scheduled training exercises. Account 5320, EMS Supplies, increased to replace EMS and CPR training manikins. Building Maintenance and Repair, account 5361, includes burn tower maintenance and over all site improvements for the Training Center grounds. Other Professional Services, account 5414, includes monies to hire additional external instructors. Dues and Subscriptions, account 5500, was decreased, largely due to the transfer of the EMS online training subscription, which provides an accountable system for EMS online training, to the Information Services department.

Training, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Provide and document** the federal, state, local, and organizationally mandated training requirements for all positions within the District, career and volunteer.

Goal(s): I, VIII
Service Type(s): Mandatory
Measured By: 100% compliance of all District members in their assigned positions.
Status or Outcome: Completed and ongoing as an annual requirement.

- **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: Completed. Training and Human Resources have been working together to ensure all promotions, hiring processes, and training requirements are met annually.

- **Complete the training catalog revision of the training module** within Fire RMS and continue to develop custom reports automating many training reports such as compliance training, individual training records, and hours of training delivered by Training Officers.

Goal(s): III
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.
Status or Outcome: Ongoing. Developed specific reports to meet criterion required by the Insurance Services Office and Department of Public Safety Standards and Training biannual instructor recertification and accreditation.

- **Participate in the Operations and EMS QI processes**, ensuring suppression forces are operating as efficiently and safely as possible.

Goal(s): I, III, VIII
Service Type(s): Mandatory
Measured By: Biannual review and comparison of trend file items developed by Operations Risk Management process.
Status or Outcome: This is an ongoing Service Measure. The Training Division has representatives on the Operations and EMS QI committees. Data is reviewed annually to determine the specific training focus that may be needed. In addition, implementation of fire critical skills and core fire training is evaluated on the basis of information provided by Operations QI.

- **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: Staff is working with Portland Community College to implement the District's first online Apparatus Operator Academy; an agreement with CPR Lifeline was made for CPR training; as well as annual Community Emergency Response Team (CERT) training with partnering cities; and staff developed a natural gas training video in conjunction with Northwest Natural Gas and is currently working with Northwest Natural Gas on a natural gas training prop for south training facility.

- **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: Developed and provided FEMA task books to all Incident Management Teams; provided annual CPR/AED training to both bargaining and non-bargaining personnel; delivered the annual EMT-Basic refresher weekend; successfully completed a Volunteer Recruit Academy; and annual Fire Prevention recertification/compliance training was delivered.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Improve Accuracy of Staff Training Data** - Increase the number and accuracy of training hours entered in Fire Records Management System ("RMS") using the following steps: (1) review and update training codes for all Divisions represented; (2) train personnel on Fire RMS entry process; (3) provide data entry job aid; and (4) review entries quarterly and provide feedback to data entry person(s). If personnel are trained on how to enter the data; the process to enter data is reasonably easy; data entry is monitored; and feedback is provided to data entry personnel on a quarterly basis, the District should have a more accurate accounting of daily training activity.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 1 of a multi-year plan that could be impacted by LMS
Budget Description: No budget impact expected
Partner(s): All Divisions
Status or Outcome: [07-01 Recruit Academy](#)
Nine - graduated entry level academy
Eight - successfully completed the trial service period

[07-02 Recruit Academy](#)
25 of 26- graduated entry level\academy
22 of 25 -successfully completed trial service period

- All 87 Company Officers were trained in Fire RMS entry process in fall of 2008 Company Officers In-service.
- Job aid completed prior to fall 2008 Company Officer In-service.
- Fire RMS entries reviewed every quarter by Training Division Staff

Training, continued

- **Measure and Analyze Recruit Academy Performance** - Measure entry-level Recruit Academy performance through trend comparison to the Field Training Evaluation Program success/failure percentage using the following steps: (1) review all Fire and EMS Individual Performance Standards for critical failure criteria; (2) formalize benchmark process for Field Training Officer personnel; (3) train benchmark evaluators on both Fire and EMS Individual Performance Standards changes and evaluation process; and (4) make trend comparison at the end of probationary periods for recruit classes.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 1 of a multi-year plan
Budget Description: No budget impact expected
Partner(s): Training Advisory Committee, Operations, Information Technology, Media Services
Status or Outcome: There were no Recruit Academies in 2008-09, this Service Measure is ongoing and will be used in 2009-10 Fiscal Year.

2009-10 SERVICE MEASURES

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Career Performance Training					
MCO Training		320	84	84	84
Fire Critical Skill / Core Training				512	768
Company Officer Inservice	24	24	24	24	24
CPR/AED		68	68	68	68
Critical Skills		297	126	126	126
Battalion Drills	234	234	96	96	96
Night Drills	45	44	42	42	42
Computer-Based Training (CBT)	194	206	26	36	40
CFBT Training			60	68	120
Entry Level Recruit Academy	520	520	1040	640	640
Apparatus Operator Academy	120	120	120	120	120
Metro Fire Officer Academy	240	240	240	240	240
TVF&R Home School	24	0	24	0	24
Benchmark Testing	236	45	296	192	192
Total Hours of Career Training	1,812	2,420	2,342	2,248	2,584
Volunteer Performance Training					
Recruit Academy	172	180	90	90	60
Fire Training	206	144	136	136	136
EMS Continuing Education		144	136	136	136
Apparatus Operator Academy	64	64	64	64	64
Total Hours of Volunteer Training	442	532	426	426	396

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Developed and implemented Fire Critical Skill Training.
- Implemented Compartment Fire Behavior Training, currently have 27 instructors within the District.
- Working with the Operations Division, assisted in the restructuring of the Volunteer Program.
- Working with the EMS Division, implemented the EMS Online Program to assist with increase in state mandated EMS recertification hours.
- Implemented Online Apparatus Operator Academy for the classroom session of the Academy.
- Working with the Human Resources Division, reviewed and restructured the Civil Service Test for the position of Lieutenant.

- **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.

- **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, 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.

Training, continued

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

- **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): Operations, Safety, Health, and Survival

Training Operations

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10402 General Fund						
5001 Salaries & Wages Union	415,771	472,066	450,101	420,270	420,270	420,270
5002 Salaries & Wages Nonunion	177,642	177,976	194,741	202,767	202,767	202,767
5003 Vacation Taken Union	43,376	43,469	44,515	41,565	41,565	41,565
5004 Vacation Taken Nonunion	13,487	17,376	19,320	20,054	20,054	20,054
5005 Sick Leave Taken Union	2,139	1,987				
5006 Sick Taken Nonunion	966	1,763	79			
5007 Personal Leave Taken Union	5,726	3,325				
5008 Personal Leave Taken Nonunion	594	321				
5010 Comp Taken Nonunion	434	1,595				
5015 Vacation Sold			10,192	9,845	9,845	9,845
5016 Vacation Sold at Retirement			13,590	13,126	13,126	13,126
5017 PEHP Vac Sold at Retirement	2,109	2,608				
5020 Deferred Comp Match Union	6,601	8,358	7,839	6,655	6,655	6,655
5021 Deferred Comp Match Nonunion	3,748	4,401	6,361	6,070	6,070	6,070
5101 Vacation Relief	5,740	1,335				
5102 Duty Chief Relief	178					
5118 Standby Overtime		19				
5120 Overtime Union	100,407	72,370	100,234	99,083	99,083	99,083
5121 Overtime Nonunion	4,295	4,475	6,142	9,384	9,384	9,384
5123 Comptime Sold Nonunion		238				
5201 PERS Taxes	169,977	151,407	161,750	157,144	157,144	157,144
5203 FICA/MEDI	57,744	55,826	65,263	63,405	63,405	63,405
5206 Worker's Comp	12,893	13,357	16,252	11,645	11,645	11,645
5207 TriMet/Wilsonville Tax	4,924	5,161	5,464	5,568	5,568	5,568
5208 OR Worker's Benefit Fund Tax	261	259	301	283	283	283
5210 Medical Ins Union	65,928	72,208	76,890	76,890	76,890	76,890
5211 Medical Ins Nonunion	22,994	22,450	37,463	40,175	40,175	40,175
5220 Post Retire Ins Union	3,350	3,400	3,300	3,000	3,000	3,000
5221 Post Retire Ins Nonunion	1,331	4,161	2,700	2,700	2,700	2,700
5230 Dental Ins Nonunion	3,861	3,648	5,471	5,471	5,471	5,471
5240 Life/Disability Insurance	1,876	2,204	3,000	3,000	3,000	3,000
5270 Uniform Allowance	1,749	1,853	1,995	1,995	1,995	1,995
5280 Physical Exams/Shots	2,235					
5290 Employee Tuition Reimburse	1,783	1,303	10,900	3,880	3,880	3,880
5295 Vehicle Allowance	5,760					
Total Personnel Services	1,139,879	1,150,919	1,243,863	1,203,975	1,203,975	1,203,975
5300 Office Supplies	7,391	8,188	4,900	4,900	4,900	4,900
5301 Special Department Supplies	12,776	15,063	15,548	14,600	14,600	14,600
5302 Training Supplies	27,579	38,889	59,568	61,498	61,498	61,498
5305 Fire Extinguisher	148	178				
5306 Photography Supplies & Process	29	16	1,000	1,500	1,500	1,500
5320 EMS Supplies	7,284	1,400	4,390	15,590	15,590	15,590
5321 Fire Fighting Supplies	1,728	2,401	3,150	5,050	5,050	5,050
5323 Food Service	3,966	2,850	8,934	4,970	4,970	4,970
5325 Protective Clothing	81		3,341	3,841	3,841	3,841
5330 Noncapital Furniture & Equip	2,621	3,360				
5340 Software Expense/Upgrades	47					
5350 Apparatus Fuel/Lubricants	14,816	21,503	10,400	10,400	10,400	10,400
5361 M&R Bldg/Bldg Equip & Improv	39,017	52,953	43,900	54,400	54,400	54,400
5365 M&R Firefight Equip	1,009	1,789	5,250	2,500	2,500	2,500
5367 M&R Office Equip	9,297	5,259	11,138	10,188	10,188	10,188
5414 Other Professional Services	3,740	3,194	21,000	14,200	14,200	14,200

Training Operations

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5415 Printing	456	668	500	500	500	500
5416 Custodial & Bldg Services	15,590	16,263	14,000	16,800	16,800	16,800
5417 Temporary Services	6,735	5,348	9,880	12,000	12,000	12,000
5432 Natural Gas	10,796	14,468	7,500	19,200	19,200	19,200
5433 Electricity	41,044	45,391	42,180	48,507	48,507	48,507
5436 Garbage	5,408	7,985	6,000	9,600	9,600	9,600
5450 Rental of Equip	3,644	1,692	3,700	3,700	3,700	3,700
5461 External Training	8,051	9,601	21,450	12,790	12,790	12,790
5462 Travel and Per Diem	5,469	4,664	12,500	6,055	6,055	6,055
5472 Employee Recog & Awards		50				
5484 Postage, UPS & Shipping	957	949	650	950	950	950
5500 Dues & Subscrip	2,872	7,198	27,130	5,035	5,035	5,035
5570 Misc Business Exp	733	1,087	2,000	2,000	2,000	2,000
5571 Planning Retreat Expense	2,069	2,243	1,800	400	400	400
5575 Laundry/Repair Expense	436	503	750	750	750	750
Total Materials and Services	235,789	275,153	342,559	341,924	341,924	341,924
Total General Fund	1,375,668	1,426,072	1,586,422	1,545,899	1,545,899	1,545,899

External Training

Fund 10 • Division 22 • Department 41 • Program 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$37,645	\$14,809	\$55,108	\$19,547
Materials and Services	21,564	22,325	36,950	36,350
Total Expenditures	\$59,209	\$37,134	\$92,058	\$55,897

2009-10 SIGNIFICANT CHANGES

Budgeted revenues for 2009-10 total \$54,897, anticipated primarily from hazardous materials classes and rental revenue. External Training's budget reflects instructor overtime costs and training materials associated with the above mentioned classes.

STATUS OF 2008-09 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 hours of training provided, which is based on student levels versus instructor, materials, and services costs.
Status or Outcome: Delivered 320 hours of training.

- **Deliver a total of six CERT** refresher classes.

Goal(s): VIII
Service Type(s): Customer Service
Measured By: Number of hours of training provided.
Status or Outcome: Delivered 24 hours of training.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Delivered both Hazardous Materials classes in budget.

External Training, continued

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.

- **Deliver a total of six CERT** refresher classes.

Goal(s): VIII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.

External Training

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10420 General Fund						
5120 Overtime Union	27,634	11,118	35,756	15,000	15,000	15,000
5121 Overtime Nonunion	622		8,520			
5201 PERS Taxes	6,166	2,106	6,779	2,844	2,844	2,844
5203 FICA/MEDI	2,161	848	2,735	1,148	1,148	1,148
5206 Worker's Comp	872	661	1,037	435	435	435
5207 TriMet/Wilsonville Tax	182	72	236	101	101	101
5208 OR Worker's Benefit Fund Tax	8	4	45	19	19	19
Total Personnel Services	37,645	14,809	55,108	19,547	19,547	19,547
5300 Office Supplies		60	250	250	250	250
5301 Special Department Supplies	211		1,000	1,000	1,000	1,000
5302 Training Supplies	8,306	8,268	15,600	15,000	15,000	15,000
5305 Fire Extinguisher	2,422	1,392				
5306 Photography Supplies & Process	36	55				
5323 Food Service	7,660	7,896	9,500	9,500	9,500	9,500
5414 Other Professional Services	2,438	4,644	5,000	5,000	5,000	5,000
5416 Custodial & Bldg Services	60		1,500	1,500	1,500	1,500
5450 Rental of Equip	98		2,000	2,000	2,000	2,000
5461 External Training	284	10	2,100	2,100	2,100	2,100
5484 Postage, UPS & Shipping	49					
Total Materials and Services	21,564	22,325	36,950	36,350	36,350	36,350
Total General Fund	59,209	37,134	92,058	55,897	55,897	55,897

PROGRAM DESCRIPTION

Before they are assigned to fill an emergency response unit, entry level firefighter replacements are assigned to a training academy. Four full-time equivalent employees represent 48 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 through the next eight to nine months in order to complete their first year of probation.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$302,318	\$722,696	\$533,444	\$706,678
Materials and Services	41,777	104,505	103,890	105,058
Total Expenditures	\$344,095	\$827,201	\$637,334	\$811,736

2009-10 SIGNIFICANT CHANGES

The budget reflects plans for one 16-person, four month long entry level firefighter academy, which requires funding for the equivalent of 6.2 FTEs, and approximately 1.2 FTEs 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 2009-10 over the prior standard of three months.

STATUS OF 2008-09 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: Academy 07-01:
9 Recruits started and graduated the Academy
8 Recruits finished FTEP and completed probationary period
Academy failure rate 0%, FTEP failure rate 11%

Academy 07-02:
29 Recruits started the academy, 28 graduated
22 Recruits finished FTEP and completed probationary period
Academy failure rate 3%, FTEP failure rate 10%

Recruits, continued

STATUS OF 2008-09 CHANGE STRATEGIES

- **Measure and analyze Recruit Academy performance** - Measure entry-level Recruit Academy performance through trend comparison to the FTET 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, Operations, Information Technology, Media Services
Status or Outcome: All Fire and EMS performance standards were reviewed and updated to contain critical failure criterion. Benchmark Evaluators were given a training session prior to the 07-02 academy graduation with specific focus given to changes in the evaluation process. Data has been gathered from the 2007 recruit academies and is currently being analyzed and will then be trended with the upcoming 2009 academies.

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%.

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 recruit 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): Occupational 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, Operations, Information Technology, Media Services

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10230 General Fund						
5001 Salaries & Wages Union	157,249	395,048	267,822	389,532	389,532	389,532
5002 Salaries & Wages Nonunion		(352)				
5003 Vacation Taken Union	851	10,390	35,447	51,556	51,556	51,556
5005 Sick Leave Taken Union	1,472	7,605	11,816	17,185	17,185	17,185
5007 Personal Leave Taken Union	78	9				
5016 Vacation Sold at Retirement		970	3,466			
5017 PEHP Vac Sold at Retirement			2,521			
5020 Deferred Comp Match Union	420	1,253	5,829	8,020	8,020	8,020
5101 Vacation Relief		1,098				
5118 Standby Overtime			525	367	367	367
5120 Overtime Union	33,499	12,352	46,215	36,775	36,775	36,775
5121 Overtime Nonunion		280	3,315			
5201 PERS Taxes	24,125	45,060	70,791	95,451	95,451	95,451
5203 FICA/MEDI	13,218	31,256	28,563	38,513	38,513	38,513
5206 Worker's Comp	14,455	16,741	10,828	13,593	13,593	13,593
5207 TriMet/Wilsonville Tax	1,124	2,738	2,464	3,382	3,382	3,382
5208 OR Worker's Benefit Fund Tax	101	266	216	298	298	298
5210 Medical Ins Union	34,413	150,902	6,990	15,082	15,082	15,082
5220 Post Retire Ins Union	400	1,908	300	588	588	588
5270 Uniform Allowance	20,913	41,197	33,776	33,776	33,776	33,776
5290 Employee Tuition Reimburse		3,975	2,560	2,560	2,560	2,560
Total Personnel Services	302,318	722,696	533,444	706,678	706,678	706,678
5300 Office Supplies	422	512	2,700	3,700	3,700	3,700
5301 Special Department Supplies	1,048	2,708	2,000	2,000	2,000	2,000
5302 Training Supplies	13,070	13,945	24,382	24,850	24,850	24,850
5305 Fire Extinguisher	351	352	375	350	350	350
5320 EMS Supplies	1,630	3,259	1,200	1,200	1,200	1,200
5321 Fire Fighting Supplies	8,005	16,202	9,400	9,400	9,400	9,400
5323 Food Service	751	665	4,000	3,600	3,600	3,600
5325 Protective Clothing	12,184	57,673	43,200	43,200	43,200	43,200
5330 Noncapital Furniture & Equip		280				
5365 M&R Firefight Equip	860	3,115	3,500	3,500	3,500	3,500
5415 Printing	126	149	375	350	350	350
5417 Temporary Services		4,503	8,500	8,500	8,500	8,500
5436 Garbage	3,140	824	2,758	2,758	2,758	2,758
5484 Postage, UPS & Shipping	55	5				
5570 Misc Business Exp	83	313	1,500	1,650	1,650	1,650
5575 Laundry/Repair Expense	52					
Total Materials and Services	41,777	104,505	103,890	105,058	105,058	105,058
Total General Fund	344,095	827,201	637,334	811,736	811,736	811,736

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$702,033	\$733,903	\$1,089,425	\$1,499,346
Materials and Services	353,287	382,432	477,922	503,239
Total Expenditures	\$1,055,320	\$1,116,335	\$1,567,347	\$2,002,585

PERSONNEL SUMMARY

Position	2006-07 Actual	2008-07 Actual	2008-09 Budget	2009-10 Budget
Chief Finance Officer	1.00	1.00	1.00	1.00
Controller	0.00	0.00	0.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	0.00	0.00	0.00	1.00
Accounting Manager	0.00	0.00	0.75	1.00
Sr. Financial Systems Analyst	1.00	1.00	1.75	1.50
Payroll Manager	1.00	1.00	1.00	1.00
Accounting Specialist	2.00	2.00	2.00	2.00
Accounting Assistant	0.00	0.00	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	8.50	10.50

2009-10 SIGNIFICANT CHANGES

The Personnel Services budget reflects continuation of additional staff added in 2008-09, to provide backfill for existing staff to work for two to three phases on the financial system conversion, which began in April 2009. Because of the breadth of the ERP project undertaken to replace existing financial systems and anticipated to replace current non-integrated systems in fleet and facility management, staffing has been added for 2009-10, to provide backfill long-term assignment to the ERP project. The increase in the District's purchasing area has more than doubled in the last few years, coupled with continually changing legal requirements to state purchasing laws and requirements; therefore, the addition of a 1.0 FTE Purchasing Manager is reflected. Additionally, a 1.0 FTE Controller position is being added to provide depth and backup to the CFO with skills in policy development, strategic planning, GASB accounting standards and laws, capital bond forecasting and management, internal controls, and overall day-to-day supervision of the accounting staff.

Finance, continued

2008-09 SIGNIFICANT CHANGES, CONTINUED

Within Materials and Services, account 5414, the amount of \$96,872 is for outside payroll processing services and employee self-serve/web access to their employee information. Also included in this portion of the budget are trustee and administrative fees, public notice advertising for local budget notices, and insurance premium in account 5400 was increased to purchase continued increases to the cost of property insurance. Audit fees were increased in account 5412 to reflect the grant audit and new accounting standard requirements. Temporary Services in account 5417 was increased to supplement staffing for program specific areas through the financial system conversion in accounts payable, accounts receivable, and general ledger.

STATUS OF 2008-09 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: The budget award has been received and CAFR applied for.

- **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.
Status or Outcome: Moody's affirmed Aa1 rating on February 26, 2009, and again on May 29, 2009.

- **Develop procedures to ensure compliance** with general obligation bond continuing disclosure requirements.

Goal(s): VIII
Service Type(s): Essential
Measured By: Procedures and plan included on Finance due date calendar and disclosures are filed to meet SEC Rule 15c2-12 requirements within 270 days of year end.
Status or Outcome: Continuing disclosures made.

- **Continue to update financial plans** to incorporate the new labor contract, capital bond activity, and other strategic factors to assist in managing the District's financial health.

Goal(s): VII
Service Type(s): Management Services
Measured By: Financial plans reviewed and presented at Executive Staff retreats for planning purposes. Develop procedures and reporting tools and assist the Capital Bond Project Team.
Status or Outcome: Continuing.

- **Implement new 2007 labor contract.** Support analysis for development of 2009 and beyond labor contract.

Goal(s): VIII
Service Type(s): Mandatory
Measured By: Payroll changes identified, programmed, and performed.
Status or Outcome: Completed.

STATUS OF 2008-09 CHANGE STRATEGIES

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

Goal(s): VIII
Budget Impact: Increase Required
Duration: This will be the second budget year of a multi-year plan expected to continue through fiscal year 2010-11.
Budget Description: Estimated \$1 to \$2 million over the course of the project, including software, staffing, and consulting. Complete the GFOA consultant contract project, the software procurement modules, and staffing assistance during the course of the project.
Partner(s): Information Technology, Supply, Fleet, Facilities, Logistics Administration, Human Resources, Operations
Status or Outcome: Expected to be started in late fiscal year after contract approved by Board of Directors in March 2009.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Issued \$14,000,000 of general obligation bonds on March 4, 2009. Issued another \$15,000,000 on June 16, 2009.
- Contributed to Capital Bond Management team financial accounting process development.
- Contributed to 2009-2012 labor contract development.
- Write and issue VOIP RFP, turnouts RFP, and numerous other major bid documents and manage evaluation and bid awards to meet all legal requirements.
- Provided analysis of proposed legislation regarding new purchasing and contract regulations.

SERVICE MEASURES

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Accounts receivable invoiced	768	703	737	812	750
Payroll pays issued	12,639	12,446	12,829	9,794	9,800
Accounts payable checks	6,824	6,812	6,409	5,984	6,500
Accounts payable transactions	22,001	21,854	21,528	21,246	22,000
Cash receipts processed	2,621	2,506	2,326	2,230	2,500
Award for Excellence in Financial Reporting	✓	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓	✓

Beginning in June 2008, the District redesigned the process for payment of overtime for line firefighters by combining those payments into their regular semi-monthly checks.

Finance, continued

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

- **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.

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 Munis.
Partner(s): Logistics Division Departments and Human Resources Department

- **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

Finance Operations

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10210 General Fund						
5002 Salaries & Wages Nonunion	415,069	416,723	618,346	874,041	874,041	874,041
5004 Vacation Taken Nonunion	33,691	37,238	60,384	85,672	85,672	85,672
5006 Sick Taken Nonunion	12,957	25,853				
5008 Personal Leave Taken Nonunion	2,374	1,335				
5010 Comp Taken Nonunion	469	1,933				
5015 Vacation Sold	9,540	14,749	26,105	32,298	32,298	32,298
5016 Vacation Sold at Retirement	686					
5021 Deferred Comp Match Nonunion	9,262	10,096	19,828	25,903	25,903	25,903
5121 Overtime Nonunion	1,208	1,053	4,831	1,500	1,500	1,500
5123 Comptime Sold Nonunion	1,434					
5201 PERS Taxes	103,569	90,606	139,632	194,373	194,373	194,373
5203 FICA/MEDI	33,634	34,790	56,339	78,426	78,426	78,426
5206 Worker's Comp	9,219	9,684	14,029	14,404	14,404	14,404
5207 TriMet/Wilsonville Tax	3,011	3,228	4,874	6,887	6,887	6,887
5208 OR Worker's Benefit Fund Tax	166	164	301	371	371	371
5211 Medical Ins Nonunion	44,133	58,621	106,144	140,612	140,612	140,612
5221 Post Retire Ins Nonunion	4,040	5,066	7,650	9,450	9,450	9,450
5230 Dental Ins Nonunion	6,324	9,118	15,502	19,149	19,149	19,149
5240 Life/Disability Insurance	4,287	5,166	8,500	10,500	10,500	10,500
5290 Employee Tuition Reimburse		1,520				
5295 Vehicle Allowance	6,960	6,960	6,960	5,760	5,760	5,760
Total Personnel Services	702,033	733,903	1,089,425	1,499,346	1,499,346	1,499,346
5300 Office Supplies	4,637	3,975	7,074	5,074	5,074	5,074
5301 Special Department Supplies	581	1,018	1,594	1,294	1,294	1,294
5306 Photography Supplies & Process			104			
5321 Fire Fighting Supplies		19				
5330 Noncapital Furniture & Equip	2,465		1,000	1,500	1,500	1,500
5367 M&R Office Equip	1,901	1,727	3,120	2,520	2,520	2,520
5400 Insurance Premium	207,287	227,572	260,400	280,400	280,400	280,400
5412 Audit & Related Filing Fees	25,459	41,508	40,170	44,185	44,185	44,185
5414 Other Professional Services	67,748	72,179	96,872	96,872	96,872	96,872
5415 Printing	4,198	5,205	8,454	6,454	6,454	6,454
5417 Temporary Services	14,096	2,044	23,314	29,120	29,120	29,120
5418 Trustee/Administrative Fees	11,155	15,291	17,843	17,843	17,843	17,843
5461 External Training	2,373	903	3,645	3,645	3,645	3,645
5462 Travel and Per Diem	2,050	318	2,009	2,009	2,009	2,009
5472 Employee Recog & Awards	212					
5484 Postage, UPS & Shipping	43	79	161	161	161	161
5500 Dues & Subscrip	1,920	2,121	3,641	3,641	3,641	3,641
5570 Misc Business Exp	1,482	2,534	1,550	1,550	1,550	1,550
5572 Advertis/Public Notice	5,680	5,939	6,971	6,971	6,971	6,971
Total Materials and Services	353,287	382,432	477,922	503,239	503,239	503,239
Total General Fund	1,055,320	1,116,335	1,567,347	2,002,585	2,002,585	2,002,585

Administration Facilities

Fund 10 • Division 30 • Department 14 • Program 155

PROGRAM DESCRIPTION

This cost center accounts for overhead costs in operating the fire department and administrative complex. The intention is to allow each cost center to budget for their directly controllable costs and have this cost center account for indirect overhead. Items include utilities, copier leases, janitorial services, and building maintenance for the administrative complex, costs of District-wide forms and stationery, and the District data communications and voice network, among other areas.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Materials and Services	\$320,670	\$315,598	\$413,303	\$418,555
Total Expenditures	\$320,670	\$315,598	\$413,303	\$418,555

2009-10 SIGNIFICANT CHANGES

Increases in the Administration Facilities budget reflects increases to Custodial and Building Services for monthly janitorial services for five-day-a-week garbage pick-up and cleaning due to increased numbers of personnel located in the building.

Administration Facilities

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10155 General Fund						
5300 Office Supplies	12,543	12,878	16,952	16,952	16,952	16,952
5301 Special Department Supplies	4,836	5,328	6,120	6,120	6,120	6,120
5305 Fire Extinguisher	22		312	312	312	312
5320 EMS Supplies		3				
5321 Fire Fighting Supplies	5	5				
5330 Noncapital Furniture & Equip	716	1,268	3,000			
5350 Apparatus Fuel/Lubricants			275	275	275	275
5361 M&R Bldg/Bldg Equip & Improv	46,534	30,020	48,348	48,200	48,200	48,200
5367 M&R Office Equip	11,352	11,265	26,916	26,916	26,916	26,916
5415 Printing	5,942	1,558	6,630	6,630	6,630	6,630
5416 Custodial & Bldg Services	23,849	24,336	30,090	39,000	39,000	39,000
5432 Natural Gas	12,893	12,229	14,500	14,500	14,500	14,500
5433 Electricity	39,517	41,292	46,900	46,900	46,900	46,900
5434 Water/Sewer	10,642	9,820	13,770	13,770	13,770	13,770
5436 Garbage	2,261	3,076	3,300	3,300	3,300	3,300
5437 Cable Access	141,490	156,456	185,500	185,500	185,500	185,500
5450 Rental of Equip	906		925	925	925	925
5462 Travel and Per Diem	5	12				
5471 Citizen Awards		27				
5484 Postage, UPS & Shipping	7,143	6,011	9,000	9,000	9,000	9,000
5570 Misc Business Exp	14	14	255	255	255	255
5572 Advertis/Public Notice			510			
Total Materials and Services	320,670	315,598	413,303	418,555	418,555	418,555
Total General Fund	320,670	315,598	413,303	418,555	418,555	418,555

Human Resources

Fund 10 • Division 55 • Department 30 • Program 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$632,461	\$720,961	\$845,555	\$849,663
Materials and Services	111,949	120,841	207,667	179,400
Total Expenditures	\$744,410	\$841,802	\$1,053,222	\$1,029,063

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Sr. Benefits Administrator	1.00	1.00	1.00	1.00
Human Resources Data Analyst	1.00	1.00	1.00	1.00
Sr. Employment Coordinator	1.00	1.00	1.00	1.00
Labor Relations Manager	0.50	0.50	0.50	0.50
Behavioral Health Specialist	0.50	0.50	0.50	0.50
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00

2009-10 SIGNIFICANT CHANGES

Union overtime in account 5120 provides for position coverage for on-duty firefighters when personnel are placed on administrative leave pending investigations or other special circumstances. Additional personnel costs include annual merit, benefits, and salary range increases. The position of the former Behavioral Health Specialist, who was a union member and retired in December 2008, was filled with a non-union employee.

Within Materials and Services, \$20,000 is budgeted for legal fees associated with collective bargaining. Account 5414, Other Professional Services, accounts for background checks, evaluations, and compensation consulting. Also budgeted in Professional Services is \$5,000 for diversity training geared toward the fire service. Account 5417, Temporary Services, has funding for an additional Employment Coordinator to supplement work on the rewriting of Civil Service rules, open and continuous testing processes, and applicant tracking. This funding is of limited duration, expecting to last nine months. In addition, Temporary Services has monies for part-time temporary support to backfill day-to-day duties of the HR Analyst during the District's ERP implementation, expected to commence during the second half of the fiscal year. Account 5473 includes the costs of awards provided at the Meritorious Awards ceremony, retirement awards, years of service pins, and other recognition. Advertising costs are budgeted in account 5572 to cover ad placement including Internet-based ads for recruitment.

Human Resources, continued

STATUS OF 2008-09 SERVICE MEASURES

- Create and implement a Telecommuting SOG based on public sector analysis and best practices.

Goal: VII
Service Type: Management
Measured By: Successful completion of the SOG and implementation of the telecommuting policy by July 30, 2008.
Status or Outcome: Completed in August 2008.

- Provide training to non-line supervisors and managers on writing and delivering effective performance evaluations.

Goal: VI
Service Type: Essential
Measured By: The implementation of a new performance management system and related training will help managers more effectively measure performance and outcomes. New process identified and will be implemented in summer 2008, with related training to immediately follow.
Status or Outcome: A decision was made to not implement the new performance management system and related paperwork. While staff did not conduct training specifically to performance evaluations, they did conduct a very successful series of supervisor training classes (see Additional Accomplishments).

- Update District job descriptions

Goal: VI
Service Type: Essential
Measured By: While many job descriptions have been created and revised over time, there has been no comprehensive review and revision of the District's job descriptions in some time. Projected completion by December 2008.
Status or Outcome: Incomplete. A new job description template was created and jobs are now being put into that format.

- Negotiate labor contract for the period after July 1, 2009, prior to the expiration of the current contract.

Goal(s): VIII
Service Type(s): Essential
Measured By: New contract ratified prior to July 1, 2009.
Status or Outcome: A three year labor contract was ratified in March 2009.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Addictive Behavior Program.** Coordinate efforts of a peer contact group comprised of line and management staff to identify ways to deal with issues of addiction and substance abuse in the workplace. How to identify issues (potential or existing) sooner and how to handle them differently, in order to help employees be successful in their work and family lives.

Goal(s): IV
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: There may be occasional overtime costs for firefighters in a peer contact group as they are trained by the Behavioral Health Specialist.
Partner(s): Operations, Fire Prevention, Training, and Administrative Departments.

Human Resources, continued

Status or Outcome: The Behavioral Health Specialist successfully created and trained a group of peer contacts to assist in supporting fellow employees who have addictive behavior issues.

- **Diversity Recruitment.** Based on the demographic study completed by Portland State University, work with a research firm to create focus groups of minority citizens who live in TVF&R's service area to identify barriers to employment, particularly as firefighters.

Goal(s): V

Budget Impact: Increase Required

Duration: Year 2 of 5

Budget Description: With the demographic data of the District's service area, the focus groups will help clearly identify the barriers to employment for women and minority citizens.

Partner(s): Operations

Status or Outcome: Contact has been made with Campbell Delong Resources, Inc., who has assisted the District with research projects in the past.

- **Acceptance Training.** Educate employees on issues and biases related to sexual orientation. Staff is currently working with a San Francisco-based organization that provides training and education nationally on the topic of sexual orientation. During the fiscal year, the training will be presented to both line and management staff.

Goal(s): V

Budget Impact: Increase Required

Duration: Year 1 of 1

Budget Description: Travel and training expenses for outside consultant.

Partner(s): All personnel

Status or Outcome: It was decided to broaden the focus of this training. Staff is now working with a group of employees to identify a variety of topics dealing with acceptance in the workplace. Training will focus on how to hold difficult conversations when employees have differing viewpoints on any topic and how to continue to work well together despite those differences.

- **Increase Employee Resilience to Stress.** Help employees recognize and mitigate stress with ongoing pre-incident education, education on self-care, care of coworkers, and use of available resources.

Goal(s): IV

Budget Impact: Resource Neutral

Duration: Year 2 of 2

Budget Description: Primarily staff time of the Behavioral Health Specialist.

Partner(s): All personnel

Status or Outcome: The Behavioral Health Specialist worked closely with staff to help them recognize and mitigate stressful issues. The biannual stress survey was also conducted this year with results presented to the Fire Chief and staff.

Human Resources, continued

2008-09 ADDITIONAL ACCOMPLISHMENTS

- Created a variety of SharePoint sites in order to communicate more effectively on a variety of issues. This includes new hire (or on-boarding), separations, and HR SOGs.
- Worked with Operations staff to improve the way staff identifies and communicates regarding TVF&R volunteers. This has always been a challenge, since volunteer information has never been tracked similarly to regular staff. Working with Operations, HR will now maintain all volunteer data and ensure list accuracy.
- In conjunction with Local 1660, staff implemented the new Reproductive Health Program, providing information and support to pregnant firefighters.
- Working with two external consultants, staff held a series of five training classes for first line supervisors and managers. The training focused on communication skills, evaluation skills, and TVF&R policies and procedures.
- Due to higher than expected healthcare cost increases, staff worked with the District's broker to evaluate a variety of options, which resulted in minor adjustments to plans, and slight cost increases to employees in order to keep overall costs within budget.

SERVICE MEASURES

	FY 05-06	FY 06-07	FY 07-08	FY 08-09 estimated	FY 09-10 projected
HR FTE	11.5.0	6.0	6.0	6.0	6.0
Total number of employees	397	396	410	415	430
Union	303	301	314	315	325
Non-union	94	95	98	100	105
Total number of volunteers	83	92	64	65	60
Number of employees hired	30	24	40	25	35
Volunteers hired	21	34	12	16	15
Number of employee separations	12	14	16	10	10
Number of volunteer separations	33	25	40	15	20
Number of employee retirements	16	11	10	10	10
Workers' Compensation (calendar year)	2005	2006	2007	2008	2009
Total number of cases	61	56	63	60	60
Total number of days away from work	537	377	650	752	600
Total number of days working with restrictions	340	275	230	67	75
Leave share donations (per year)	4	2	3	2	2
Leave donated hours	1,315	1,663	2,709	2,000	2,000
Leave hours used	1,067	968	1,282	1,500	1,350
Average number of union employees on STD (short term disability) per week	n/a	3.5	3.46	3.5	3.5
Average duration of weeks on STD per employee	n/a	9	7.4	7.5	7.5
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	n/a	12.26	12.21	12.25	12.25
Number of selection processes completed (Total)	n/a	n/a	29	21	20
Civil service	n/a	n/a	11	9	6
Non-civil service	n/a	n/a	18	12	14
Number of civil service examinations (to develop eligible lists)	n/a	n/a	7	8	5

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.

- **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.

2009-10 CHANGE STRATEGIES

- **Applicant Tracking System**

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project.
Duration: Year 1 of 1
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

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

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 1 of 1
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

- **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

Human Resources

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10304 General Fund						
5001 Salaries & Wages Union		37,556	51,924			
5002 Salaries & Wages Nonunion	379,258	384,471	410,558	478,710	478,710	478,710
5003 Vacation Taken Union		3,222	4,186			
5004 Vacation Taken Nonunion	20,901	15,864	40,605	47,345	47,345	47,345
5005 Sick Leave Taken Union		161				
5006 Sick Taken Nonunion	6,720	11,920				
5007 Personal Leave Taken Union		752				
5008 Personal Leave Taken Nonunion	780	2,068				
5010 Comp Taken Nonunion	207	442				
5015 Vacation Sold	17,142	3,858	9,571	7,639	7,639	7,639
5016 Vacation Sold at Retirement	1,371					
5017 PEHP Vac Sold at Retirement		21,116				
5020 Deferred Comp Match Union	610		1,356			
5021 Deferred Comp Match Nonunion	3,482	4,047	11,448	10,924	10,924	10,924
5120 Overtime Union	7,110	5,367	10,000	10,000	10,000	10,000
5121 Overtime Nonunion	616	854	4,500	750	750	750
5201 PERS Taxes	73,969	65,991	104,537	106,390	106,390	106,390
5203 FICA/MEDI	32,565	35,220	42,179	42,926	42,926	42,926
5206 Worker's Comp	7,818	8,930	10,503	7,884	7,884	7,884
5207 TriMet/Wilsonville Tax	2,749	3,051	3,649	3,770	3,770	3,770
5208 OR Worker's Benefit Fund Tax	178	161	212	212	212	212
5210 Medical Ins Union		6,330	6,990			
5211 Medical Ins Nonunion	44,424	48,719	62,438	77,871	77,871	77,871
5220 Post Retire Ins Union	125	300	300			
5221 Post Retire Ins Nonunion	2,200	3,900	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	9,076	9,322	9,119	10,312	10,312	10,312
5240 Life/Disability Insurance	2,892	3,794	5,000	5,000	5,000	5,000
5250 Unemployment Insurance	343	28,090	33,000	18,000	18,000	18,000
5260 Employee Assist Insurance	12,146	9,695	10,720	11,670	11,670	11,670
5270 Uniform Allowance	19		500			
5290 Employee Tuition Reimburse			2,000			
5295 Vehicle Allowance	5,760	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	632,461	720,961	845,555	849,663	849,663	849,663
5300 Office Supplies	1,265	1,011	2,000	1,500	1,500	1,500
5301 Special Department Supplies	2,945	2,850	6,850	3,250	3,250	3,250
5302 Training Supplies	31	1,721	2,000	500	500	500
5321 Fire Fighting Supplies		19				
5330 Noncapital Furniture & Equip	1,850	2,416	1,350			
5350 Apparatus Fuel/Lubricants	350	458	1,000	1,000	1,000	1,000
5367 M&R Office Equip	1,592	1,727	2,400	2,400	2,400	2,400
5410 General Legal			5,000			
5411 Collective Bargaining	36,923	45,338	20,000	20,000	20,000	20,000
5414 Other Professional Services	27,390	32,584	58,000	24,500	24,500	24,500
5415 Printing	110	21	250	750	750	750
5417 Temporary Services	1,222	881	48,167	85,800	85,800	85,800
5450 Rental of Equip		50	1,250			
5461 External Training	4,773	3,925	11,000	6,500	6,500	6,500
5462 Travel and Per Diem	3,903	1,186	6,500	5,000	5,000	5,000
5471 Citizen Awards	21	97				
5472 Employee Recog & Awards	11,962	7,498	17,575	15,000	15,000	15,000
5484 Postage, UPS & Shipping	19	22	250	50	50	50
5500 Dues & Subscrip	1,665	2,405	3,075	2,650	2,650	2,650

Human Resources

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5570 Misc Business Exp	2,306	7,324	7,000	4,000	4,000	4,000
5571 Planning Retreat Expense	169	847	1,000	500	500	500
5572 Advertis/Public Notice	13,453	8,461	13,000	6,000	6,000	6,000
Total Materials and Services	111,949	120,841	207,667	179,400	179,400	179,400
Total General Fund	744,410	841,802	1,053,222	1,029,063	1,029,063	1,029,063

Civil Service Commission

—Fund 10 • Division 55 • Department 11• Program 110

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$75,682	\$32,528	\$92,475	\$67,942
Materials and Services	37,998	36,068	62,000	37,050
Total Expenditures	\$113,680	\$68,596	\$154,475	\$104,992

2009-10 SIGNIFICANT CHANGES

The 2009-10 budget proposes funding for interviewing and hiring new firefighters for one academy as well as overtime for other promotional interviews. Highlights within Materials and Services represent funding of \$25,800 in Other Professional Services for the contract with the Chief Examiner of \$9,600, Ergometrics fees of \$3,200, and application and scoring fees of \$13,000. Special Department Supplies of \$1,000 are for firefighter candidate physical testing equipment and supplies, and \$5,000 in Public Notices accounts for advertising costs for Civil Service meeting Public Notices and job announcements.

STATUS OF 2008-09 SERVICE MEASURES

- **Update Civil Service job descriptions, review with Local 1660 representatives, and present to the Civil Service Commission.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Successfully create and receive approval for new and revised Civil Service job descriptions.
Status or Outcome: The firefighter job description has been completed and will be the basis for all other line job descriptions.

- **Successfully hire firefighters to fulfill Emergency Operations staffing needs.**

Goal(s): I
Service Type(s): Mandatory
Measured By: When requested by the Operations Division, HR will recruit and provide candidates for Operations to hire the necessary number of personnel to fulfill their needs.
Status or Outcome: A lateral firefighter list was established and firefighters were hired from that list for deployment to the line on July 15, 2009. HR is working on establishing an entry firefighter list for a fall 2009 academy.

Civil Service Commission, continued

- **Following Civil Service rules, successfully hire and promote represented personnel to fill Operations and Fire Prevention Division needs.**

Goal(s): I, VI
Service Type(s): Mandatory
Measured By: Successful hiring and promotion processes for all Civil Service represented positions. This includes establishing hiring lists as needed and managing recruitment.
Status or Outcome: Managed a number of promotional and entrance exams and hiring processes including the new Public Education Chief in Fire Prevention.

STATUS OF 2008-09 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: Increase Required
Duration: Year 2 of 4
Budget Description: Increase required to implement the new program start-up only (i.e., fees for test booklets, test proctors, site rental fees, etc.).
Partner(s): Operations
Status or Outcome: Working with other fire departments and National Testing Network on a regional consortium for firefighter testing.

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

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: No budget impact is expected.
Partner(s): Operations
Status or Outcome: Not completed. In partnership with Local 1660 and the Civil Service Commission, staff has begun to look at rule revisions.

- **Civil Service Commission Testing.** Partner with line staff to continue to educate and familiarize the Civil Service Commissioners with District services.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 5
Budget Description: No budget impact is expected.
Partner(s): Operations, Fire Prevention
Status or Outcome: Staff made informational presentations to the Civil Service Commissioners at a dinner meeting and continue to invite Commissioners to attend various TVF&R functions and update them on activities.

Civil Service Commission, continued

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Worked with the Training Division to take more ownership of HR-related pieces of the Civil Service hiring processes, including development of recruitment assessment centers, testing processes, and increased communication with candidates.
- Changed coordination of promotion ceremonies from Operations to HR.
- Created SharePoint sites for each individual Civil Service recruitment in order to increase communication.
- Created a lateral firefighter hiring list and completed a successful hiring process of eight lateral firefighters.
- Created an entry firefighter hiring list and began the selection process for firefighter hiring for a September 2009 academy.
- Developed applicant interest lists for a variety of union positions in addition to firefighter. The lists allow staff to notify interested parties when job openings occur.

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.

- **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.

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

Civil Service Commission, continued

- **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: Slight increase required
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

- **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

Civil Service Commission

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10110 General Fund						
5002 Salaries & Wages Nonunion	358	62				
5102 Duty Chief Relief			4,335	5,000	5,000	5,000
5120 Overtime Union	55,917	24,466	63,850	46,600	46,600	46,600
5121 Overtime Nonunion	937	280	2,000	400	400	400
5201 PERS Taxes	12,506	4,695	13,307	9,973	9,973	9,973
5203 FICA/MEDI	4,350	1,733	5,369	4,024	4,024	4,024
5206 Worker's Comp	1,234	1,133	2,386	1,525	1,525	1,525
5207 TriMet/Wilsonville Tax	359	151	463	353	353	353
5208 OR Worker's Benefit Fund Tax	21	8		67	67	67
5221 Post Retire Ins Nonunion			765			
Total Personnel Services	75,682	32,528	92,475	67,942	67,942	67,942
5300 Office Supplies	358	10	500	250	250	250
5301 Special Department Supplies	6,817	861	5,000	1,000	1,000	1,000
5302 Training Supplies			6,500			
5323 Food Service		3,059	2,500	1,000	1,000	1,000
5414 Other Professional Services	11,398	22,274	23,300	25,800	25,800	25,800
5415 Printing	895	750	2,500	1,000	1,000	1,000
5433 Electricity	450					
5445 Rent/Lease of Building	3,750	4,200	4,500			
5450 Rental of Equip	4,161	800	2,000	500	500	500
5462 Travel and Per Diem	151	75	3,000	1,500	1,500	1,500
5471 Citizen Awards	60	684	450	500	500	500
5484 Postage, UPS & Shipping	451	9	500	250	250	250
5570 Misc Business Exp	3,499	486	750	250	250	250
5572 Advertis/Public Notice	6,008	2,860	10,500	5,000	5,000	5,000
Total Materials and Services	37,998	36,068	62,000	37,050	37,050	37,050
Total General Fund	113,680	68,596	154,475	104,992	104,992	104,992

PROGRAM DESCRIPTION

The Logistics program is comprised of a Logistics Chief and a Deputy Logistics Chief, who provide the management services of planning, staffing, supervising, evaluating, and budget oversight for the Division. One Administrative Assistant is assigned to provide support functions. The Logistics Division includes six departments: Communications, Information Technology, Supply, Fleet Maintenance, Facilities Maintenance, and Emergency Management. 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. The Data Analysis and Geographic Information Services (GIS) programs are supervised by the Deputy Logistics Chief and the costs and Service Measures for them are included in this cost center.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$790,627	\$793,974	\$655,261	\$763,856
Materials and Services	51,301	81,727	150,475	226,640
Total Expenditures	\$841,928	\$875,701	\$805,736	\$990,496

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Assistant Chief	1.00	1.00	0.00	0.00
Division Chief	1.00	1.00	2.00	2.00
Support Services Director	1.00	1.00	0.00	0.00
Data Analyst	1.00	1.00	1.00	1.00
Project Coordinator	1.00	1.00	0.00	0.00
GIS Technician	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	1.00	1.00	2.00
Total Full-Time Equivalents (FTE)	6.00	7.00	5.00	6.00

2009-10 SIGNIFICANT CHANGES

Personnel costs reflect annual merit and salary range increases and an additional position. The District's Capital Bond program management needs, as well as key staff succession planning, has created the impetus to propose a Facility Development Manager position. In addition, one Administrative Assistant position was transferred from Emergency Operations to Logistics, based on the analysis and realignment of job duties.

Materials and Services increased primarily due to Account 5414, Other Professional Services, to allow professional services to assist the District in managing multiple station construction projects, deadlines, and construction cash flow scheduling and oversight. Account 5417, Temporary Services, has monies budgeted to provide a Change Management/Technical Writer to assist with the District-wide ERP implementation to capture and document policy and business changes, create and distribute project communications, write test scripts, and develop end-user training manuals.

Logistics, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Establish baseline performance measurements** for core services in the GIS and Data Analysis programs.

Goal(s): VII
Service Type(s): Management
Measured By: Service Level Objectives for GIS and Data Analysis programs.
Status or Outcome: This performance measure has been initiated, but is not complete. A work order system, using SharePoint, was created allowing work order request tracking and analysis. This is allowing the District to collect and manage requests for products and services, and use the collected data related to delivering that service in developing more quantifiable Service Level Objectives and Performance Measures. In addition, these programs began tracking their time using a “resource utilization” tracking tool. This tool will allow additional data analysis for more quantifiable Service Level Objectives and Service Measures. This data will be combined to establish quantitative Service Level Objectives and Performance Measures. The May 2008 reorganization and the reassignment of these programs to a District Division Chief changed priorities and the transition of leadership is causing a delay in the development of more quantifiable Service Level Objectives and Service Measures.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Replace Financial Systems** - Begin Phase I of integration and implementation of financial systems replacement of the District’s support functions through an ERP solution to integrate data and processes into a unified system.

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 2 of 5
Budget Description: Estimated \$1 to \$2 million over course of project, including software, staffing, and consulting. Staff expects to complete the GFOA consultant contract project, the software procurement modules, and staffing assistance during the course of the project.
Partner(s): Information Technology, Supply, Fleet, Facilities, Human Resources, Operations
Status or Outcome: The selection of an “Enterprise Resource Planning” tool called MUNIS from *Tyler Technologies* has been completed. Contract negotiations occurred from November 2008 to February 2009. The District Board of Directors authorized the Fire Chief to execute the necessary contract documents at the February 2009 Board meeting. The implementation Team is in place and began a 24-month implementation process after executing the contract documents and working with the Tyler Project manager on a comprehensive implementation plan. This plan begins with Phase I and the core financial modules, which will take 12-months; HRIS, Payroll, Applicant Tracking and other modules in Phase II will follow in the next six-months; Phase III and the final six-month period will involve Fleet, Facilities, Work Orders, and other miscellaneous modules. Plans are in place to use limited duration personnel and temporary services for project staff and “backfill” of District personnel whose expertise is needed during the implementation.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Significant planning, coordination, and communication as a member of the Bond Planning Team overseeing the completion of Station 50, planning of rebuilding Stations 58, 59, 65, remodel of Station 34, and planning stages of the Command and Business Operations Center.
- Designed, configured, tested, trained, and deployed the new **stand-alone** electronic in-cab map (Maverick Map) for use by Operations.
- The GIS Technician and Data Analyst worked closely with Communications and WCCCA personnel on the implementation of a new CAD system (Tiburon) that includes new response aid tools such as the MDT interface with the CAD system (MobileCom) and a new navigational map (Maverick Map).

SERVICE MEASURES – DATA ANALYSIS

The GIS Technician position remained vacant for the majority of fiscal 2007-2008. The Data Analyst and the Response Aid Coordinator provided some measure of coverage for those critical areas of mapping and GIS. The GIS Technician position was filled in June 2008. The primary focus since then has been to prepare the District for the new CAD implementation and configuration of the new mapping tool, MaverickMap. This has involved a significant amount of data manipulation, attaching of 1,650 preplans, altering the street and city data so that it works with the Tiburon CAD, and general configuration of the look and feel of the map. The Technician has also updated and produced the 2009 version of the “flip maps” that provide a paper-based backup system of mapping. The Technician revised and edited over 750 preplans this year. Many “on-demand” map requests have also been received and filled.

The following table shows the number of “queries and reports” created and provided (*Count*) and the hours (*Hours*) spent by the Data Analyst on those processes. These queries and reports represent both recurring and ad hoc report requests. They are categorized by the Division the report was prepared for.

Requesting Division	2006-07 Actual		2007-08 Actual		2008-09 Estimated		2009-10 Projected	
	<i>Count</i>	<i>Hours</i>	<i>Count</i>	<i>Hours</i>	<i>Count</i>	<i>Hours</i>	<i>Count</i>	<i>Hours</i>
Community Services	24	96	16	43	12	16	15	75
Executive Staff	27	147	25	65	8	14	25	50
External (outside agencies)	12	38	27	70	28	158	25	150
Finance	15	77	10	27	4	20	8	25
Logistics	39	244	66	425	44	140	45	200
Operations	165	799	106	409	96	318	125	600
Fire Prevention	65	233	40	97	40	106	40	150
Training	26	118	25	48	24	118	25	100
Special Projects	0	0	2 ¹	682	3 ²	850	2 ³	400
Totals	373	1,752	315	1,866	256	1,740	308	1,750

¹At the end of fiscal year 2007-2008 and throughout fiscal year 2008-2009, the Data Analyst was required to spend significant time working on preparing the reporting district's and data side of WCCCA CAD implementation. In addition, from August 2007 to June of 2008, the GIS Technician position remained vacant. Since the Data Analyst is able to complete basic GIS work, a portion of the GIS Technician was covered by the Data Analyst. The hours spent on these projects are included in the Total Hours column.

²In fiscal year 2008-2009, the Data Analyst had three major special projects: BARB Management, significant data analysis and displays in support of a major Operations Standards of Coverage for Emergency Response revision and deployment changes, and substantial time spent on supporting the WCCCA CAD implementation.

³It is expected that the Data Analyst will continue to have “special projects” as part of the routine queries and reports. CAD replacement will continue and Operations is continuing to analyze deployment options.

Logistics, continued

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.

- **Service Measure – 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 (*Count*) and the time it took to create them (*Hours*).

2009-10 CHANGE STRATEGIES

- **Replace Electronic 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, Operations

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10170 General Fund						
5002 Salaries & Wages Nonunion	468,336	480,531	372,676	430,359	430,359	430,359
5004 Vacation Taken Nonunion	33,520	38,529	36,858	42,563	42,563	42,563
5006 Sick Taken Nonunion	7,376	2,458				
5008 Personal Leave Taken Nonunion	2,830	2,459				
5010 Comp Taken Nonunion		323				
5015 Vacation Sold	23,272	15,506	15,751	15,916	15,916	15,916
5021 Deferred Comp Match Nonunion	12,585	13,268	12,286	13,005	13,005	13,005
5121 Overtime Nonunion		171	1,042	250	250	250
5201 PERS Taxes	123,290	104,031	84,253	97,381	97,381	97,381
5203 FICA/MEDI	36,887	36,729	33,995	39,291	39,291	39,291
5206 Worker's Comp	9,476	11,032	8,465	7,216	7,216	7,216
5207 TriMet/Wilsonville Tax	3,528	3,624	2,941	3,450	3,450	3,450
5208 OR Worker's Benefit Fund Tax	158	154	177	212	212	212
5211 Medical Ins Nonunion	39,540	49,867	62,438	80,350	80,350	80,350
5221 Post Retire Ins Nonunion	3,000	3,991	4,500	5,400	5,400	5,400
5230 Dental Ins Nonunion	5,882	7,276	9,119	10,943	10,943	10,943
5240 Life/Disability Insurance	4,453	5,502	5,000	6,000	6,000	6,000
5270 Uniform Allowance	654	43				
5295 Vehicle Allowance	15,840	18,480	11,520	11,520	11,520	11,520
Total Personnel Services	790,627	793,974	661,021	763,856	763,856	763,856
5300 Office Supplies	1,747	1,101	1,000	2,000	2,000	2,000
5301 Special Department Supplies	395	1,783	700	1,200	1,200	1,200
5330 Noncapital Furniture & Equip	294	4,232	500	6,000	6,000	6,000
5340 Software Expense/Upgrades	250					
5350 Apparatus Fuel/Lubricants	1,478	414	1,000	250	250	250
5367 M&R Office Equip		2,426	2,700	5,100	5,100	5,100
5400 Insurance Premium	115	149				
5414 Other Professional Services	13,135	33,191	98,000	32,050	32,050	32,050
5415 Printing	13,953	8,208	16,500	19,800	19,800	19,800
5417 Temporary Services		4,691	4,000	124,800	124,800	124,800
5461 External Training	3,504	7,917	9,475	3,200	3,200	3,200
5462 Travel and Per Diem	12,908	13,325	11,850	29,910	29,910	29,910
5472 Employee Recog & Awards	68	33				
5484 Postage, UPS & Shipping	95	7				
5500 Dues & Subscrip	2,222	2,712	1,950	430	430	430
5570 Misc Business Exp	1,109	1,113	1,800	1,400	1,400	1,400
5571 Planning Retreat Expense		371	1,000	500	500	500
5572 Advertis/Public Notice		43				
5575 Laundry/Repair Expense	28	11				
Total Materials and Services	51,301	81,727	150,475	226,640	226,640	226,640
Total General Fund	841,928	875,701	811,496	990,496	990,496	990,496

Communications

Fund 10 • Division 70 • Department 17 • Program 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, and pagers. This is also inclusive of all mobile data computers (MDCs) in response apparatus and their requisite software and wireless communications systems.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$187,452	\$242,883	\$483,635	\$489,435
Materials and Services	1,523,038	1,631,497	1,557,533	1,798,000
Total Expenditures	\$1,710,490	\$1,874,380	\$2,041,168	\$2,287,435

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Communications Manager	1.00	1.00	1.00	1.00
Communications Technician	1.00	1.00	2.00	2.00
Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	3.00	4.00	4.00

2009-10 SIGNIFICANT CHANGES

Personnel Services includes annual merit and salary range increases. Within Materials and Services, increases to account 5301, Special Department Supplies, reflect the communications hardware outfitting of new bond apparatus as well as scheduled BlackBerry and Sprint/Nextel phone replacements. Account 5414, Other Professional Services, includes equipment installers to accommodate the additional equipment the new apparatus require.

Communications, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Ensure District communication coverage to 99.5% of service area** with reliable and interoperable communications equipment. This applies to mobile and portable radio subscriber equipment and MDTs.

Goal(s): I, VII
Service Type(s): Mandatory
Measured By: Successful completion of the District replacement project for radio units, including installation, training, and necessary SOG development.
Status or Outcome: Completed. On August 17, 2008, portable radios and associated battery charging systems were deployed to all District apparatus and stations. These radios included the newly created regional template and now meet FCC rebanding specifications. The current District radio coverage ability exceeds 99.5% with the addition of new portable radios.

- **As a critical public safety communications asset, maintain portable, mobile, and base station radio “up time” at 99.8%.**

Goal(s): I, VII
Service Type(s): Mandatory
Measured By: Minutes of uptime for all units per fiscal year divided by total available minutes per year times the number of subscriber units.
Status or Outcome: Completed. With the replacement of all radio subscriber units, District radio uptime now exceeds 99.99%.

- **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: Ongoing. TVF&R communications personnel have developed and tested various communications plans to be used in Disaster Operations. These include the use of updated satellite phone systems and the development of a human repeater plan. Continued exercises are scheduled for fiscal year 2009-2010.

- **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 and report at fiscal year end, the total CAD system amount of dispatches and dispatches sent and received to mobile clients.
Status or Outcome: Ongoing. TVF&R has worked closely with WCCCA to implement the new CAD, mobile data, and mapping software. The new client has been developed along with the map and updated high speed wireless connectivity. Expected “go live” date for CAD is June 30, 2009.

Communications, continued

- **Complete 90% all preventive maintenance inspections within 30-days of 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 target commonalities in the problems. Assess the effectiveness of the program for continued return on investment.
Status or Outcome: TVF&R Communications personnel have successfully implemented this program, significantly reducing maintenance costs by identifying potential problems before they occur. Due to impacts of the capital bond project, Communications has only been able to attain 69% of preventive maintenance inspections completed within 30 days.

STATUS OF 2008-09 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 1 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 forged strategic partnerships with many of the regional communications and data partners. These include membership on the Regional Radio Replacement Board and FEMA's Region X interoperability planning team.

- **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: Increase required (dependant on choice of technology)
Duration: Year 1 of 3
Budget Description: Year 1 – No increase
Year 2 – Provide recommendation for change
Year 3 – Budget for change based on technology
Partner(s): Operations, metropolitan area fire agency partners
Status or Outcome: Year 1 – Complete. In conjunction with TVF&R Operations personnel, the Communications Department has tested many devices that will aid in improving fireground communications. Resources are budgeted for further testing and final recommendations are forthcoming.

- **Regional Mobile Data Networking** - Develop networking 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 1 of 5
Budget Description: Staff time only
Partner(s): Urban Area Securities Initiative (UASI) region fire mobile data users

Communications, continued

Status or Outcome: Year 1 complete. TV&R hosted the inaugural MDC “brownbag” meeting in April 2008. This provided an outstanding opportunity to share and exchange ideas in an era of rapidly changing mobile data capabilities. A second meeting occurred in Clackamas County in October 2008, with additional sessions planned for 2009–2010.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Completed the rebanding of all mobile, portable, and base station radio subscriber units without an interruption of two way communications service.
- Researched, designed, and installed the new communications packages on ten apparatus in preparation for WCCCA’s new CAD, mobile data client, and mapping software.
- Completed the necessary communications installations at the new Walnut Fire Station (Station 50).
- Replaced all (ten) District satellite phones, including the installation of docking stations in the Duty Chief’s vehicles, both Battalion Headquarters, and the Fire Operations Center.
- Began a multiyear station alerting upgrade plan that will network all fire stations using existing infrastructure with a cost effective retrofitting solution. This began with Station 50 and will continue with the new facilities constructed via the Capital Bond Program.

2009-10 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Service requests	416	916	903	955	975
Cell phones supported *	165	144	120	130	130
Satellite pager supported	0	0	1	1	1
Pagers supported	380	247	210	187	130
PDA's supported	50	54	65	71	85
800 MHz portables supported	326	353	390	373	388
800 MHz mobiles supported	158	158	196	196	150
VHF portables supported	56	56	56	55	55
VHF mobiles supported	56	56	50	40	15
Vehicle radio modems supported	66	66	68	68	68
Base station radios supported	0	0	6	10	18
Satellite phones supported	7	8	8	10	10
Preventive Maintenance Inspections performed	0	4	28	29	33
MDTs supported	60	61	62	77	77
800 MHz/VHF patch kits supported	0	0	0	1	4
Desktop chargers for portables	27	27	42	42	42
Bank chargers supported	N/A	N/A	2	35	35
Wireless gateways	0	0	2	23	58
MDC printers	4	4	6	6	6
Evolution-Data Optimized (EVDO) wireless aircards	13	16	19	30	80

*Support of communications equipment includes repair programming, battery replacement, etc.

Communications, continued

- **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. This will be finalized after the Cascadia earthquake exercise.

- **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.

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

- **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): Operations, Metro fire agency partners

Communications, continued

- **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

- **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

Communications

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10175 General Fund						
5002 Salaries & Wages Nonunion	116,819	152,414	270,557	280,203	280,203	280,203
5004 Vacation Taken Nonunion	4,774	7,095	26,758	27,712	27,712	27,712
5006 Sick Taken Nonunion	2,956	2,582				
5008 Personal Leave Taken Nonunion	687	1,271				
5010 Comp Taken Nonunion	384	1,995				
5015 Vacation Sold			11,435	5,921	5,921	5,921
5016 Vacation Sold at Retirement		3,071				
5021 Deferred Comp Match Nonunion	627	1,740	8,919	8,468	8,468	8,468
5120 Overtime Union	601	201	1,397	750	750	750
5121 Overtime Nonunion	753	1,267	2,400	3,500	3,500	3,500
5201 PERS Taxes	23,881	24,912	60,950	61,915	61,915	61,915
5203 FICA/MEDI	9,603	12,835	24,592	24,981	24,981	24,981
5206 Worker's Comp	3,143	3,904	6,124	4,588	4,588	4,588
5207 TriMet/Wilsonville Tax	813	1,105	2,127	2,194	2,194	2,194
5208 OR Worker's Benefit Fund Tax	66	75	141	141	141	141
5211 Medical Ins Nonunion	17,016	17,059	49,950	53,567	53,567	53,567
5221 Post Retire Ins Nonunion	1,200	1,175	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	2,470	2,148	7,295	7,295	7,295	7,295
5240 Life/Disability Insurance	1,526	2,143	4,000	4,000	4,000	4,000
5270 Uniform Allowance	133	205	600	600	600	600
5290 Employee Tuition Reimburse		5,686	2,790			
Total Personnel Services	187,452	242,883	483,635	489,435	489,435	489,435
5300 Office Supplies	396	80	750	750	750	750
5301 Special Department Supplies	7,306	27,463	18,700	40,100	40,100	40,100
5321 Fire Fighting Supplies		28				
5330 Noncapital Furniture & Equip	7,286	561	500	1,000	1,000	1,000
5340 Software Expense/Upgrades		71				
5350 Apparatus Fuel/Lubricants	827	5,022	4,200	2,200	2,200	2,200
5364 M&R Fire Communic Equip	29,307	53,388	23,280	11,800	11,800	11,800
5414 Other Professional Services	1,110	11,252	10,701	42,264	42,264	42,264
5415 Printing	27	28	250	250	250	250
5417 Temporary Services			1,360			30,000
5420 Dispatch	1,191,887	1,235,954	1,213,832	1,351,243	1,351,243	1,351,243
5430 Telephone	266,995	275,899	254,907	333,193	333,193	333,193
5432 Natural Gas			600	600	600	600
5433 Electricity			1,200	1,300	1,300	1,300
5434 Water/Sewer			200	200	200	200
5436 Garbage			100	100	100	100
5450 Rental of Equip	14,089	10,018	12,373	8,995	8,995	8,995
5461 External Training	1,630	2,979	4,340	1,765	1,765	1,765
5462 Travel and Per Diem	1,455	7,127	8,540	1,000	1,000	1,000
5484 Postage, UPS & Shipping	39	269				
5500 Dues & Subscrip	190	231	200	240	240	240
5570 Misc Business Exp	494	1,127	1,000	500	500	500
5571 Planning Retreat Expense			500	500	500	500
Total Materials and Services	1,523,038	1,631,497	1,557,533	1,798,000	1,798,000	1,798,000
Total General Fund	1,710,490	1,874,380	2,041,168	2,287,435	2,287,435	2,287,435

Information Technology

Fund 10 • Division 70 • Department 25 • Program 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, Wireless Local Area Network (apparatus MDT updates for Operations). IT manages the District's servers and file systems, network infrastructure equipment, phone switches, Internet access, databases, and email resources. IT supports approximately 300 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 applications and databases via the IT/Communications Service Desk, which is primarily staffed by the Customer Service Specialist. IT also provides 24x7 technical support for Operations through an after hours on-call rotation.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$628,346	775,830	\$1,236,057	\$1,245,621
Materials and Services	648,713	696,680	1,172,344	750,593
Total Expenditures	\$1,277,059	\$1,472,510	\$2,408,401	\$1,996,214

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
IT Manager	1.00	1.00	1.00	1.00
Sr. Systems Administrator	1.00	1.00	1.00	1.00
Sr. Database Administrator	1.00	1.00	1.00	1.00
IT Database Administrator	1.00	1.00	1.00	0.00
IT System Administrator	1.00	2.00	2.00	2.00
IT Network Engineer	0.00	1.00	1.00	1.00
IT Network Administrator	1.00	1.00	1.00	0.00
IT Security Administrator	1.00	1.00	1.00	1.00
IT Applications Specialist	0.00	0.00	0.00	1.00
IT Customer Service Specialist	0.00	0.00	0.00	1.00
Total Full-Time Equivalents (FTE)	7.00	9.00	9.00	9.00

Information Technology, continued

2009-10 SIGNIFICANT CHANGES

Personnel Services has been increased to reflect annual merit and salary range increases. In Materials and Services, increases in 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 recycling services during the District-wide computer replacement, audio and video consulting and spam filtering services.

STATUS OF 2008-09 SERVICE MEASURES

- **Develop and maintain an effective business continuity/disaster recovery plan.**

Goal(s): II
Service Type(s): Mandatory
Measured By: Ensure redundant power is installed in infrastructure equipment in Administration Data Center. Implement a “hot site” to replicate critical services and data.
Status or Outcome: Expected to be completed by the end of fiscal year 2008-2009 as part of the District wide network infrastructure hardware upgrade.

- **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): Essential
Measured By: Conduct District-wide needs analysis to determine business needs and prepare for budget requests.
Status or Outcome: Completed

- **Reduce the impact of planned maintenance on the user community.**

Goal(s): II
Service Type(s): Mandatory
Measured By: Measure and record service levels with monitoring solution. Report status to Executive Staff on a quarterly basis. Installed monitoring/alerting solution to enable proactive approach to resolving problematic systems
Status or Outcome: The IT Report Card is published on the IT intranet site. Maintenance windows were established to ensure server security patches are installed quarterly and network maintenance can be performed during non-peak workload times.

- **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: Many critical systems have been documented. A document reference library was created, providing IT with access to shared information to support and maintain the District’s assets. Participated in the writing of SOG 8.8.3 due to a heavy IT component and SOG 2.1.4 was updated.

Information Technology, continued

- **Develop IT/Communications Strategic Plan.**

Goal(s): VII
Service Type(s): Management
Measured By: Develop a strategic plan that meets the needs of the District's strategic plan.
Status or Outcome: Strategic plan drafted in off-site retreat. Departments have met in an ongoing effort to formalize a strategic plan. Staffing responsibilities have been adjusted to increase joint coverage.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Voice Over Internet Protocol ("VoIP") System** - Implement Voice Over Internet Protocol ("VoIP") telephony system.

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 1 of 2
Budget Description: Initial purchase of licenses, handsets, and connectivity equipment for each fire station with an anticipated savings of telephone line costs over a five-year period.
Partner(s): Communications
Status or Outcome: Two vendor demonstration systems were installed and tested. An exhaustive needs analysis has been completed. The RFP was released January 14, 2009. Target date to purchase the hardware for Phase 1 of the project is May 2009.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Implemented WebStaff, upgraded FireRMS, and TeleStaff server, removing a problematic server with high administrative overhead from the environment. Configured the applications to run from a central server location, eliminating the need to install the applications on 300 desktops, enhancing future administration of the applications.
- Turned up and integrated the independent internet connection (Verizon DS3) into the BUG infrastructure, creating a single dedicated circuit for TVF&R's internet access.
- Implemented collaboration technology (SharePoint), in an effort to help departments share data and manage projects and to provide the ability to share data and information with outside partners and vendors.
- Launched SSL-VPN remote access for non-line personnel, allowing for a flexible administrative work environment.
- Migrated systems away from hardware that was nearing end-of-life, which improved the reliability of the server infrastructure and increased business continuity.

Information Technology, continued

2009-10 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	99.8

- **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 most common requests.

- **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 and determine potential budget requests to accomplish the District's strategic goals.

- **Provide consistent up-time of 99.8% 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.

- **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.

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

- **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

- **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 a 2 year plan
Budget Description: Purchase hardware and licensing to expand off-site data storage of critical systems.
Partner(s): District wide

Information Technology

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10215 General Fund						
5001 Salaries & Wages Union	12,015	18,180	19,800	19,800	19,800	19,800
5002 Salaries & Wages Nonunion	354,619	464,159	676,819	704,583	704,583	704,583
5004 Vacation Taken Nonunion	19,369	23,964	66,938	69,684	69,684	69,684
5006 Sick Taken Nonunion	11,885	8,040				
5008 Personal Leave Taken Nonunion	2,644	2,363				
5010 Comp Taken Nonunion		65				
5015 Vacation Sold			21,455	14,890	14,890	14,890
5016 Vacation Sold at Retirement	8,138					
5021 Deferred Comp Match Nonunion	4,342	5,983	22,313	21,292	21,292	21,292
5121 Overtime Nonunion	25,537	17,412	32,000	15,000	15,000	15,000
5201 PERS Taxes	89,446	77,869	155,382	160,259	160,259	160,259
5203 FICA/MEDI	32,707	40,140	62,694	64,662	64,662	64,662
5206 Worker's Comp	9,497	13,565	15,612	11,876	11,876	11,876
5207 TriMet/Wilsonville Tax	2,686	3,399	5,424	5,678	5,678	5,678
5208 OR Worker's Benefit Fund Tax	149	188	318	318	318	318
5211 Medical Ins Nonunion	41,750	66,925	112,388	120,525	120,525	120,525
5221 Post Retire Ins Nonunion	2,700	3,950	8,100	8,100	8,100	8,100
5230 Dental Ins Nonunion	6,410	9,737	16,414	16,414	16,414	16,414
5240 Life/Disability Insurance	3,773	5,942	9,000	9,000	9,000	9,000
5270 Uniform Allowance	294	273	500	300	300	300
5290 Employee Tuition Reimburse	385	13,676	10,900	3,240	3,240	3,240
Total Personnel Services	628,346	775,830	1,236,057	1,245,621	1,245,621	1,245,621
5300 Office Supplies	564	126	1,600	1,000	1,000	1,000
5301 Special Department Supplies	7,109	7,576	7,000	7,140	7,140	7,140
5302 Training Supplies		73	500	500	500	500
5320 EMS Supplies	3					
5321 Fire Fighting Supplies	1					
5330 Noncapital Furniture & Equip	7,741	10,178	11,010	2,425	2,425	2,425
5340 Software Expense/Upgrades	36,513	56,075	69,383	34,806	34,806	34,806
5350 Apparatus Fuel/Lubricants	887	946	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv		878	25,000			
5367 M&R Office Equip	351	457	1,000			
5368 M&R Computer Equip & Software	441,354	436,735	529,330	539,212	539,212	539,212
5414 Other Professional Services	114,998	130,637	416,468	61,343	61,343	61,343
5415 Printing	40	152				
5437 Cable Access	36,062	38,717	67,868	73,202	73,202	73,202
5461 External Training	540	7,355	27,485	26,065	26,065	26,065
5462 Travel and Per Diem	1,186	5,746	12,000	2,500	2,500	2,500
5484 Postage, UPS & Shipping	258	66				
5500 Dues & Subscrip	411	540	900	900	900	900
5570 Misc Business Exp	695	423	1,400	500	500	500
5571 Planning Retreat Expense			400			
Total Materials and Services	648,713	696,680	1,172,344	750,593	750,593	750,593
Total General Fund	1,277,059	1,472,510	2,408,401	1,996,214	1,996,214	1,996,214

Emergency Management

Fund 10 • Division 70 • Department 75 • Program 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 Logistics Administration.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$116,657	\$126,386	\$147,555	\$161,105
Materials and Services	24,239	33,500	27,601	31,949
Total Expenditures	\$140,896	\$159,886	\$175,156	\$193,054

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2009-10 SIGNIFICANT CHANGES

Personnel Services reflects annual merit and salary range increases, as well as overtime pay for Company Officer training. Materials and Services costs reflect funding for supplies in account 5301 for emergency preparedness, including display equipment for the Fire Operations Center for emergency operations.

Emergency Management, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Conduct full-scale exercise that meaningfully tests TVF&R's ability to coordinate large-scale response with local and state resources.** Currently, projected to be met via statewide earthquake exercise in April 2009.

Goal(s): III
Service Type(s): Mandatory
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 after-action report with defined action items and responsible parties.

Status or Outcome: Actual activation of the Fire Operations Center and Battalion Headquarters for December 2008 winter storm; due to scheduling conflicts with partners and internal communications infrastructure needs, full-scale exercise moved to fall 2009 (in addition to planned exercise in spring 2010).

- **Apply information from internal preparedness survey (fiscal year 2008-09 Change Strategy) to develop action plan for enhancing District preparedness.**

Goal(s): III
Service Type(s): Essential
Measured By: Development of specific action items, budget proposals, and plan for subsequent review and impact assessment.

Status or Outcome: Complete. Survey results presented to District Staff in October 2008; initial follow-up with employees (November 2008-January 2009) focused on specific items and needs and was tied in with after-action review following extended winter weather. Major follow-ups complete (employee access to universal bulk-purchase offers for preparedness supplies, establishment of employee notification system, and better internal education). Most subsequent follow-up expected to be budget-neutral.

- **Improve IMT capability for FOC/EOC functions based on recommendations from Washington County Incident Management Enhancement Task Force (IMET).**

Goal(s): III, VII
Service Type(s): Mandatory, Essential
Measured By: Focus team-based training and drills on FOC functions, interaction/participation with city/county EOC exercises. Additional standards may be developed by IMET.

Status or Outcome: In progress, but not complete; will be ongoing process. Individual team meetings have increased; some training already provided with more to be identified. Initial IMET training developed and provided. Three IMT Planning Chiefs gained additional Emergency Operations Center (EOC) experience by serving at U.S. Olympic Track and Field Trials, at joint university/city EOC in Eugene (July 2008).

Emergency Management, continued

STATUS OF 2008-09 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.

Goal(s):	III, VII
Budget Impact:	Resource Neutral
Duration:	Year 1 of 3. First of what will likely be a multi-year effort that will then have to be maintained. 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:	Staff time only
Partner(s):	OCEM, District cities
Status or Outcome:	Complete for first year: initial training developed and presented, internal plans/protocols updated; IMT expansion planning underway.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- In collaboration with Fire Prevention and Washington County Department of Health and Human Services, developed and presented training in emergency preparedness and fall prevention to adult foster home operators.
- Participated in interstate process to test and update regional Mt. Hood emergency plan.
- Continued as Emergency Management representative on Oregon Emergency Support Function Health and Medical (ESF-8) Committee and subcommittees, including process to address responder liability during disasters (serving as conduit for first responder and OFCA input). Continued to serve on NW Hospital Emergency Preparedness Committee, assisting hospitals with preparedness and training, serving as liaison to Emergency Management and public safety, engaging TVF&R Supply Manager in regional medical supply-chain preparedness.
- Part of core team involved in redesign of tvfr.com – the District’s internet site.
- Continued as a member of TVF&R’s AED team, working with public and private AED sites, maintaining AED website, participating in media interviews, and facilitating program development in TVF&R cities; part of process resulting in Wilsonville deploying AEDs in police cars.

2009-10 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
State earthquake drill requirement met	✓	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓	✓
Hits on tvfr.com Emergency management, AED, and injury-preparedness websites	>8,000	>10,000	>12,000	*	*
Exercises: small/single IMT	3	5	7	5	5
Exercises: IMT+MCO or multi-IMT	6	7	3	3	5
District-wide exercise	✓	**	2	***	2

* Shift to new website has changed page content and structure, making hit comparisons difficult. Currently evaluating new measurements.

** No District-wide exercise in fiscal year 2007, due to TOPOFF national exercise being moved to October 2007.

*** Real-life FOC/BHQ activation for December 2008 winter storm; District-wide exercise postponed to fall 2009.

Emergency Management, continued

- **Service Measure - 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.

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 then 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

- **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
Duration: Year 1 of 3.
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

Emergency Management

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10750 General Fund						
5002 Salaries & Wages Nonunion	69,355	75,335	75,870	78,983	78,983	78,983
5004 Vacation Taken Nonunion	6,345	1,635	7,504	7,811	7,811	7,811
5006 Sick Taken Nonunion	214	1,486				
5008 Personal Leave Taken Nonunion		156				
5015 Vacation Sold		1,486	3,207	3,338	3,338	3,338
5021 Deferred Comp Match Nonunion	1,130	1,179	2,501	2,387	2,387	2,387
5102 Duty Chief Relief		1,092				
5120 Overtime Union	3,305	7,585	8,768	18,283	18,283	18,283
5121 Overtime Nonunion		67	3,800			
5201 PERS Taxes	17,764	16,800	19,273	21,008	21,008	21,008
5203 FICA/MEDI	5,772	6,022	7,776	8,476	8,476	8,476
5206 Worker's Comp	1,382	1,162	1,936	2,111	2,111	2,111
5207 TriMet/Wilsonville Tax	488	561	673	1,557	1,557	1,557
5208 OR Worker's Benefit Fund Tax	28	33	35	35	35	35
5211 Medical Ins Nonunion	8,369	8,899	12,488	13,392	13,392	13,392
5221 Post Retire Ins Nonunion	600	817	900	900	900	900
5230 Dental Ins Nonunion	1,164	1,193	1,824	1,824	1,824	1,824
5240 Life/Disability Insurance	741	878	1,000	1,000	1,000	1,000
Total Personnel Services	116,657	126,386	147,555	161,105	161,105	161,105
5300 Office Supplies	204	348	500	500	500	500
5301 Special Department Supplies	16,880	23,320	14,000	11,318	11,318	11,318
5302 Training Supplies	113	90	250	350	350	350
5306 Photography Supplies & Process			100	100	100	100
5320 EMS Supplies	32	34	50	50	50	50
5321 Fire Fighting Supplies	62	989	300	370	370	370
5325 Protective Clothing	298		968	968	968	968
5330 Noncapital Furniture & Equip	185	625	690	790	790	790
5350 Apparatus Fuel/Lubricants	639	663	750	750	750	750
5364 M&R Fire Communic Equip		491	500	1,000	1,000	1,000
5414 Other Professional Services	77	600	1,500	2,500	2,500	2,500
5415 Printing	750	906	1,105	1,500	1,500	1,500
5417 Temporary Services				2,250	2,250	2,250
5461 External Training	1,620	35	550	725	725	725
5462 Travel and Per Diem	987	783	1,250	3,050	3,050	3,050
5481 Community Education Materials	198	104	282	282	282	478
5482 Badges/Pencils/Handout/Hats			196	196	196	
5484 Postage, UPS & Shipping	8					
5500 Dues & Subscrip	245	245	320	320	320	320
5570 Misc Business Exp	1,933	4,266	4,240	4,880	4,880	4,880
5571 Planning Retreat Expense	8		50	50	50	50
Total Materials and Services	24,239	33,499	27,601	31,949	31,949	31,949
Total General Fund	140,896	159,885	175,156	193,054	193,054	193,054

Fleet Maintenance

Fund 10 • Division 70 • Department 51 • Program 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 Communication 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$804,481	\$784,591	\$1,060,010	\$1,125,383
Materials and Services	565,499	589,401	704,876	766,400
Total Expenditures	\$1,369,980	\$1,373,992	\$1,764,886	\$1,891,783

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 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 III	5.00	5.00	3.00	3.00
Fleet Technician II	0.00	0.00	3.00	3.00
Fleet Technician I	2.00	2.00	1.00	1.00
Apparatus Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	10.00	10.00	10.00	10.00

2009-10 SIGNIFICANT CHANGES

Personnel Services reflects annual merit and salary range increases. 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 2008-09 SERVICE MEASURES

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

Goal(s): VII, VIII
Service Type(s): Mandatory
Measured By:

- Pumpers \$2.50/mile
- Aerial Pumpers \$2.95/mile
- Trucks \$3.10/mile
- Technical Response \$2.50/mile
- C3 Staff \$0.95/mile
- Staff \$0.48/mile

Status or Outcome:

- Pumpers \$2.36/mile
- Aerial Pumpers \$3.01/mile
- Trucks \$5.32/mile
- Technical Response \$1.16/mile
- C3 Staff \$0.43/mile
- Staff \$0.23/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:

- 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:

- Pumpers 4.35 mpg
- Aerial Pumpers 3.48 mpg
- Trucks 3.18 mpg
- Technical Response 8.08 mpg
- C3 Staff 14.27 mpg
- Staff 18.54 mpg

- **Complete 95% of preventative maintenance services within 30-days of the scheduled date.**

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: 45% 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

- **Maintain scheduled maintenance procedures above 70% of the total service procedures provided annually.**

Goal(s): I, VI
Service Type(s): Mandatory
Measured By: The percentage of total procedures completed that are scheduled.
Status or Outcome: 82% of all service procedures were scheduled. A greater emphasis is placed on scheduling as workload increases.

- **Capture 80% of non-management labor hours as chargeable.**

Goal(s): VI, VIII
Service Type(s): Management
Measured By: The percentage of the total Fleet non-management resource hours (chargeable) assigned to non-overhead activities.
Status or Outcome: 78% of non-management resource hours were captured as chargeable to fleet functions. 22% of non-management resource hours were recorded as overhead. Distribution as follows:

Administration Activities	5%
Shop Maintenance	4%
Shop Meetings	1%
Technician Training	6%
Scheduling Activities	5%
IMT Response	1%

- **Report program service level totals against established benchmarks:**

Mandatory Services at 60% of program totals
Essential Services at 20% of program totals
Discretionary Services at 5% of program totals
Management Services at 15% of program totals

Goal(s): VI, VII, VIII
Service Type(s): Management
Measured By: The percentage of program services provided by category as defined by the Service Level Objective document.
Status or Outcome: The current Maintenance Management Software lacks the necessary coding needed to easily track this benchmark. Staff believes the new District ERP will better track Service Level by category. By manually reviewing work orders completed in 2008, the following approximate Service Level by Category statistics were calculated with reasonable accuracy:

Mandatory Services	54%
Essential Services	24%
Discretionary Services	3%
Management Services	19%

Fleet Maintenance, continued

- **Place nine pumpers into service within three months of receipt.**

Goal(s): I, VI, VIII
Service Type(s): Essential
Measured By: Successfully placement of the units into service within the specified benchmark.
Status or Outcome: Accomplished

- **Place two trucks into service within two months of receipt.**

Goal(s): I, VI, VIII
Service Type(s): Essential
Measured By: Successfully placement of the units into service within the specified benchmark.
Status or Outcome: Accomplished

STATUS OF 2008-09 CHANGE STRATEGIES

- **Prioritize Sustainable Practices.** Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 5
Budget Description: None
Partner(s): Supply, Facilities, all District employees
Status or Outcome: Ongoing and moved to standard practices

- **Capital Bond Project** - Coordinate implementation of bond-funded major apparatus purchases.

Goal(s): I
Budget Impact: Increase Required
Duration: Year 2 of 5
Budget Description: Increased budgetary needs with the development of upgraded and new stations funded by the bond.
Partner(s): Capital Bond Project Team, Finance, Operations, Logistics Administration, Facilities
Status or Outcome: Completed purchase of nine pumpers, two trucks, and two-medec units. Final Bond-related apparatus purchases anticipated in fiscal year 2009-2010.

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

Primary Goal: VII
Budget Impact: Increase Required
Duration: Year 2 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 played an important role in the development of the ERP functional requirements. Fleet anticipates continued involvement in the implementation and business practice development phase of project.

Fleet Maintenance, continued

- **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: Moved forward to fiscal year 2009-2010. Time constraints and increased workload made the evaluation of intern partnerships impossible this year.

- **Monitor Fleet Service** - Evaluate fleet service model. Advances in engine controls, and modern lubricants and fuels have lengthened the service interval requirements of District vehicles and apparatus. These changes provide the District with the opportunity to evaluate the program for possible efficiencies. By extending service intervals, the District may potentially keep engine companies in their first due areas, reduce the number of miles driven for service procedures, minimize the number of reserve units, and reduce the environmental footprint.

Goal(s): I, VI, VII
Budget Impact: Increase Required
Duration: Year 1 of 1
Budget Description: Changes to the service intervals would require an increase in the mobile technician program to offset the reduced number of in-shop services and to maintain the same level of customer service.
Partner(s): Operations
Status or Outcome: Continued to fiscal year 2009-10. This Change Strategy will be expanded for fiscal year 2009-10 to include evaluation of increased levels of out-sourced repairs.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Placed two medic units into service.
- Removed thirteen surplus apparatus from service.
- Increased equipment inventories on ten pumper reserves and three truck reserves.

Fleet Maintenance, continued

2009-10 SERVICE MEASURES

Service Measures	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Vehicles Maintained						
Internal Response Vehicles Maintained	106	108	107	110	117	114
Internal Non-Response Vehicles Maintained	72	74	75	76	76	77
External Response Vehicles Maintained	62	70	68	73	91	95
Total Vehicles Maintained	240	252	252	259	284	286

Internal Fleet Miles						
Internal Response Miles	634,386	636,630	518,058	484,595	476,294	595,922
Other Internal Vehicle Miles	307,840	325,170	286,183	303,458	523,956	532,454
Total Internal Fleet Miles	942,226	961,800	804,241	788,053	1,000,250	1,128,376

Maintenance Costs						
Internal Maintenance Costs	\$1,122,031	\$1,144,542	\$1,325,574	\$1,032,437	\$1,382,662	\$1,426,509
External Maintenance Costs	89,231	84,000	150,488	\$103,175	\$115,224	\$133,075
Total Maintenance Costs	\$1,210,749	\$1,228,542	\$1,289,022	\$1,135,612	\$1,497,886	\$1,559,584

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

Goal(s): VII, VIII
Service Type(s): Mandatory
Measured By:

- 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

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

Goal(s): VII
Service Type(s): Management Essential Services
Measured By:

- 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

Fleet Maintenance, continued

- **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 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.

- **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.

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

- **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

Fleet Maintenance, continued

- **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 affect on the District's ability to recruit and retain qualified personnel.
Partner(s): Human Resources

- **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

- **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): Operations, Logistics, Finance

Fleet Maintenance

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10571 General Fund						
5002 Salaries & Wages Nonunion	470,021	476,128	595,152	637,498	637,498	637,498
5004 Vacation Taken Nonunion	24,356	27,468	58,612	62,800	62,800	62,800
5006 Sick Taken Nonunion	17,472	12,815				
5008 Personal Leave Taken Nonunion	4,624	3,420				
5010 Comp Taken Nonunion	1,657	1,929				
5015 Vacation Sold	214		12,524	13,419	13,419	13,419
5016 Vacation Sold at Retirement		1,850				
5021 Deferred Comp Match Nonunion	4,645	5,130	19,297	19,189	19,189	19,189
5121 Overtime Nonunion	863	5,562	6,000	6,000	6,000	6,000
5123 Comptime Sold Nonunion		38				
5201 PERS Taxes	112,872	78,998	131,238	140,097	140,097	140,097
5203 FICA/MEDI	38,814	39,582	52,952	56,526	56,526	56,526
5206 Worker's Comp	9,098	9,882	13,186	10,382	10,382	10,382
5207 TriMet/Wilsonville Tax	3,283	3,400	4,581	4,964	4,964	4,964
5208 OR Worker's Benefit Fund Tax	260	241	354	354	354	354
5211 Medical Ins Nonunion	88,989	88,702	124,876	133,916	133,916	133,916
5221 Post Retire Ins Nonunion	5,378	6,810	9,000	9,000	9,000	9,000
5230 Dental Ins Nonunion	13,379	13,285	18,238	18,238	18,238	18,238
5240 Life/Disability Insurance	5,884	6,224	10,000	10,000	10,000	10,000
5270 Uniform Allowance	1,998	2,757	3,000	3,000	3,000	3,000
5290 Employee Tuition Reimburse	674	370	1,000			
Total Personnel Services	804,481	784,591	1,060,010	1,125,383	1,125,383	1,125,383
5300 Office Supplies	1,665	1,874	1,800	1,500	1,500	1,500
5301 Special Department Supplies	24,650	16,307	19,350	15,450	15,450	15,450
5302 Training Supplies	89	396	400	400	400	400
5305 Fire Extinguisher	94		100	100	100	100
5320 EMS Supplies	173	25				
5321 Fire Fighting Supplies	794	70		10,000	10,000	10,000
5330 Noncapital Furniture & Equip	550	1,291	2,000	1,100	1,100	1,100
5350 Apparatus Fuel/Lubricants	10,221	8,422	17,000	15,000	15,000	15,000
5361 M&R Bldg/Bldg Equip & Improv	8,296	6,920	11,015	4,000	4,000	4,000
5363 Vehicle Maintenance	432,478	445,268	501,258	534,120	534,120	534,120
5364 M&R Fire Communic Equip	8,694					
5365 M&R Firefight Equip	32,718	58,695	86,040	97,930	97,930	97,930
5367 M&R Office Equip	2,088	2,504	3,500	3,500	3,500	3,500
5414 Other Professional Services				500	500	500
5415 Printing	469	371	200	200	200	200
5417 Temporary Services	590		19,463	46,800	46,800	46,800
5432 Natural Gas	9,509	9,691	5,000	2,500	2,500	2,500
5433 Electricity	15,560	15,452	16,000	14,200	14,200	14,200
5434 Water/Sewer	843	883	1,000	1,000	1,000	1,000
5436 Garbage	1,392	1,399	1,600	1,600	1,600	1,600
5450 Rental of Equip			250			
5461 External Training	4,351	5,198	5,400	5,000	5,000	5,000
5462 Travel and Per Diem	1,377	3,206	4,500	1,500	1,500	1,500
5484 Postage, UPS & Shipping	1,054	1,126	500			
5500 Dues & Subscrip	324	210				
5502 EMS Certification		480				
5570 Misc Business Exp	153	75	300	300	300	300
5572 Advertis/Public Notice	499	1,756	500	200	200	200
5573 Inventory Over/Short/Obsolete			500	500	500	500
5575 Laundry/Repair Expense	6,868	7,782	7,200	9,000	9,000	9,000

Fleet Maintenance

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
Total Materials and Services	565,499	589,401	704,876	766,400	766,400	766,400
Total General Fund	1,369,980	1,373,992	1,764,886	1,891,783	1,891,783	1,891,783

Facilities Maintenance

Fund 10 • Division 50 • Department 50 • Program 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$567,644	\$592,495	\$719,767	\$996,253
Materials and Services	405,380	386,497	560,630	316,000
Total Expenditures	\$973,024	\$978,992	\$1,280,397	\$1,312,253

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Capital Projects Manager	0.00	0.00	0.00	1.00
Support Services Manager	1.00	1.00	1.00	1.00
Facilities Supervisor	1.00	1.00	1.00	1.00
Facilities Technician	3.00	3.00	3.00	4.00
Utility Worker	1.00	1.00	1.00	1.00
Support Services Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	7.00	7.00	7.00	9.00

2009-10 SIGNIFICANT CHANGES

The Personnel Services budget for this cost center reflects the increase of two FTEs. One Facilities Development Manager and an additional Facilities Technician to supplement the concurrent bond station construction projects have been added.

The majority of items in this department are in account 5361, Maintenance and Repair of Buildings, Equipment and Improvements, which are detailed on page 255.

Facilities Maintenance, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Maintain a 95% efficiency rating** for all preventative maintenance work orders.

Goal(s): VI, VIII
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: Efficiency rating is at 89.4%. The workload associated with the Capital Bond Projects (specifically the required Building Plans and Specification Book review for each construction projects) and the additional workload required during the “completion and start-up of Station 50,” the engineering and manufacturing of the new “networkable” Tap-out System has impacted staff’s ability to consistently meet this goal.

- **Maintain corrective maintenance work order efficiency.**

Goal(s): VII
Service Type(s): Essential/Discretionary
Measured By: Days to Start is 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 is 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 were 4.75 days for calendar year 2008. This Service Measure is directly impacted by the ongoing capital construction process and ongoing construction projects, which require a large commitment of resources. Average days to complete were 9.67 days for calendar year 2008. This Service Measure is directly impacted by the ongoing capital construction process and ongoing construction projects, which require a large commitment of resources.

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

Goal(s): VII
Service Type(s): Management
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: The percentage of billable labor hours charged to an administrative function for calendar year 2008 was 9.71%.

- **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: The average travel time charge for each Facility Technician/Utility Worker was 25.25 hours per month for 2008. This is an increase from 24.9 hours per month for calendar year 2007.

Facilities Maintenance, continued

- **Maintain mandated/essential service procedures above 67% of total services provided.**

Goal(s): VII, VIII
Service Type(s): Essential
Measured By: Percent of work order completed by type: *Mandated - 50%; Essential - 17%; Discretionary - 33%.*
Status or Outcome: *Mandated work orders - 47.8%
Essential work orders - 5.2%
Total for Mandated and Essential - 53.0%
Discretionary work orders - 47.0%*
Facilities staff has continued to receive numerous discretionary work orders to support the various reorganizations taking place within throughout the District. Request for new furniture and office equipment installation, office relocations, and other requests to support these ongoing changes have continued to increase.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Prioritize sustainable practices.** Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s): VI
Budget Impact: Increase Required
Duration: Year 2 of 5
Budget Description: There will be up front costs for the design and construction of LEEDs rated facilities and for the purchase of Energy Star rated appliances. Additional funding will also be required for the continued installation of vehicle wash areas and the replacement of outdated lighting fixtures.
Partner(s): Finance, Communications, Information Technology, Operations
Status or Outcome: Ongoing. The design criteria and construction of new Station 50 has met LEEDs Gold certification requirements. The same design criteria have been incorporated into the design and new construction projects of Stations 53, 58, and 59. During fiscal year 2008-2009, Facilities staff continued to replace existing appliances with Energy Star rated appliances when applicable. Station 62 had its vehicle wash area installed during fiscal year 2008-2009. Other facilities will have their systems installed or updated during future construction or remodel/renovation projects. Facilities staff has continued to replace or upgrade existing lighting fixtures with more energy efficient T8 and T5 fluorescent fixtures.

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

Goal(s): I, VI, VIII
Budget Impact: Increase Required
Duration: Year 2 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): Finance, Communications, Information Technology, Operations, Community Services, Capital Bond Project Team
Status or Outcome: Ongoing. New Fire Station 50 became operational in January 2009. During late 2008 and early 2009, staff prepared temporary living quarters for Stations 53 and 59 in preparation for the construction projects at those stations. Station 59 occupied their temporary quarters in April 2009. Station 53 occupied their temporary quarters in May 2009. These projects

Facilities Maintenance, continued

have had a considerable impact on Facilities staff and the Logistics Division. The actual costs associated with the permitting and site preparation for the temporary Station 53 location have exceeded the original estimates. Changes in the economy and the local real estate market have led to a decision to purchase a building in the Tigard area for the District's new Command and Business Operations Center. Staff performed significant research on the pros and cons of this purchase versus building a new facility and fire station at the current Elligsen Road site. The purchase will provide the District and taxpayers with substantial cost and time savings. The Board of Directors approved the building purchase in May 2009.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Replacement of the potable water well at the Training Center.

2009-10 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Square footage maintained for facilities	283,468	285,492	284,146	295,829	324,839
District costs per square foot	\$3.48	\$3.42	\$3.45	\$4.02	\$4.06
Total preventative maintenance work orders	1,617	1,594	1,438 ⁽¹⁾	1474	1523
Efficiency rating	95.2%	89.1%	77.4%	82.5%	83.1%
Average number of corrective maintenance work orders received monthly	130	109	146	128	137
Average days to start corrective maintenance	2.75	3.60	4.75	4.18	4.64
Average days to complete corrective maintenance	5.83	6.75	9.67	8.51	9.25
Average percentage of labor charged to administrative functions	10.60%	14.49%	10.47%	10.38%	10.45%
Average travel hours per month by Technicians	21.69	19.52	25.25	26.03	27.92
Percentage of total available resource hours required to support capital bond projects	NA	10.92%	9.30%	18.9% ⁽²⁾	19.8%

(1) Due to the installation of the No-Smoke devices on District apparatus, there has been a significant reduction in the number of PMs associated with the discontinued use of the Nederman Exhaust Extraction Systems in the station apparatus bays.

(2) The percentage of total available resource hours required to support capital bond projects for the first six months of fiscal year 2008-2009, was 14.58%. As of 1/13/09, it was at 16.40% for the current fiscal year.

- **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.
 Percentage for the first seven months of fiscal year 2008-2009 was 86.14%.

Facilities Maintenance, continued

- **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. Average Days to Start for first seven months of fiscal year 2008-2009 was 3.71 days. Average Days to Complete for first seven months of fiscal year 2008-2009 was 10.42 days.

- **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. Percentage for first seven months of fiscal year 2008-2009 was 10.20%.

- **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. Percentage for first seven months of fiscal year 2008-2009 was an average of 21.11%.

2009-10 CHANGE STRATEGIES

- **Incorporate and prioritize environmental considerations in purchasing decisions.**

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 3 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

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

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 2 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

Facilities Maintenance, continued

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

Goal(s):	I, VII, VII
Budget Impact:	Increase Required
Duration:	Year 3 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

Facilities Maintenance Account 5361

Location 33

M&R Bldg/Bldg Equip & Improv	Install hot water recirculation system in kitchen area.	2,750
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 33 fire alarm system.	540

Location 34

M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 34 fire alarm system.	540
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Location 368

M&R Bldg/Bldg Equip & Improv	Professional service to pump the septic tank at the site.	500
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Location 50

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for Station 50 access control system.	4,880
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 50 fire alarm system.	450

Location 51

M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 51 fire alarm system.	475
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Location 52

M&R Bldg/Bldg Equip & Improv	Paint exterior doors and frames.	550
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 52 fire alarm system.	525

Location 53

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for Station 53 access control system once installed during new construction (est. six months of fiscal year).	1,800
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 53 fire alarm system once installed during new construction (est. six months of fiscal year).	300

Location 56

M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 56 fire alarm system.	350
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Location 57

M&R Bldg/Bldg Equip & Improv	Professional service to pump the septic tank at the site.	600
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Location 58

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for Station 58 access control system once installed during new construction (est. six months of fiscal year) .	1,800
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 58 fire alarm system once installed during new construction (est. six months of fiscal year).	300

Facilities Maintenance Account 5361

Location 59

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for Station 59 access control system once installed during new construction (est. six months of fiscal year) .	1,800
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 59 fire alarm system once installed during new construction (est. six months of fiscal year).	300

Location 60

M&R Bldg/Bldg Equip & Improv	Remove and replace the existing station carpeting.	13,800
M&R Bldg/Bldg Equip & Improv	Replace the existing kitchen floor.	2,250
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 60 fire alarm system.	540

Location 61

M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 61 fire alarm system.	540
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Location 64

M&R Bldg/Bldg Equip & Improv	Paint the diesel fuel tank.	900
M&R Bldg/Bldg Equip & Improv	Prep and paint the emergency generator.	500

Location 66

M&R Bldg/Bldg Equip & Improv	Install turnout drying rack.	5,000
M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for Station 66 access control system.	3,500
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 66 fire alarm system.	450

Location 67

M&R Bldg/Bldg Equip & Improv	Replace the existing top load washer and dryer with "2" stackable washer/dryer units.	10,300
M&R Bldg/Bldg Equip & Improv	Annual elevator maintenance, inspection, and testing.	2,500
M&R Bldg/Bldg Equip & Improv	Monitoring contract for Station 67 fire alarm system.	1,200

Location 68

M&R Bldg/Bldg Equip & Improv	Replace 100 feet of concrete entry walkway.	3,800
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Location Admin

M&R Bldg/Bldg Equip & Improv	Remodel the Finance offices for additional staff.	14,000
M&R Bldg/Bldg Equip & Improv	Carpet cleaning and maintenance program.	4,600
M&R Bldg/Bldg Equip & Improv	Prune nine Sycamore trees on east side of property.	1,750

Facilities Maintenance Account 5361

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the site's access control system.	9,300
M&R Bldg/Bldg Equip & Improv	Elevator testing and maintenance.	2,800

Location Facilities

Other Professional Services	Request based on previous years expenditures, Architectural Services for Apparatus Storage Building and the Facilities Departments potential need to outsource some of our department programs during the 09-10 fiscal year. Example: Outsource of PM of HVAC system \$5,800, Architectural Services for future non bonded District projects \$15,200.	5,800
M&R Bldg/Bldg Equip & Improv	District-wide emergency repairs.	47,000
M&R Bldg/Bldg Equip & Improv	All stations, North Division, and Support Services carpet cleaning using the "dry" cleaning process.	17,500
M&R Bldg/Bldg Equip & Improv	Annual generator full load testing and preventive maintenance contract and repairs for all District emergency generators.	17,000
M&R Bldg/Bldg Equip & Improv	Testing of potable water wells at Stations 57 and 368.	1,000

Location North Division

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the site's access control system.	3,600
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Location Shop

M&R Bldg/Bldg Equip & Improv	Rebuild the bay lights of the Fleet Maintenance building.	1,400
M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the building's access control system.	2,600

Location Supply

M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the building's access control system.	2,600
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Location Training Center

M&R Bldg/Bldg Equip & Improv	Painting of the interior of the main building.	14,000
M&R Bldg/Bldg Equip & Improv	Replace existing fluorescent fixture ballast with energy efficient T8 ballast and bulbs.	13,500
M&R Bldg/Bldg Equip & Improv	Painting of the exterior of the main building.	10,000
M&R Bldg/Bldg Equip & Improv	Install 20 Lockers in the Shop building.	9,000
M&R Bldg/Bldg Equip & Improv	Enclose the eaves of the Main Building.	4,000
M&R Bldg/Bldg Equip & Improv	Painting of the site's props by outside contractor.	4,000
M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the site's access control system.	5,000

Facilities Maintenance Account 5361

M&R Bldg/Bldg Equip & Improv	Repair/replacement of the site's fire hydrants.	5,000
M&R Bldg/Bldg Equip & Improv	Maintenance, up-keep, and testing of the site's potable water system to meet State health code requirements.	3,000
M&R Bldg/Bldg Equip & Improv	Monitoring and service contract for the site's intrusion control system.	2,600
M&R Bldg/Bldg Equip & Improv	Professional service to pump all three septic tanks at the site.	1,500
M&R Bldg/Bldg Equip & Improv	Professional service to clean the range hood, duct work, and kitchen appliances. The hood and duct cleaning is required by Health and Safety code.	750
M&R Bldg/Bldg Equip & Improv	Monitoring contract for the site's fire alarm system.	450
Total 10582-5361		<u>267,490</u>

Facilities Maintenance

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10582 General Fund						
5002 Salaries & Wages Nonunion	327,471	333,418	398,374	557,469	557,469	557,469
5004 Vacation Taken Nonunion	23,421	29,002	39,400	55,134	55,134	55,134
5006 Sick Taken Nonunion	7,585	17,218				
5008 Personal Leave Taken Nonunion	1,745	2,020				
5010 Comp Taken Nonunion	2,625	3,833				
5015 Vacation Sold	3,784	902	8,419	11,781	11,781	11,781
5021 Deferred Comp Match Nonunion	3,333	3,832	13,133	16,847	16,847	16,847
5121 Overtime Nonunion	1,307	3,399	6,500	3,500	3,500	3,500
5123 Comptime Sold Nonunion	5					
5201 PERS Taxes	79,296	69,642	88,321	123,333	123,333	123,333
5203 FICA/MEDI	27,468	29,144	35,636	49,763	49,763	49,763
5206 Worker's Comp	6,386	7,022	8,874	9,139	9,139	9,139
5207 TriMet/Wilsonville Tax	2,322	2,503	3,083	4,370	4,370	4,370
5208 OR Worker's Benefit Fund Tax	176	171	248	318	318	318
5211 Medical Ins Nonunion	60,804	69,251	87,413	120,525	120,525	120,525
5221 Post Retire Ins Nonunion	4,106	4,125	6,300	8,100	8,100	8,100
5230 Dental Ins Nonunion	9,145	10,097	12,766	16,414	16,414	16,414
5240 Life/Disability Insurance	4,173	4,591	7,000	9,000	9,000	9,000
5270 Uniform Allowance	1,965	1,949	2,500	3,000	3,000	3,000
5290 Employee Tuition Reimburse	527	376	1,800	1,800	1,800	1,800
5295 Vehicle Allowance				5,760	5,760	5,760
Total Personnel Services	567,644	592,495	719,767	996,253	996,253	996,253
5300 Office Supplies	1,080	1,019	1,100	1,100	1,100	1,100
5301 Special Department Supplies	2,315	3,093	6,000	5,000	5,000	5,000
5302 Training Supplies		13		50	50	50
5305 Fire Extinguisher			300	300	300	300
5306 Photography Supplies & Process			50	50	50	50
5320 EMS Supplies	3		25	25	25	25
5321 Fire Fighting Supplies	13	25	85	85	85	85
5330 Noncapital Furniture & Equip	3,753	4,982	3,600	8,200	8,200	8,200
5350 Apparatus Fuel/Lubricants	11,795	13,848	14,975	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	369,324	343,468	472,545	267,490	267,490	267,490
5362 UST Expense			11,300			
5365 M&R Firefight Equip	113		100	100	100	100
5367 M&R Office Equip	95		1,000	1,000	1,000	1,000
5413 Consultant Fees	4,171	11,638	26,000			
5415 Printing	630	489	3,100	1,500	1,500	1,500
5417 Temporary Services			3,000			
5432 Natural Gas	941	885	800	800	800	800
5433 Electricity	1,868	1,851	2,400	2,400	2,400	2,400
5434 Water/Sewer	134	133	200	200	200	200
5436 Garbage			200	200	200	200
5450 Rental of Equip	1,640	1,015	2,800	2,800	2,800	2,800
5461 External Training	3,774	1,993	7,000	3,500	3,500	3,500
5462 Travel and Per Diem	1,338	1,160	2,500	1,500	1,500	1,500
5484 Postage, UPS & Shipping	75	93	200	200	200	200
5500 Dues & Subscrip	155	18	600	1,500	1,500	1,500
5570 Misc Business Exp	595	552	750	750	750	750
5572 Advertis/Public Notice	1,568	222		750	750	750
Total Materials and Services	405,380	386,497	560,630	316,000	316,000	316,000
Total General Fund	973,024	978,992	1,280,397	1,312,253	1,312,253	1,312,253

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$287,589	\$250,591	\$429,536	\$577,267
Materials and Services	123,229	107,318	152,450	346,898
Total Expenditures	\$410,818	\$357,909	\$581,986	\$924,165

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	0.00	0.00	0.00	1.00
Sr. Supply Specialist	1.00	1.00	1.00	0.00
Supply Specialist	1.25	1.25	1.00	1.00
Supply Assistant	0.00	0.00	0.5	1.00
Supply Driver	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.25	4.25	4.50	5.00

2009-10 SIGNIFICANT CHANGES

Personnel Services is increased to reflect the temporary addition of 0.50 FTE added to the Supply Assistant position to assist with the ERP project, as well as annual merit and salary range increases.

Within Materials and Services, account 5321 increased due to the transfer of SCBA masks and firefighting incident support supplies (\$51,150) previously budgeted in 10200, Operations Administration. Also, previously budgeted in 10200 is protective clothing in account 5325, accounting for a \$46,000 increase to the Supply budget. 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 O₂ bottles. Account 5417 reflects an increase to temporary services needed to augment the Supply staff for clerical assistance.

Supply, continued

STATUS OF 2008-09 SERVICE MEASURES

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

Goal(s): VII
Service Type(s): Mandatory
Measured By: Successful implementation of the software system that will meet the needs of the District and its customers.
Status or Outcome: Continuing to work in conjunction with other departments. This will carry over to next year.

- **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 and deliveries to customers.
Status or Outcome: Adjustments were made to order pulling procedures to focus on medical and urgent requests for that day's deliveries. This allowed for more efficient use of staff time, while still meeting customer needs. Evaluation in this area will continue as implementation of the ERP begins.

- **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 the same day or within 48 hours.
Status or Outcome: The current stock of harness and non-harness turnouts has provided loaners or replacements to Operations for 95% of their requests. Loaner requests are tracked on an Excel spreadsheet and updated with return dates. These items will be added to the asset tracking system in the future for improved tracking. Availability of loaner PPE has decreased due to the adoption of the NFPA recommendation to retire turnout coats and pants at ten years of age. Supply is working with the Supply and Equipment Committee Process Action Team to address Operations' requirements for providing equipment for future academies and loaners.

- **Provide management, maintenance, and tracking of PPE and turnouts** to meet District standards and the requirements set by the manufacturer, NFPA, and OSHA.

Goal(s): IV, VII
Service Type(s): Mandatory
Measured By: Access to current year repair and tracking history through outside vendor.
Status or Outcome: Staff has worked closely with the cleaning and repair vendor to address PPE repair and tracking/reporting needs. The vendor credits TVF&R with helping his company move forward in his business through the suggestions made and the standards of service the District requests. The vendor was recently recognized as the highest certified, verified, Independent Service Provider (ISP) by NFPA. He has added many of the District's suggestions into their tracking database. As a result of one request, the vendor will soon provide an online interactive program, which will improve accessibility and tracking of all TVF&R PPE items.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Review of delivery route policies and procedures** to plan for the impact that additional stations will have on the delivery route.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: None – staff time only
Partner(s): Operations
Status or Outcome: A review was completed. Additional delivery sites, an increase in outgoing supplies, traffic, and construction will result in routine overtime to complete this essential service. Staff is reviewing various methodologies to utilize available resources more efficiently, while continuing to meet customer needs, e.g. arranging for direct vendor deliveries of medical supplies to the stations. In addition, the delivery route schedule has changed from three days per week to two days per week. These changes will positively impact the availability of resource time while maintaining service levels.

- **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 a 20% increase in supplies stocked.

Goal(s): III
Budget Impact: Increase Required
Duration: Year 2 of 3. This is the second budget year for procurement of these items; 50% of this total will be purchased in July 2008.
Budget Description: Supply inventory increase estimated at \$20,000. Supplies will be rotated through general use to limit expiration of goods. The purchase will impact the overall inventory value within Supply.
Partner(s): EMS, Emergency Management
Status or Outcome: Additional disaster inventory has been purchased and stored. Space and electronic tracking of product expiration dates is limited with the current computer system. The ERP system may provide some improvements in this area.

- **Prioritize sustainable practices.** Review availability of green/sustainable office and station products and change stock to reflect new products.

Goal(s): VII
Budget Impact: Increase Required
Duration: Year 1 of 3
Budget Description: Slight increases in costs as new products are brought on. At this point, it is unknown what budgetary impacts moving to sustainable products will have. Slight increases are expected on some products, while others will remain neutral. Current prices and overall benefits of moving to an alternative product will be considered prior to any change.
Partner(s): Operations
Status or Outcome: This year's focus has been on cleaning supplies, which have been updated to eco-friendly products when available. Customer satisfaction, location of vendor and manufacturer, manufacturing processes, and price are considered when choosing the overall best product. The second year review will focus on office and paper products.

Supply, continued

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Outfit 26 new Volunteers and eight Community Academy members.
- Order and provide supplies and equipment for two trucks, nine pumpers, and three medics.
- Assist Operations with purchasing supplies and equipment for Station 50.
- Assist Operations with processing SCBA bottles for hydro-testing and identifying bottle conditions.
- Prepared and sold 30 Mass Casualty Incident kits to Metro West Ambulance.

2009-10 SERVICE MEASURES

Service Measure	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Orders Filled	2,576	2,632	2,593	2,504	2,100
Number of Inventory Items Ordered	13,713	13,685	14,471	13,642	13,000
Purchase Orders Generated	1,139	1,120	1,036	1,116	1,100
Miles Driven by Supply Van	19,508	17,012	17,761	16,200	13,959*
Turnouts Cleaned/Repaired-Outside Annual Schedule	120	130	214	170	200
Ending Inventory Value		120,959	133,414	143,000	144,500
Inventory Increases		338,954	376,330	395,000	295,000
Inventory Decreases		322,955	363,876	382,069	282,000
Inventory Turns		2.9	2.86	3.0	2.0**
Number of Inventory Product Codes			1018	1030	1050
Number of Inventory Products in Stock			39,900	40,000	40,200

* Decrease due to potential reduction in delivery days.

** Decrease in inventory activity due to direct ordering from vendors.

- **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): IV, VII
Service Type(s): Mandatory
Measured By: Ability to fill requests same day or within 48 hours.

- **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.

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

- **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

- **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

Supply, continued

- **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

		Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10220 General Fund							
5002 Salaries & Wages Nonunion		159,842	161,681	230,622	260,662	260,662	260,662
5004 Vacation Taken Nonunion		16,511	4,784	22,809	25,780	25,780	25,780
5006 Sick Taken Nonunion		2,797	25				
5008 Personal Leave Taken Nonunion		596	204				
5010 Comp Taken Nonunion		442					
5015 Vacation Sold		2,283	3,224	4,874	5,508	5,508	5,508
5016 Vacation Sold at Retirement		6,140					
5021 Deferred Comp Match Nonunion		2,319	1,956	7,603	7,877	7,877	7,877
5121 Overtime Nonunion		2,207	4,027	8,000	8,000	8,000	8,000
5123 Comptime Sold Nonunion		156					
5201 PERS Taxes		41,487	28,621	51,933	58,364	58,364	58,364
5203 FICA/MEDI		14,176	12,955	20,954	23,549	23,549	23,549
5206 Worker's Comp		3,360	3,682	5,218	4,325	4,325	4,325
5207 TriMet/Wilsonville Tax		1,199	1,113	1,813	2,068	2,068	2,068
5208 OR Worker's Benefit Fund Tax		109	104	159	177	177	177
5211 Medical Ins Nonunion		25,361	18,222	56,194	66,958	66,958	66,958
5221 Post Retire Ins Nonunion		1,750	2,983	4,050	4,500	4,500	4,500
5230 Dental Ins Nonunion		3,804	2,308	8,207	9,119	9,119	9,119
5240 Life/Disability Insurance		2,160	1,735	4,500	5,000	5,000	5,000
5270 Uniform Allowance		272	725	600	94,380	94,380	94,380
5290 Employee Tuition Reimburse		618	2,242	2,000	1,000	1,000	1,000
Total Personnel Services		287,589	250,591	429,536	577,267	577,267	577,267
5300 Office Supplies		980	1,052	1,500	1,600	1,600	1,600
5301 Special Department Supplies		750	1,733	2,000	2,000	2,000	2,000
5305 Fire Extinguisher		202	91	50	50	50	50
5320 EMS Supplies			20				
5321 Fire Fighting Supplies					52,150	52,150	52,150
5325 Protective Clothing					46,000	46,000	46,000
5330 Noncapital Furniture & Equip		9,364	297	1,920	1,500	1,500	1,500
5350 Apparatus Fuel/Lubricants		5,490	7,093	7,500	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv		3,126	1,168	1,200	3,060	3,060	3,060
5365 M&R Firefight Equip		7,112	7,310	12,170	55,920	55,920	55,920
5367 M&R Office Equip		351	457	400	1,200	1,200	1,200
5415 Printing		292	273	300	250	250	250
5417 Temporary Services		3,280			19,968	19,968	19,968
5432 Natural Gas		7,235	7,757	5,000	5,000	5,000	5,000
5433 Electricity		5,576	5,932	6,000	6,000	6,000	6,000
5434 Water/Sewer		3,360	3,414	4,000	4,000	4,000	4,000
5436 Garbage		1,392	1,399	1,500	1,500	1,500	1,500
5461 External Training		834	1,205	1,500	1,500	1,500	1,500
5462 Travel and Per Diem		28	30	2,300	1,500	1,500	1,500
5484 Postage, UPS & Shipping		880	1,243	1,500	3,700	3,700	3,700
5500 Dues & Subscrip		1,690	691	1,310	2,500	2,500	2,500
5570 Misc Business Exp		326	(18)	400	300	300	300
5571 Planning Retreat Expense				400	400	400	400
5573 Inventory Over/Short/Obsolete		3,031	1,515	3,200	3,200	3,200	3,200
5575 Laundry/Repair Expense		67,930	64,656	98,300	126,100	126,100	126,100
Total Materials and Services		123,229	107,318	152,450	346,898	346,898	346,898
Total General Fund		410,818	357,909	581,986	924,165	924,165	924,165

Community Services

Fund 10 • Division 40 • Department 90 • Program 900

PROGRAM DESCRIPTION

Mission Statement: *Community Services strives to create and maintain strategic relationships with stakeholders whose support contributes to the District's success.*

Using **community relations, inter-governmental affairs, internal communications, public education, and public information**, the Community Services Division communicates information about District services, programs, and events to:

- provide for community safety;
- create an informed citizenry;
- develop strategic partnerships; and
- ensure the District's workforce is prepared to support these efforts.

Community Services serves as the District's "voice" in the communities it serves, using mass media to provide information on fire and life safety issues, District programs, and activities. In addition, Division personnel serve as Public Information Officers during major incidents and disasters. Division staff also supports the District's management in public affairs, intergovernmental relations, partnership development, and issues management.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$545,856	\$551,718	\$620,800	\$674,220
Materials and Services	127,433	140,964	189,015	148,680
Total Expenditures	\$673,289	\$692,682	\$809,815	\$822,900

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Director of Community Services	1.00	1.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00
Government Affairs Officer	0.00	0.00	0.00	1.00
Communications Officer	0.00	0.00	0.00	1.00
Community Liaison	2.00	2.00	2.00	0.00
Community Affairs Coordinator	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	5.00

2009-10 SIGNIFICANT CHANGES

Within Materials and Services, \$8,915 is budgeted in account 5414, Other Professional Services, for graphic design, editing, media tracking, and strategic communications review. Printing in account 5415 for \$20,700, and Postage for \$37,900 in account 5484, are for the mailing charges for "Safety Matters," levy information, and bond project mailers. Account 5480 funds community academies as well as station opening events and support for community fairs, parades, and other events. Mass media fire and life safety campaigns are funded through account 5572.

Community Services, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Provide proactive media interface for District activities.**

Goal(s): I, II, III
Service Type(s): Essential
Measured By: Biennial survey of District residents (2004, 2006, 2008, 2010...). Annual audit of the number and economic value of news stories regarding District activities.
Status or Outcome: In January 2008, Community Services began auditing the “ad equivalency” value for District news stories, which reflects the cost of purchasing television airtime equal to that of news stories. The calendar year included approximately 530 television news stories, for a total value of \$382,500. In June 2008, a biennial survey of District voters was completed; 65% said they remembered seeing a news story involving TVF&R, as compared to 61% in 2006 and 62% in 2004.

- **Increase community knowledge and awareness of District programs.**

Goal(s): IV, VIII
Service Type(s): Essential
Measured By: Biennial survey of District residents
Status or Outcome: In the 2008 biennial survey, 75% of respondents identified TVF&R as their fire department, as compared to 75% in 2006 and 73% in 2004. Awareness of the District’s EMS role declined slightly to 58%, after being 63% in 2006 and 60% in 2004. The Cardiac Campaign is viewed as one strategy for increasing the public’s knowledge of this core District function.

- **Strengthen internal District communications.**

Goal(s): VI
Service Type(s): Essential
Measured By: Annual survey of District employees
Status or Outcome: This service measure has been deferred to fiscal year 2009-2010.

- **Ensure productive relationships with partner organizations; i.e., cities, counties, Chambers of Commerce, non-profits.**

Goal(s): II, VIII
Service Type(s): Essential
Measured By: Frequency of networking and partnership opportunities. Support for District initiatives.
Status or Outcome: Interaction with the District’s municipal partners has increased through joint Board/Council meetings (four are scheduled for fiscal year 2008-2009), semi-annual fire station luncheons with city staff and elected officials, attendance at annual municipal employee events, annual report presentations to City Councils, monthly or quarterly reports to city managers, stakeholder participation on city visioning task forces (Tigard and Tualatin), and membership on Government and Public Affairs Councils. A wide representation of elected and civic leaders participated in the District’s 2008-2009 Community Academies and the Executive Development series. Reorganization within Community Services has resulted in the creation of a Government Affairs position, which has contributed to enhanced contact with local jurisdictions and their elected officials. Finally, staff has continued attending and hosting Chamber of Commerce events.

Community Services, continued

- **Provide leadership regarding the strategic communication needs of the District**, including the November 2008 Local Option Levy renewal.

Goal(s): VI
Service Type(s): Essential/Discretionary
Measured By: Request for services from other divisions and customer feedback
Status or Outcome: The Local Option Levy was approved with 62% support in November 2008. Other key communication projects that have received strong positive feedback include support of the capital bond program; progress on the District's cardiac campaign; assisting Human Resources with recruitment materials; and support of a variety of legislative efforts, including urban renewal reform and residential sprinklers.

- **Obtain corporate sponsorships for District initiatives.**

Goal(s): VII
Service Type(s): Discretionary
Measured By: Number and dollar amount of contributions. The goal for fiscal year 2008-2009 is \$110,000.
Status or Outcome: Financial contributions were secured for a broad range of initiatives, including numerous public education campaigns and programs, AEDs for local law enforcement and public sites, annual firefighter fundraisers, and corporate matching of volunteer firefighter hours. Contributions are expected to exceed \$110,000. Time was also spent on formalization of the Partnership Program, including development of policies and procedures, a contribution database, funding proposals, and marketing materials.

- **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 2 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: Considerable communications and community outreach support were provided for successful design and development review stages for the rebuilds of Stations 53 (Progress), 58 (Bolton), and 59 (Willamette). A total of 37 meetings were held or attended with West Linn neighborhood associations, historical resource advisory groups (city and county), as well as the Public Safety Advisory group. Media coverage was facilitated in Beaverton, Tigard, West Linn, and Wilsonville to keep communities apprised on capital construction progress. Ongoing reporting has also been done through direct mail (Safety Matters) and web articles. Periodic updates have been provided to municipal managers through monthly or annual reports. Internal communication has been conducted to update Local 1660 leadership, firefighters, and personnel. Finally, a successful grand opening ceremony was coordinated for Station 50 (Walnut) with between 1,500 to 2,000 community attendees.

Community Services, continued

STATUS OF 2008-09 CHANGE STRATEGIES

- Expand outreach for community partnership/sponsorship opportunities.

Goal(s): II, VII
Budget Impact: Savings Expected
Duration: Ongoing
Budget Description: The partnership program has generated average revenues or in-kind donations of approximately \$100,000 for each of the past four years. Funds have paid for media buys, educational materials, and equipment purchases. The fiscal year 2008-2009 goal is \$110,000.
Partner(s): Operations, Logistics, private businesses, media, non-profit partners
Status or Outcome: The Partnership Program continues to be enhanced through refinement of policies and procedures, and development of a contribution database, funding proposals, and marketing materials. Whereas in the past, the program has been successful in securing contributions for mass media campaigns, this year's program also saw contributions in the area of Operations (volunteer firefighter hours), EMS (portable AEDs to law enforcement), and Fire Prevention (landlord education program).

- Conduct a cardiac campaign.

Goal(s): I, II, III, VII
Budget Impact: Revenue Neutral
Duration: Year 2 of 5
Budget Description: Cost 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 and non-profit partners.
Partner(s): Emergency Medical Services, Operations, Fire Prevention, area hospitals, non-profit partners
Status or Outcome: A Strategic Plan was developed identifying the problem, targeted audience, and goals and interventions for years two and three of the campaign period. Meetings were held with the marketing staff at Providence and Legacy Health Systems, which resulted in several joint educational opportunities including print materials and community events. A television public safety announcement was produced and numerous news stories were secured that promoted the messages. In addition, TVF&R's Blood Pressure Wallet Card was updated and marketing of free blood pressure checks at TVF&R fire stations was increased.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Restructured the Division in response to the move of Public Education to Fire Prevention. Strengthened governmental affairs outreach; expanded the District's ability to "push" information to the public in response to a decline in traditional media resources; increased the internal communications capacity; and established a more coordinated planning function for community and educational events, which is shared with the Public Education Program.
- Worked with community organizations and KGW television to reduce the commitment of District personnel to the annual Toy & Joy Drive. District facilities were still utilized to collect toys and transport was provided to KGW, but the labor-intensive sorting and order-filling was assumed by KGW. Cash grants of residual Toy & Joy donations were made to participating community groups.

Community Services, continued

2009-10 SERVICE MEASURES

	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Estimated	2009-10 Projected
Value of donated mass media campaigns	\$78,400	\$98,500	\$84,500	\$86,000	\$100,000
Number of homes to receive "Safety Matters" newsletter	179,000	183,000	184,600	186,500	188,500
Toy & Joy program – number of children helped	13,831	8,027	9,000	¹	
News releases	69	76	100	100	110
Ad equivalency of news stories	NA	NA	\$125,881 ²	\$255,004	\$280,000
Community Academy graduates ³	24	21	19	18	18
Executive Development series participants ⁴	NA	19	26	30	30
Community Awareness⁵					
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) The District's role in the Toy & Joy campaign transitioned to a support role in 2008, with more direct action coming from community groups and the private sector.
- (2) 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.
- (3) 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.
- (4) The Executive Development Services is a six-hour 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.
- (5) The Community Awareness statistics come from a biennial survey of District voters.

- **Strengthen internal District communications.**

Goal(s): VI
Service Type(s): Essential
Measured By: Survey of District employees

- **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.

- **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.

Community Services, continued

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

- **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

- **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

Community Services

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10900 General Fund						
5002 Salaries & Wages Nonunion	307,354	320,211	347,966	382,399	382,399	382,399
5004 Vacation Taken Nonunion	33,628	37,570	34,414	37,820	37,820	37,820
5006 Sick Taken Nonunion	3,050	8,428				
5008 Personal Leave Taken Nonunion	2,501	3,482				
5010 Comp Taken Nonunion	114					
5015 Vacation Sold	5,441	3,677	14,707	16,162	16,162	16,162
5021 Deferred Comp Match Nonunion	7,340	8,320	11,471	11,556	11,556	11,556
5121 Overtime Nonunion	9,137	3,115	1,500	2,000	2,000	2,000
5123 Comptime Sold Nonunion		479				
5201 PERS Taxes	83,600	72,694	79,067	86,628	86,628	86,628
5203 FICA/MEDI	26,741	27,654	31,902	34,953	34,953	34,953
5206 Worker's Comp	6,677	7,230	7,944	6,419	6,419	6,419
5207 TriMet/Wilsonville Tax	2,344	2,440	2,760	3,069	3,069	3,069
5208 OR Worker's Benefit Fund Tax	132	123	177	177	177	177
5211 Medical Ins Nonunion	34,050	36,205	62,438	66,958	66,958	66,958
5221 Post Retire Ins Nonunion	3,000	3,125	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	5,313	5,448	9,119	9,119	9,119	9,119
5240 Life/Disability Insurance	3,460	4,067	5,000	5,000	5,000	5,000
5270 Uniform Allowance	214	490	875	500	500	500
5295 Vehicle Allowance	11,760	6,960	6,960	6,960	6,960	6,960
Total Personnel Services	545,856	551,718	620,800	674,220	674,220	674,220
5300 Office Supplies	330	416	1,750	1,000	1,000	1,000
5301 Special Department Supplies	329	203	600	600	600	600
5306 Photography Supplies & Process	271	723	600	600	600	600
5320 EMS Supplies		1				
5321 Fire Fighting Supplies	34	54				
5330 Noncapital Furniture & Equip	1,325	2,103	1,450			
5350 Apparatus Fuel/Lubricants	2,170	3,506	3,000	3,000	3,000	3,000
5361 M&R Bldg/Bldg Equip & Improv	12					
5367 M&R Office Equip	30					
5400 Insurance Premium	250	250		250	250	250
5414 Other Professional Services	7,212	38,149	14,000	8,915	8,915	8,915
5415 Printing	22,724	18,628	38,000	20,700	20,700	20,700
5417 Temporary Services				3,500	3,500	3,500
5450 Rental of Equip			1,000	3,000	3,000	3,000
5461 External Training	585	1,215	2,500	900	900	900
5462 Travel and Per Diem	1,660	1,164	1,000	750	750	750
5471 Citizen Awards	748	631	750	750	750	750
5472 Employee Recog & Awards		5		500	500	500
5480 Community Events/Open House	11,648	17,520	20,830	21,455	21,455	21,455
5481 Community Education Materials	1,152	378				
5484 Postage, UPS & Shipping	28,466	27,307	57,000	37,900	37,900	37,900
5500 Dues & Subscrip	3,143	2,972	3,235	2,760	2,760	2,760
5570 Misc Business Exp	1,601	1,322	1,600	1,600	1,600	1,600
5571 Planning Retreat Expense	368	286	1,700	500	500	500
5572 Advertis/Public Notice	43,375	24,131	40,000	40,000	40,000	40,000
Total Materials and Services	127,433	140,964	189,015	148,680	148,680	148,680
Total General Fund	673,289	692,682	809,815	822,900	822,900	822,900

Media Services

Fund 10 • Division 40 • Department 85 • Program 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$178,298	\$170,548	\$185,607	\$250,528
Materials and Services	30,826	30,008	44,000	36,825
Total Expenditures	\$209,124	\$200,556	\$229,607	\$287,353

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Media Services Manager	0.50	0.50	0.50	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.50	1.50	1.50	2.00

2009-10 SIGNIFICANT CHANGES

The Personnel Services budget was increased due to the closing of cost center 10460, Public Education. Previously, the Media Services Manager was split between this cost center and 10460. Materials and Services of the Public Education program has been transferred to the Fire Prevention budget. Within Materials and Services of the Media Services budget is the cost of cable access for video, which is budgeted in account 5437.

Media Services, continued

STATUS OF 2008-09 SERVICE MEASURES

- **Provide Media support** (scripting, shooting, and editing) for programs such as the new Compartment Fire Behavior Training (CFBT) program.

Goal(s): I, VI
Service Type(s): Essential
Measured By: The percentage of total projects completed by given timeline.
Status or Outcome: Ongoing. Approximately 85 shoots and 30 comprehensive media projects completed. Eighty-five percent of projects completed within expected timelines.

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

Goal(s): VI
Service Type(s): Essential
Measured By: 30% more media available on the web for users to access 24/7 (media content hours increased by 28% in 2007, due to web migration).
Status or Outcome: Ongoing. Twenty-five additional media programs were added to the web during this period for a 20% increase. Approximately 5,000 hits on video webpage since inception.

- **Complete new TVF&R website and monitor usage data for review.**

Goal(s): II, VII
Service Type(s): Essential
Measured By: Successful launch of new website.
Status or Outcome: Completed. More than 230 individual web pages were created for the new website.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Improve Web-based Media Content Delivery System.** Designed to keep crews in their first-due response areas while receiving training. 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. 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: Resource Neutral
Duration: Year 2 of 5
Budget Description: This strategy requires research and development, which will require Information Technology and Training staff time. Research will include site visits. A budget increase will eventually be required.
Partner(s): IT, Training
Status or Outcome: Ongoing

Media Services, continued

2009-10 SERVICE MEASURES

	2004-05 Actual	2005-06 Actual	2006-07 Actual	2007-08 Actual	2008-09 Actual
Media Content Hours					
General Fire Suppression Training	300	225	230	350	225
Emergency Medical Services Training	245	222	252	300	210
Internal Communication	350	334	300	350	350
Safety Programming	100	90	56	150	150
Total Hours	995	871	836	1150*	935*

* 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** (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.

- **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.

2009-10 CHANGE STRATEGIES

- **Change Strategy - Improve Media Content Delivery System.** Designed to keep crews in their first-due response areas while receiving training. 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. 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: Resource Neutral
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. A budget increase will eventually be required.
Partner(s): IT, Training

Media Services

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10451 General Fund						
5002 Salaries & Wages Nonunion	96,508	96,565	103,591	143,176	143,176	143,176
5004 Vacation Taken Nonunion	7,677	10,302	10,245	14,160	14,160	14,160
5006 Sick Taken Nonunion	2,663	1,820				
5008 Personal Leave Taken Nonunion	565	1,401				
5015 Vacation Sold			4,378	6,051	6,051	6,051
5021 Deferred Comp Match Nonunion	2,201	2,256	3,415	4,327	4,327	4,327
5201 PERS Taxes	24,748	21,419	23,607	31,799	31,799	31,799
5203 FICA/MEDI	8,151	8,527	9,525	12,830	12,830	12,830
5206 Worker's Comp	1,944	2,008	2,372	2,356	2,356	2,356
5207 TriMet/Wilsonville Tax	689	732	824	1,127	1,127	1,127
5208 OR Worker's Benefit Fund Tax	39	37	53	71	71	71
5211 Medical Ins Nonunion	21,093	17,653	18,731	26,783	26,783	26,783
5221 Post Retire Ins Nonunion	1,200	950	1,350	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,558	2,736	2,736	3,648	3,648	3,648
5240 Life/Disability Insurance	1,462	1,258	1,500	2,000	2,000	2,000
5270 Uniform Allowance	40	4	400	400	400	400
5295 Vehicle Allowance	5,760	2,880	2,880			
Total Personnel Services	178,298	170,548	185,607	250,528	250,528	250,528
5300 Office Supplies	114	2	100	200	200	200
5301 Special Department Supplies	1,559	3,495	4,000	1,100	1,100	1,100
5306 Photography Supplies & Process	6			200	200	200
5330 Noncapital Furniture & Equip	908	263	1,000			
5340 Software Expense/Upgrades				800	800	800
5350 Apparatus Fuel/Lubricants	138	102	200	225	225	225
5361 M&R Bldg/Bldg Equip & Improv	7					
5367 M&R Office Equip	90	89	500	500	500	500
5368 M&R Computer Equip & Software			500	600	600	600
5414 Other Professional Services	2,825	502	10,000	7,500	7,500	7,500
5417 Temporary Services		155				
5437 Cable Access	23,573	22,720	24,000	24,000	24,000	24,000
5461 External Training		75	1,500	500	500	500
5462 Travel and Per Diem	1,024	2,053	1,500	500	500	500
5484 Postage, UPS & Shipping	7					
5500 Dues & Subscrip	533	525	600	600	600	600
5570 Misc Business Exp	42	27	100	100	100	100
Total Materials and Services	30,826	30,008	44,000	36,825	36,825	36,825
Total General Fund	209,124	200,556	229,607	287,353	287,353	287,353

Fire Prevention

Fund 10 • Division 45 • Department 80 • Program 800

PROGRAM DESCRIPTION

Mission: *To prevent loss of life and property, injury, and environmental damage due to fires and associated hazards through implementation of best practices in Code Enforcement, Fire Investigations, and New Construction planning.*

Core Program Missions

- **Code Enforcement:** To maintain the design integrity and safety of buildings through the mitigation of identified hazards during periodic and special inspections; to encourage safe practices and behaviors through education and partnership with stakeholders.
- **Investigation:** To determine the cause and origin of fires and explosions; to identify human behaviors associated with both accidentally and intentionally set fires, and to work with law enforcement agencies to prosecute those responsible for fire-related crimes; to use collected data in the development of codes, production of public education materials, and to identify faulty or hazardous products for possible recall.
- **New Construction:** To ensure that new structures meet requirements for fire and life safety, maximizing protection for community members and firefighters; to foster positive relationships and collaborate with building department personnel to educate developers; to uphold, apply, and improve recognized codes, safety standards, and practices.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$2,605,966	\$2,841,504	\$3,113,796	\$2,874,475
Materials and Services	263,771	328,574	348,436	311,093
Total Expenditures	\$2,869,678	\$3,170,078	\$3,462,232	\$3,185,568

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Executive Officer/Fire Marshal	1.00	1.00	1.00	1.00
Assistant Fire Marshal	2.00	2.00	3.00	2.00
Public Education Chief	0.00	0.00	0.00	1.00
Deputy Fire Marshal	15.00	15.00	12.00	12.00
Hazardous Materials Specialist	1.00	1.00	0.00	0.00
Inspector	0.00	0.00	3.00	2.00
Administrative Assistant	3.75	3.75	3.75	4.38
Total Full-Time Equivalents (FTE)	22.75	22.75	22.75	22.38

Fire Prevention, continued

2009-10 SIGNIFICANT CHANGES

The 2009-10 Personnel Services budget reflects adjustments to the union and nonunion ranges and commensurate tax and benefit increases. A Fire Marshal was promoted and the Executive Officer transferred back to the Fire Chief's Office. The Public Education program was transferred to Fire Prevention and a new Public Education Chief position was created to manage these programs in concert with Fire Prevention personnel.

Overtime of \$104,300 in account 5120 primarily funds fire investigations, code enforcement, new construction, public education, and other programs.

Highlights within the Materials and Services budget include costs of \$4,800 for special department supplies such as apartment manager training workshop materials, adult foster care home training materials, and investigation supplies. Account 5302, Training Supplies, was increased to \$6,300 to provide funds for investigation manuals, code books, and reference materials. Apparatus Fuel shows a decrease as the methodology for performing inspections has increased the number of inspections completed and reduced miles driven by consolidating inspections by location. Account 5414, Other Professional Services, provides additional construction and code enforcement satisfaction surveys to ensure continued program improvement. Account 5481, Community Education Materials, reflects the transfer of the Public Education program from now closed cost center 10460. Additionally, \$101,152 is included in the Fire Prevention budget for the building rental of the South Battalion administration building.

STATUS OF 2008-09 SERVICE MEASURES

- **Maintain current inspection levels within ten percent** of calendar year 2007 level using existing FTE allocations.

Goal(s):	I
Service Type(s):	Mandatory
Measured By:	Year end comparison with prior year's code enforcement data.
Status or Outcome:	Incomplete. Inspection levels dropped slightly more than anticipated (15%). Although a drop was expected in 2008, it was slightly larger than anticipated due to several unexpected changes, including a reduction in allocated FTE and unforeseen (non-retirement) staff turnover. Even with this drop, inspections are still more than 30% greater than 2005-2006 numbers.

Additionally, the Code Enforcement group also now conducts a Systems Inspections public-private partnership program, which verifies maintenance inspections of 500-1,000 additional buildings. This means traditional inspection numbers no longer capture the risk reduction efforts of this team. With refined research to target highest risk facilities, a high efficiency scheduling system, and excellent staff, Fire Prevention has helped to reduce commercial fire rates in the District by nearly 30% since 2006.

- **Reduce the number of reinspections by ten percent** over the prior year's total number.

Goal(s):	I
Service Type(s):	Essential
Measured By:	Year end comparison with prior year's code enforcement data.
Status or Outcome:	Completed. Staff exceeded their ten percent goal by decreasing reinspections by 19% (from 83% to 64% reinspection ratio). This likely can be attributed to increased education by inspection staff, pre-inspection brochures, and general focus on the productivity gains to be achieved by reducing reinspection time.

Fire Prevention, continued

- **Administer a customer service satisfaction survey for inspections.** Increase overall survey responses by five percent from previous year.

Goal(s): II, IV
Service Type(s): Discretionary
Measured By: Year end comparison with prior year's respondent data.
Status or Outcome: Completed. Increased responses by 37% from 352 in 2007 to 483 in 2008.

- **Provide consistent fire code application** through expansion of the Tualatin Valley Fire & Rescue Fire Code Policy Intent Guide.

Goal(s): I, II
Service Type(s): Essential
Measured By: Survey of area Community Development officials to determine utilization of Policy Intent Guide.
Status or Outcome: Discontinued. Determined not practical to measure or survey as the Guide typically is used by Prevention staff, not Community Development staff.

- **Maintain "Academy" based recertification/training for Fire Prevention personnel.**

Goal(s): VI, VII
Service Type(s): Mandatory
Measured By: Determination of certifications maintained through Academy approach versus historical method, which resulted in significant loss of personnel hours.
Status or Outcome: Completed. In an effort to minimize travel expense and time, improve consistency, and train with regional partner, TVF&R hosted and will continue to host an annual training academy.

- **Increase the number of employees trained to work in the Safety House.**

Goal(s): I, II
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. Plan for completion is for late spring/early summer 2009. Currently, eight employees have expressed an interest in the training and one employee has already completed the shadow experience. Recruitment should generate an additional eight or more employee. In addition, seven of the nine drivers were added to the general Safety House roster. With these projections, the goal of 23 additional staff should be met.

- **Increase the number of employees who can tow the Safety House.**

Goal(s): I, II
Service Type(s): Essential
Measured By: Increase from five to 15 District employees who are certified to tow the Safety House.
Status or Outcome: Completed. Original staff was five, but due to retirements and/or other career advancements, the total dropped to three in 2008. However, nine new drivers were added for a current total of 12.

Fire Prevention, continued

- **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: Completed. The primary fire investigators arrived at the scene within 35 minutes, 80% of the time.

- **Maintain 100% compliance with Fire and Life Safety Plan review certification for new construction personnel.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Ongoing review of required credentials
Status or Outcome: Completed

- **Increase by one, the number of investigators holding certifications as Certified Fire Investigators (CFI).**

Goal(s): VI,
Service Type(s): Essential
Measured By: Ongoing review of the number of Certified Fire Investigators as a percentage of all TVF&R Fire Investigators.
Status or Outcome: Completed

- **Maintain fire investigation report completion within 30 days on 90% of all fire investigations.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Monthly review of Fire Investigator report status.
Status or Outcome: Incomplete. Collectively, the five duty investigators meet the self-imposed goal 77% of the time. This self-imposed goal will be reevaluated, as it is not always possible to close investigations within 30 days due to external agency input.

STATUS OF 2008-09 CHANGE STRATEGIES

- **Ensure TVF&R's ongoing participation in fire and life safety code development.**

Goal(s): VI
Service Type(s): Essential
Measured By: Annual review of personnel resource allocation to code development function.
Status or Outcome: Completed. Fire Prevention Division representatives attend and participate in the Oregon Fire Code Committee and act as the Chair for the NFPA Western Region Code Action Committee.

Fire Prevention, continued

- **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): II, I
Budget Impact: Resource Neutral
Duration: Year 2 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. Progress made in the elementary school outreach by adding six first time users of the program, which is approximately a four percent increase. Apartment events stayed at historic levels.

- **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, II
Budget Impact: Resource Neutral
Duration: Year 1 of 5
Budget Description: Staff time only
Partner(s): Fire Prevention, Emergency Operations
Status or Outcome: Incomplete. No staff time is currently available for the project.

- **Fire Sprinklers** - Maximize the installation of fire sprinklers in new construction single-family residential occupancies through cooperation and collaboration with strategic partners. In addition to promoting this important life-safety feature, a cooperative and non-adversarial partnership with the residential development community would expedite the proliferation of sprinklers by minimizing the ongoing debate over unnecessary costs such as system development charges.

Goal(s): I, II, VI
Budget Impact: Increase Required
Duration: Year 2 of 4
Budget Description: Associated costs would include providing external training, public/customer education, and research.
Partner(s): OSFM, Information Technology, data analyst, other fire departments with similar programs
Status or Outcome: Ongoing. Focus is now shifted to the 2009 adoption of the International Residential Code (IRC), which has been amended to include mandatory sprinklers for one and two family dwellings. TVF&R continues to work with regional building and safety partners to further explore costs, legislation, trade-offs, and other issues that could reduce barriers to fire sprinklered structures.

Fire Prevention, continued

- **Investigation Data Analysis** - Formalize a process for analyzing investigation data relating to code enforcement effectiveness.

Goal(s): III
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: No budget impact is expected.
Partner(s): Operations, Public Education
Status or Outcome: Completed. New incident reporting software is able to capture data reflecting the likelihood that inspections and/or education could have prevented a fire or reduced the severity of the fire.

- **Prevention Quality Improvement Program** - Determine long-term Fire Prevention quality improvement program design and process.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: No budget impact is expected.
Partner(s): IT, EMS, Operations
Status or Outcome: Incomplete and on hold pending further review.

- **Customer Satisfaction Survey** - Expand on the utilization of customer satisfaction surveys in Fire Prevention.

Goal(s): VI
Budget Impact: Increase Required
Duration: Year 2 of 3
Budget Description: Costs associated to contract with consulting services for development and collection.
Partner(s): Survey consulting firm
Status or Outcome: Not met. Project discontinued due to pending analysis of New Construction services.

- **Prevention Monthly Reporting System** - Design and implement a comprehensive monthly reporting structure for Fire Investigation and New Construction to include, but not be limited to, time on task, resource allocation, overtime expenditures, etc.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: No budget impact is expected.
Partner(s): IT
Status or Outcome: Ongoing (extend duration). Investigation report developed. New Construction report discontinued due to lack of usefulness and pending analysis of new construction services.

- **New Construction Performance Standards** - Establish performance standards for new construction to include, but not be limited to, turnaround time for plan review and consultation with community development agencies.

Goal(s): VII
Budget Impact: Resource Neutral
Duration: Year 1 of 1. Staff is working in conjunction with the alternative methods for delivering new construction services.
Budget Description: No budget impact is expected.
Partner(s): Outside agencies, external customers
Status or Outcome: Incomplete

Fire Prevention, continued

- **Adult Foster Care Program** - Expand the Adult Foster Care Home Program with a long-term focus on fire reduction, medical emergencies, and disaster preparedness.

Goal(s): I, II, III, VI, VII
Budget Impact: Increase Required
Duration: Year 1 of 2 - includes action plan and program development in year one; implementation in year two.
Budget Description: Associated costs would include providing external training, public education, and future program development and evaluation.
Partner(s): Training, Emergency Management, Public Education, Community Services, and outside agencies
Status or Outcome: Ongoing. This project has moved forward on many fronts, which include the creation and delivery of three of the planned four offerings. Classes offered include Fire and Life Safety, Live Fire Extinguisher Training, Evacuation Planning (includes drags/carries), and Disaster Preparedness. The classes had phenomenal attendance and were taught in a partnership with Washington County Services to Aging and seniors. Classes received much positive attention and TVF&R received a request from the state to provide a Train-The-Trainer in Salem geared towards licensors and fire professionals from around the state.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- Completed successful transfer of Public Education from Community Services to Fire Prevention.
- Completed short-term succession planning of the Division with promotion of a Fire Marshal, Public Education Chief Officer, and two Deputy Fire Marshals.
- Completed a major reorganization of the Division, including a new management team and structure, greater program oversight by Deputy Fire Marshals, and complete realignment of administrative and technical staff by program responsibilities.
- Completely overhauled the Station Tour Guide and S.O.G. from its inception in 2001, including new speaker's outlines, best practices, updated materials, DVDs, and props.
- Maintained a substantial decrease in commercial fires from 2007. Multi-family dwelling fires were maintained at 80 in 2008, a remarkable 25% reduction from 2006. Once again, commercial (inspectable occupancy) fires were held dramatically down, while residential fires remained relatively unchanged from 2006 levels.

Fire Prevention, continued

2009-10 SERVICE MEASURES

	2006	2007	2008 Actual	2009 Estimated	2010 Projected
Code Enforcement					
Inspections	2,856	4,560	4,062	4,000	4,000
Re-inspections	1,760	3,826	2,609	2,600	2,600
Night Inspections	70	219	131	200	200
Violations Found		5,829	4,411	4,000	4,000
Customer Surveys Returned					
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	202	200	200
After Hours Call Outs	186	124	132	130	130
Arson / Intentional Fires	131	101	112	110	110
Response Time at 80th Percentile (in minutes)	32.7	31.7	25.5	30	30
Fire Data					
Multi Family Housing Fires	106	78	80		
Total (Inspectable) Commercial Fires	182	124	133		
Public Education					
Apartment Program - Number of Trainees	137	119	127	180	180
Adult Foster Care Program - Number of Trainees	NA	423	150	**	**
Fire Safety House Events – Total Number of Events	48	47	41	33	40
Total Attendance	3,042	3,516	3,004	2,968	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*	260	600
Total Public Education Attendance	24,378	20,801	16,925	15,075	20,000

- **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.

- **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.

- **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.

- **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.

- **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.

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

- **False Alarm Reduction** – Reduce the number of commercial false alarms by 20% through partnership with 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

- **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

Fire Prevention, continued

- **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

- **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

Fire Prevention

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
10800 General Fund						
5001 Salaries & Wages Union	998,953	995,425	1,132,450	1,131,556	1,131,556	1,131,556
5002 Salaries & Wages Nonunion	365,169	513,609	566,370	502,000	502,000	502,000
5003 Vacation Taken Union	115,402	147,137	112,001	111,912	111,912	111,912
5004 Vacation Taken Nonunion	36,773	25,291	55,243	49,648	49,648	49,648
5005 Sick Leave Taken Union	22,813	30,720				
5006 Sick Taken Nonunion	17,077	11,276				
5007 Personal Leave Taken Union	8,465	14,204				
5008 Personal Leave Taken Nonunion	2,433	1,470				
5010 Comp Taken Nonunion	53					
5015 Vacation Sold	8,079	5,936	17,943	17,261	17,261	17,261
5016 Vacation Sold at Retirement	411	4,700				
5017 PEHP Vac Sold at Retirement	30,089	57,888	35,886			
5020 Deferred Comp Match Union	17,936	20,341	18,667	18,652	18,652	18,652
5021 Deferred Comp Match Nonunion	6,297	9,628	17,436	13,452	13,452	13,452
5101 Vacation Relief	352					
5120 Overtime Union	86,800	75,665	95,000	104,300	104,300	104,300
5121 Overtime Nonunion	331	117	1,500	1,500	1,500	1,500
5201 PERS Taxes	372,197	348,725	391,565	370,865	370,865	370,865
5203 FICA/MEDI	121,068	134,193	157,989	149,637	149,637	149,637
5206 Worker's Comp	31,740	34,863	39,342	27,482	27,482	27,482
5207 TriMet/Wilsonville Tax	10,466	11,814	13,668	13,141	13,141	13,141
5208 OR Worker's Benefit Fund Tax	574	576	804	791	791	791
5210 Medical Ins Union	177,120	188,740	209,700	230,670	230,670	230,670
5211 Medical Ins Nonunion	60,387	70,754	87,413	80,350	80,350	80,350
5220 Post Retire Ins Union	7,100	10,550	9,000	9,000	9,000	9,000
5221 Post Retire Ins Nonunion	4,862	4,000	6,300	5,400	5,400	5,400
5230 Dental Ins Nonunion	8,188	9,836	12,766	10,943	10,943	10,943
5240 Life/Disability Insurance	4,395	5,747	7,000	6,000	6,000	6,000
5270 Uniform Allowance	5,968	10,905	7,982	6,685	6,685	6,685
5290 Employee Tuition Reimburse	2,403	423	6,652	7,470	7,470	7,470
5295 Vehicle Allowance	5,760	12,720	12,720	5,760	5,760	5,760
Total Personnel Services	2,529,661	2,757,253	3,015,397	2,874,475	2,874,475	2,874,475
5300 Office Supplies	10,101	8,868	11,500	9,360	9,360	9,360
5301 Special Department Supplies	10,181	7,793	7,560	4,800	4,800	4,800
5302 Training Supplies	340	1,049	4,210	6,300	6,300	6,300
5304 Hydrant Maintenance	2,764	3,998	7,500	5,000	5,000	5,000
5305 Fire Extinguisher	42	525	1,644	822	822	822
5306 Photography Supplies & Process	289	453	750	525	525	525
5307 Smoke Detector Program	7,455	451	3,000	5,500	5,500	5,500
5320 EMS Supplies	55	272				
5321 Fire Fighting Supplies	552	6,390	4,590	3,600	3,600	3,600
5323 Food Service	2,098	8,563	5,790	4,500	4,500	4,500
5325 Protective Clothing		1,455	6,230	4,400	4,400	4,400
5330 Noncapital Furniture & Equip	4,832	8,939	4,550	750	750	750
5350 Apparatus Fuel/Lubricants	18,496	20,890	20,345	20,345	20,345	20,345
5361 M&R Bldg/Bldg Equip & Improv	7,675	3,480	7,700	7,700	7,700	7,700
5367 M&R Office Equip	5,357	6,431	6,000	10,000	10,000	10,000
5414 Other Professional Services	8,980	16,327	37,200	25,200	25,200	25,200

Fire Prevention

	Actual Prior FY 2007	Actual Prior FY 2008	Budget Prior FY 2009	Budget Proposed FY 2010	Budget Approved FY 2010	Budget Adopted FY 2010
5415 Printing	5,965	5,513	8,000	10,000	10,000	10,000
5416 Custodial & Bldg Services	7,610	6,875	9,000	9,000	9,000	9,000
5417 Temporary Services	7,526	14,434	5,000	8,000	8,000	8,000
5432 Natural Gas	4,849	4,888	5,140	5,422	5,422	5,422
5433 Electricity	6,816	6,766	7,295	7,805	7,805	7,805
5434 Water/Sewer	2,544	2,916	2,650	2,795	2,795	2,795
5436 Garbage	1,167	1,524	1,500	1,582	1,582	1,582
5437 Cable Access	1					
5445 Rent/Lease of Building	78,923	98,253	99,550	101,152	101,152	101,152
5450 Rental of Equip	183	74	500			
5461 External Training	10,291	8,935	7,215	7,940	7,940	7,940
5462 Travel and Per Diem	15,749	11,235	6,606	4,725	4,725	4,725
5471 Citizen Awards			500			
5472 Employee Recog & Awards		140				
5481 Community Education Materials				31,500	31,500	31,500
5484 Postage, UPS & Shipping	1,896	964	2,460	2,460	2,460	2,460
5500 Dues & Subscrip	2,540	3,716	7,501	5,000	5,000	5,000
5502 EMS Certification		340				
5570 Misc Business Exp	1,680	2,648	3,000	2,560	2,560	2,560
5571 Planning Retreat Expense	1,410		3,000	1,150	1,150	1,150
5572 Advertis/Public Notice			2,000	1,000	1,000	1,000
5575 Laundry/Repair Expense		33	250	200	200	200
Total Materials and Services	228,367	265,138	299,736	311,093	311,093	311,093
Total General Fund	2,758,028	3,022,391	3,315,133	3,185,568	3,185,568	3,185,568

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. However, because there may be periods in between the series of bond sales when the District may need to fund purchases; additional resources have been provided to the fund in 2009-10.

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Capital Outlay	\$147,617			
Contingency			\$1,115,678	\$500,000
Ending Fund Balance	433,051	\$612,210		1,158,181
Total Expenditures	\$580,668	\$612,210	\$1,115,678	\$1,658,181

OPERATING BUDGET

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

Apparatus	2005-06	2006-07	2007-08	2008-09
Engines	\$13,100	\$22,769	\$19,756	\$20,478
Trucks	18,256	23,585	31,767	34,452
Aerial Pumpers	15,725	37,340	26,717	41,953
Rescue Pumpers	10,000	17,429	12,340	12,459
Specialty ⁽¹⁾	6,800	6,100	6,446	6,514
Tenders	2,975	3,647	4,969	4,868

⁽¹⁾ Specialty includes Heavy Rescue, Tech Rescue, Hazmat, and Dive Rescue units.

Apparatus Fund, continued

These costs are budgeted within the Fleet Maintenance and Emergency Operations divisions, 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.

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	2009-10	2010-11	2011-12	2012-13	2013-14
Engines		\$2,292,000	\$1,770,600	\$500,000	\$1,656,000
Trucks				850,000	
Sqrts				750,000	
Rehabilitation Units	\$ 800,000				
Medic Units	170,000				
Special Purpose	130,000			195,000	
Tenders	1,200,000				
Total	\$2,300,000	\$2,292,000	\$1,770,600	\$2,295,000	\$1,656,000

Note: Total Apparatus Fund for 2009-2010 is being funded by the Capital Projects Fund (see page 320).

Apparatus Fund

Historical Data			Budget for Next Year 2009-10			
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
\$474,407	\$433,051	\$598,500	Beginning Fund Balance	\$1,140,179	\$1,140,179	\$1,140,179
22,122	30,298	17,178	Earnings from Temporary Investments	18,002	18,002	18,002
84,139	148,861	500,000	Surplus Property Income			
			Transfer from Other Funds	500,000	500,000	500,000
\$580,668	\$612,210	\$1,115,678	Total Resources	\$1,658,181	\$1,658,181	\$1,658,181
			Requirements			
			Capital Outlay			
\$147,617			Water Tender			
147,617		\$1,115,678	Total Capital Outlay			
433,051	\$612,210		Contingency	\$500,000	\$500,000	\$500,000
			Reserved for Future Expenditures	1,158,181	1,158,181	1,158,181
\$580,668	\$612,210	\$1,115,678	Total Requirements	\$1,658,181	\$1,658,181	\$1,658,181

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 2004, continues to provide resources for this fund, in addition to normal General Fund transfers to provide resources for specialized emergency response technologies such as defibrillators and response aids.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Capital Outlay	\$712,091	\$806,500	\$3,762,278	\$3,547,639
Contingency			1,415,528	3,415,528
Reserved for Future	3,938,607	6,003,849	2,926,561	2,215,036
Total Expenditures	\$4,650,698	\$6,810,349	\$8,104,367	\$9,178,203

2009-10 SIGNIFICANT CHANGES

Because this fund is utilized to account for the “operating” equipment needed to operate the fire department, the items are detailed by type and managing cost center. The fund’s expenditures this year are in accordance with the District’s normal replacement schedule. The significant items in the 2009-10 capital budget include a four-cell multi-use burn prop, fire suppression turnout replacement, firefighting, emergency medical, and communications equipment to outfit new apparatus and response vehicles, mobile radio replacements, ERP/ASP hosted annual software fees, phase 2 of District VoIP implementation, and District-wide user desktop and laptop replacements among others.

Unused contingency and fund balance reserved for future expenditures includes continued annual project expenditures for the ERP system over the next three fiscal years, a major capital replacement of the self-contained breathing apparatus and air management, and furniture and fixtures for the Command and Business Operations Center, which would not be eligible for bond funds proceeds.

Capital Improvements Fund

Historical Data				Budget for Next Year 2009-10		
Actual Second Preceding Year 2006-07	Actual First Preceding Year 2007-08	Revised Budget This Year 2008-09	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$1,968,771	\$3,938,607	\$5,396,867	Beginning Fund Balance	\$6,400,338	\$6,400,338	\$6,400,338
72,709	7,745		Surplus Property Income			
126,718	228,981	125,000	Interest Income	105,656	105,656	105,656
	52,516		Grants and Donations			
2,482,500	2,582,500	2,582,500	Transferred from Other Funds	2,672,209	2,672,209	2,672,209
\$4,650,698	\$6,810,349	\$8,104,367	Total Resources	\$9,178,203	\$9,178,203	\$9,178,203
			Requirements			
			Capital Outlay			
\$211,686	\$113,651	\$236,700	Vehicles and Apparatus			
6,914	4,155	9,575	Training Center Props	\$125,000	\$125,000	\$125,000
152,823	44,115	158,585	Firefighting Equipment	1,205,252	1,205,252	1,205,252
16,166	3,683	7,540	Emergency Medical Equipment	68,520	68,520	68,520
9,776	17,948	73,034	Office Equipment	303,635	303,635	303,635
12,087	32,057	46,000	Building Equipment/Improv	80,144	80,144	80,144
16,894	14,717	36,000	Physical Fitness Equipment	52,927	52,927	52,927
49,397	4,588	6,500	Shop Equipment			
37,352	250,095	1,682,326	Communications Equipment	553,321	553,321	553,321
78,211	153,693	875,282	Data Processing Software	478,408	478,408	478,408
120,785	167,798	630,736	Data Processing Equipment	680,432	680,432	680,432
712,091	806,500	3,762,278	Total Capital Outlay	3,547,639	3,547,639	3,547,639
		1,415,528	Contingency	3,415,528	3,415,528	3,415,528
712,091	806,500	5,177,806	Total Expenditures	6,963,167	6,963,167	6,963,167
3,938,607	6,003,849	2,926,561	Reserved for Future Expenditures	2,215,036	2,215,036	2,215,036
\$4,650,698	\$6,810,349	\$8,104,367	Total Requirements	\$9,178,203	\$9,178,203	\$9,178,203

Capital Improvements Fund

5603 RTC Training Props

22402 Training - Capital Improv Fund

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 South Training Center.	125,000
Total		125,000

5610 Building & Bldg Improv

22053 Station 53 - Cap Improv Fund

Building and Improvements	EMS Room: Shelving, counter tops, storage	4,000
Building and Improvements	Shop: Shelving, workbench, storage	2,000

22058 Station 58 - Cap Improv Fund

Building and Improvements	EMS Room: Shelving, counter tops, storage	4,000
Building and Improvements	Shop: Shelving, workbench, storage	2,000

22059 Station 59 - Cap Improv Fund

Building and Improvements	EMS Room: Shelving, counter tops, storage	4,000
Building and Improvements	Shop: Shelving, workbench, storage	2,000

22064 Station 64 - Cap Improv Fund

Building and Improvements	8'x10' garden shed for the parking lot in order to move landscaping equipment out of the hose tower. Outsourced per Facilities Maintenance.	2,500
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22220 Supply - Capital Improv. Fund

Building and Improvements	Storage containers for the backup (2nd set) turnouts at stations. 340 containers @ \$20.	6,800
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22402 Training - Capital Improv Fund

Building and Improvements	Purchase two propane tanks at TC that are currently leased.	7,000
Total		34,300

5620 Firefighting Equip

22200 Emerg Oper Admin-Cap.Imp.Fund

Firefighting Equip	1.5" Attack Nozzles: Adjustable gallonage nozzles that provide the option of controlling the fire gas region with smaller volumes of water while continuing to cover the overall situation with larger volumes if conditions change. Consistent with current fire core training. 65 Nozzles @ \$569.	36,985
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Capital Improvements Fund, continued

5620 Firefighting Equip

Mask Fit Testing Machines	TSI Model 8028 Universal PortaCount Fit Test System: Includes PortaCounty Plus Model 8020 and Model 8095 N95-Companion, particle generator Model 8026, AC adapter, alcohol cartridge, alcohol fill capsule, storage cap, two #1602066 zero check filters, operation and service manual, Model 8016 alcohol supplies, 3/16" and 1/4" hose adapters, two spare alcohol wicks, 100 pc. salt tabs, carrying case FitPlus Fit Test software CD, Model 8927 RS-232 interface cable, training video, two-year warrantee, and unlimited regional representative training support. On-Site comprehensive "train-the-trainer" as requested is included.	11,165
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22220 Supply - Capital Improv. Fund

Turnout Replacement	One turnout pant and coat for career Line Personnel and Duty Chiefs. 340 turnouts @ \$2,500	850,000
Turnout Inventory	Turnouts for the inventory/stock in Supply. 20 turnouts @ \$2,500.	50,000
Backup Turnout Replacement	Replacement of turnouts that have depreciated to 50% of their value. 10 turnouts @ \$2,500.	25,000
Hose Replacement	100' sections of 5" hose. 25 @ \$790.	19,750
Hose Replacement	50' sections of 5" hose. 10 @ \$515.	5,150
Hose Replacement	25' sections of 5" hose. 8 @ \$340.	2,720
Hose Replacement	100' sections of 1.5" forestry hose. 15 @ \$175.	2,625
Hose Replacement	50' sections of 1.5" hose. 20 @ \$120.	2,400
Hose Replacement	50' sections of 2.5" hose. 10 @ \$155.	1,550
Hose Replacement	100' sections of 1" lightweight booster hose. 3 @ \$375.	1,125

22571 Fleet Maint-Cap. Imp. Fund

Equipment to outfit tenders	Setup equipment including brackets, fabrication and decals. 3 @ \$25,000.	75,000
Equipment for two rapid response intervention medical response units	Setup equipment including brackets, fabrication and decals. 2 @ \$10,000.	20,000
Equipment for additional Medic unit	Setup equipment including brackets, fabrication and decals.	10,000
Slide-out beds for Supply Van	Special configuration slide-out beds in the Supply van purchased in fiscal year 2008-2009. Because of the special design configured to maximize the use of this van, the slide-out platforms will be custom made. Fund request is for hardware needed to fabricate the slide-out platforms. The total cost will be less than standard commercially available units.	2,000
Awning for Tech Rescue trailer	In an effort to stay with UASI Grant funds on the Tech Rescue trailer, the awning option over the work area was deleted. This request is to add a 21 foot awning to the unit.	1,500

22621 Wildland-Capital Impr. Fund

Firefighting Equip	Auxiliary fire pumps to be carried on each of the Heavy Brush Type-3 Engines. Water from lakes, rivers, creeks, and ponds can be used to extinguish fires and perform mop-up operations. 5 @ \$1,425.	7,125
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Capital Improvements Fund, continued

5620 Firefighting Equip

Firefighting Equip	Auxiliary fire pump to be carried on Boat 59. Water from lakes, rivers, creeks, and ponds can be used to extinguish fires and perform mop-up operations.	3,403
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22622 Tech Rescue-Capital Impr.Fund

Firefighting Equip	Replacement of TRT shoring package. Current shores are 16 years old and were designed for use in situations where trench has not failed and not designed for fire service use. Replacement shores have the ability to be used in trench.	67,124
Firefighting Equip	Confined space command module for communications. Current command module limits ability to effectively communicate, particularly with injured rescuer situation.	2,030
Firefighting Equip	Yates Spec Harness for victim removal. Gives ability for dragging and vertical lifts while maintaining C-spine stabilization.	1,200

22625 HazMat - Capital Improv. Fund

Firefighting Equip	HazMat booms for containing spills in navigable waterways.	4,400
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22626 Dive Rescue-Capital Impr. Fund

Firefighting Equip	Light tower for Boat 59 needed for on scene and emergency response lighting.	3,000
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Total 1,205,252

5625 EMS Equip

22205 EMS Cap Improv Fund

Power Cot Stretcher	Place on one of the new medic units to reduce on the job injury and increase patient safety. 142% increase in number of bariatric patients since 2000 and size is also dramatically heavier. Specialized equipment is needed.	12,500
Bariatric Ramp/Winch	One set of equipment that will fit into any of the three medic units to safely load morbidly obese patients.	5,400
Tracked Stair Chairs	To safely move patients (especially morbidly obese/bariatric) down stairs and hallways. Lower risk of injury to personnel and patient.	3,020

22220 Supply - Capital Improv. Fund

EMS Equipment	EMS equipment for two new rapid response units. MRX Heart Monitor - 2 @ \$18,000; IV Kit - 2 @ \$1,180; Airway kit - 2 @ \$1,170; Peds kit - 2 @ \$580; Trauma kit - 2 @ \$160; Loose items kit - 2 @ \$90; Suction unit - 2 @ \$650 (including charger); Splint kit - 2 @ \$125; C-collar kit - 2 @ \$145.	44,000
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22402 Training - Capital Improv Fund

Rescue Mannequins	For search and rescue drills. 2 @ \$1,800.	3,600
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Total 68,520

5630 Office Equip & Furn

22034 Station 34-Cap Improv Fund

Office Equip & Furn	Station remodel; built-in desk assembly, file storage, and book cases.	7,500
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Capital Improvements Fund, continued

5630 Office Equip & Furn

22053 Station 53 - Cap Improv Fund

Office Equip & Furn	Office: built-in workstation, cabinets, bookcases, file cabinets.	7,500
Office Equip & Furn	Community Room: 30 chairs @ \$125, 10 tables @ \$150.	5,250

22057 Station 57 - Cap Improv Fund

Office Equip & Furn	Desk/work station. Increased efficiency and usability of station space. Current room is not utilized for any purpose. This would allow for a possible third computer and private meeting area for station officers and committee chair work. Includes delivery and installation (outsourced per Facilities Maintenance).	1,385
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22058 Station 58 - Cap Improv Fund

Office Equip & Furn	Office: built-in workstation, cabinets, bookcases, file cabinets.	7,500
Office Equip & Furn	Community Room: 30 chairs @ \$125, 10 tables @ \$150.	5,250

22059 Station 59 - Cap Improv Fund

Office Equip & Furn	Office: built-in workstation, cabinets, bookcases, file cabinets.	7,500
Office Equip & Furn	Community Room: 30 chairs @ \$125, 10 tables @ \$150	5,250

22200 Emerg Oper Admin-Cap.Imp.Fund

Office Equip & Furn	Station Battalion headquarters remodel: Built in desk assembly, file storage, and bookcases for C6.	5,000
Office Furniture	Office set up for new Operations Administrative Assistant.	3,500

22210 Finance - Capital Improv. Fund

Office Furniture	Office set up for new Purchasing Manager.	3,500
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22215 Info Tech. - Cap. Improv. Fund

VoIP implementation Phase 2	Phase 2 of 2 for implementation of VoIP project approved in fiscal year 2008-2009 budget Estimate was obtained from previous product research and comparisons. Hardware replacement for South, Training Center, and all fire stations. Amount includes \$45,000 from fiscal year 2008-2009 budget to replace the Administration phone switch.	241,000
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22582 Facilities Maint.-Cap.Imp.Fund

Office Furniture	Office set up for new Facilities Manager.	3,500
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Total **303,635**

5635 Building Equipment

22033 Station 33 - Cap Improv Fund

Bldg Equip	New station sign.	2,500
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22057 Station 57 - Cap Improv Fund

Bldg Equip	New station sign.	3,500
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Capital Improvements Fund, continued

5635 Building Equipment

22402 Training - Capital Improv Fund

Extension Ladders	Two 35' two section extension ladders	2,379
Extension Ladders	Two 24' extension ladders	1,465

22582 Facilities Maint.-Cap.Imp.Fund

Turnout Washer/Extractor	New/replacement if required. 2 @ \$10,000.	20,000
Washers and Dryers	Routine maintenance/replacement at stations. 3 washers @ \$1,500 and 3 Dryers @ \$1,200. Increase due to new front load "Energy Star" specifications.	9,000
Dishwashers/Refrigerators and Other Major Appliances	Routine replacement of major appliances at stations. Increase due to new "Energy Star" specifications for all major appliances.	7,000

Total **45,844**

5640 Physical Fitness Equip

22053 Station 53 - Cap Improv Fund

Physical Fitness Equip	Exercise Room: Step Mill	5,549
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22058 Station 58 - Cap Improv Fund

Physical Fitness Equip	Exercise Room: Cross Trainer	3,700
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22059 Station 59 - Cap Improv Fund

Physical Fitness Equip	Various physical fitness training equipment. Station 59 currently does not have a workout room.	20,000
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22230 Recruits - Capital Improv. Fnd

Suunto Heart Monitors	This system is set up to monitor heart rates of 16 recruits at one time. The system not only allows for monitoring heart rates while recruits are working out or drilling, but the information can be downloaded onto a laptop and results printed out so training cadre can track and compare time spent at intensity (measures work output) and rate of recovery (measure of fitness). These systems are used throughout the collegiate and professional athletic world. In the current environment, staff are not able to monitor how long recruits are working at their peak heart rates, and must stop all recruits, take BP and pulse if it appears one is having trouble so as to not appear to be discriminatory.	7,678
Workout Pads	These are for recruits to do body core training outside on the asphalt.	1,000

22421 OHS - Cap Improv Fund

Fitness Equipment	Funds to replace aging/inoperable fitness equipment for the 24 facilities within the District (20 stations, four administrative offices). Costs for aging equipment that is replaced but not completely inoperable are recouped through selling them using online resources.	15,000
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Total **52,927**

5650 Communications Equip

22175 Comm Cap Improv.

Capital Improvements Fund, continued

5650 Communications Equip

Mobile Radios	Carried over from last fiscal year due to inability to have installed on time. 99 @ \$2,993.33	296,340
Communications equipment for new apparatus	Communications equipment for new apparatus projected to be purchased as part of the capital bond project.	157,100
Base Station Radios	Carried over from last fiscal year due to the inability to have installed on time. 4 @ \$8,640.	38,722
FireCom headsets	Replace non-servicable FireCom 2-pin headsets on ten apparatus. 10 sets of 4 headsets @ \$275 and 10 sets of 4 headset modules @ \$65.	13,600
Base Station Radios	To enhance communications capability at Station 58 - EBHQ during major emergency/disaster operations. VHF, UHF, Ham, and 800 MHz radios. 1 @ \$8,640 and 3 @ \$1,000.	11,460
Base Station Radios	To enhance communications capability at Station 34 - South Battalion Headquarters (SBHQ) during major emergency/disaster operations. VHF, UHF, Ham, and 800 MHz radios. 1 @ \$8,640 and 3 @ \$1,000.	11,460
Base Station Radios	To enhance communications capability at Station 67 - NBHQ during major emergency/disaster operations. VHF, UHF, Ham, and 800 MHz radios. 1 @ \$8,640 and 3 @ \$1,000.	11,460
FireCom remote head	Allows for relocation of FireCom system to previously budgeted Hammond boxes. 20 @ \$210.	4,200
FireCom interface cable for new radios	Required to interface new mobile radios to connect to existing FireCom system. 20 @ \$185.	3,700
Satellite docking station	This will be installed in Station 58 East Battalion Headquarters (EBHQ) which will be constructed this fiscal year. This will accommodate a matching communications compliment that exists in the two other Battalion Headquarters.	1,480

22626 Dive Rescue-Capital Impr. Fund

Communications Equip	Wireless FireComm headsets for Boat 59. Retrofit existing system for wireless/untethered operations.	1,999
Communications Equip	Submersible Communications Swimmers Kit. Support in-water communications when in IDLH environments.	1,800
Total		553,321

5655 Data Processing Software

22170 LOGS Admin Capital Improv. Fd.

Response Aid Pre-Plans	Preplan outsourcing with MSI: Outsourcing with Mapping Solutions, Inc. (MSI), for 100 preplans for new construction, occupancy changes, and major revisions of existing occupancies. \$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. 100 @ 5 hours field survey @ \$95.00 per hour @ 5 hours drafting @ \$75.00 per hour.	85,000
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22215 Info Tech. - Cap. Improv. Fund

Capital Improvements Fund, continued

5655 Data Processing Software

ERP ASP (hosted solution) annual fee	Replaces IFAS accounting software, providing a District-wide solution for accounting, inventory, HR, work orders, timekeeping, etc. Implementation expected to begin mid fiscal year. Year one of a three year contract.	343,050
PEAC software for Hazmat	Requested for Hazmat team at Stations 34 and 53. Cost is for total subscription. IT installs on a server for access by any user. Not necessary to replace Cameo District wide. Simple to use and compiles info quicker than Cameo. Quickly displays isolation distances and better mapping interface. Significant cost savings with subscription pricing vs. per license @ 1,500/each.	17,630
Offsite DR expansion ESX server licenses	VMWare ESX Enterprise licenses to expand off site disaster recovery location. This item is required for the purchase of two Proliant DL380 servers, which is a separate capital request. 2 @ \$6,364.	12,728
ERP 401a customization	\$12,000 customization as spelled out in the Statement of Work and the contract.	12,000
Other Professional	Tyler/MUNIS: Estimated Project Planning services for implementation of new business software.	8,000
Total		478,408

5660 Computer Equip

22215 Info Tech. - Cap. Improv. Fund

End user desktop replacement	Capital replacement of desktops District-wide currently starting fifth year of service to the District (purchased 6/16/04). Four year warranty included. This requires the recycling services. 15 PCs were purchased in fiscal year 2008-2009 for testing Vista operating system. 275 @ \$1,000.	275,000
Second phase (of 2) network equipment refresh (Stations)	Phase 2 of 2 for capital replacement of network switches (end of life) District-wide. The switches will also support VoIP implementation that began in fiscal year 200820-09. This cost accommodates for larger switches to accommodate for the higher capacity fire stations (58, 59, 50, 67, 52).	140,000
End user laptop replacement	Capital replacement of 50 laptops purchased in 2004 and 50 carrying cases. Restock the loaner laptop supply as well. A four-year warranty is included. This requires contractor services for recycling. 50 laptops @ \$1,500; 50 carrying cases @ \$50.	77,500
Monitors for District hardware upgrade	Capital replacement of monitors with speakers and 4-year warranty. This requires the contractor services for recycling. 343 monitors @ \$220 each.	75,460
Expand existing SAN environment	Adds disk space to existing environment. New enclosures and drives are needed to expand current hardware. This purchase leaves room for disk purchase for future expansion. Current storage space is limited. Changes with Exchange server environment, scheduled server refreshes, and new growth in the virtual environment are all expected in the immediate future.	58,000
Offsite DR expansion	Business Continuity/Disaster Recovery expansion. Add one HP 1200 all-in-one and SAS drives to double the storage capacity at the offsite disaster recovery location. This request requires the purchase of the two Proliant DL380 servers, which is a separate capital request.	12,500
Server hardware refresh	Replacement plan for the oldest HP Proliant servers. (Nortel equipment management server and SurfControl server).	12,000

Capital Improvements Fund, continued

5660 Computer Equip

Offsite DR servers	Business Continuity/Disaster Recovery expansion. Purchase two Proliant DL380 servers to expand disaster recovery off site capacity. VMWare licensing costs are required and are a separate capital request. This item requires the purchase of the HP 1200 SAS drives unit, which is a separate capital request. 2 @ \$6,085.	11,372
Laptop requests for Community Services Laptops with docking stations. 2 @ \$1,700.		3,400
Desktop for Finance telecommuting	Desktop @ \$1,000. Dual monitors. 2 @ \$300. Laser printer @ \$1,200.	2,800
Docking stations for new laptops	Capital replacement of docking stations to support new laptops and dual monitors. 10 @ \$200.	2,000
Laptop for Sr. DBA	Replace Sr. DBA's desktop with a laptop, docking station, and carrying case, which are better suited for after hours coverage. The air card rotated through IT will be used.	1,700
Computer for new Purchasing Manager	Desktop @ \$1,000 with dual monitors 2 @ \$300.	1,600
Computer for new Ops AA	Desktop @ \$1,000 with dual monitors 2 @ \$300.	1,600
Computer for new Controller	Desktop @ \$1,000 with dual monitors 2 @ \$300.	1,600
Computer for new Communications Manager	Desktop @ \$1,000 with monitor @ \$300.	1,300
Computer for new Facilities Tech	Desktop @ \$1,000 with monitor @ \$300.	1,300
Computer for new Facilities Manager	Desktop @ \$1,000 with monitor @ \$300.	1,300
		Total 680,432
Total Capital Improvements Fund		<u>3,547,639</u>

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$35,948	\$31,862	\$43,774	\$46,179
Materials and Services	4,464	3,954	8,964	9,069
Total Expenditures	\$40,412	\$35,816	\$52,738	\$55,248

PERSONNEL SUMMARY

Position	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Emergency Management Director	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2009-10 SIGNIFICANT CHANGES

Personnel Services reflects annual wage and benefit increases for the Director.

STATUS OF 2008-09 SERVICE MEASURES – (AS APPROVED BY THE OCEM BOARD)

- **Lead efforts in Washington County to design and conduct a severe winter storm exercise in the spring of 2009.** 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 in the spring 2009 exercise and implementation of the post-exercise corrective action plan by June 30, 2009.
Status or Outcome: The exercise focus shifted to earthquake when the state decided to conduct a statewide catastrophic earthquake and tsunami exercise. The OCEM Director led the countywide exercise team in design and conduct of a large tabletop exercise focused on short-term recovery and development of a recovery framework plan. OCEM partner agencies participated in the tabletop and conducted additional earthquake drills and functional exercises built on the statewide scenario. The corrective action plan resulting from the drills and exercises will be implemented in fiscal year 2009-2010.

Emergency Management Fund, continued

- **Continue to implement the approved incident management guidelines and training recommendations** developed by the Washington County Taskforce charged with addressing deficiencies noted in the June 2006 TIPOFF terrorism response exercise.

Goal(s): III, VI
Service Type(s): Mandatory
Measured By: Implementation of the taskforce guidelines and recommendations by June 30, 2009, with a focus on adoption of recommended staff qualifications and conduct of field and EOC staff training.
Status or Outcome: The OCEM Board adopted the Incident Management Enhancement Taskforce Report and recommendations and agreed to serve as the Washington County Multi-Agency Coordination (MAC) Group. The Washington County Technical Advisory Group (TAG) was formed from OCEM and other agency representatives to guide the implementation process. Charters for the MAC Group and a new Washington County Type 3 Incident Management Team (IMT) Program were developed and two “beta” offerings of a new Washington County Emergency Response System Course were delivered.

- **Continue rewrite of the Washington County Emergency Operations Plan** with the focus for fiscal year 2008-2009 being on hazardous materials, mental health, communications, and shelter and care.

Goal(s): III
Service Type(s): Mandatory
Measured By: Completion or update of the following annexes to the Washington County Emergency Operations Plan by June 30, 2009: HazMat Resource Management; Mental Health; Communications; and Shelter, Reception, and Care.
Status or Outcome: The following annexes to the Washington County Emergency Operations Plan were completed: Mental Health; Donations Management; Law Enforcement; Catastrophic Mass Reception; and Transportation Management. The following annexes to the Washington County Emergency Operations Plan were updated: Shelter, Reception and Care and Debris Management. A first draft of the Communications Annex was also completed.

- **Inventory and evaluate existing Washington County resource management mutual aid agreements** and make recommendations to improve their effectiveness for major emergency and disaster operations.

Goal(s): III
Service Type(s): Essential
Measured By: Completion of an inventory and assessment of local mutual aid agreements and preparation of recommendations to enhance their effectiveness in major emergency and disaster operations.
Status or Outcome: An inventory and assessment of local mutual aid agreements was completed. Recommendations to address gaps and enhance effectiveness of the agreements with regard to disaster response will be developed in fiscal year 2009-2010.

Emergency Management Fund, continued

STATUS OF 2008-09 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 could improve District cost recovery following mutual aid deployments.
Status or Outcome: OCEM sponsored a countywide recovery exercise to enhance understanding of and preparation for a catastrophic earthquake. This large exercise assisted the OCEM partner agencies and others with development of a recovery framework plan.

- **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) and locally-developed guidance for the operation and staffing of emergency operations centers.

Goal(s): III
Budget Impact: None, although could improve District cost recovery following mutual aid deployments.
Status or Outcome: OCEM continued to coordinate NIMS implementation efforts both within the partner agencies and countywide. The OCEM Director and OCEM partner agencies delivered and/or organized NIMS and ICS training, managed and updated the online tool for tracking NIMS compliance, and assisted other agencies with their compliance activities.

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through assessment of and improvement to resource management mutual aid agreements.

Goal(s): III
Budget Impact: None, although could improve District cost recovery following mutual aid deployments.
Status or Outcome: OCEM completed an assessment of mutual aid agreements, although improvements must still be pursued. The OCEM Director and other OCEM emergency managers are working in concert with the Fire Defense Board on fire agency mutual aid agreements and with a regional law enforcement working group on law enforcement agreements.

ADDITIONAL 2008-09 ACCOMPLISHMENTS

- OCEM partner agencies responded to a severe winter storm event in December 2008. The region was hit by the largest snowfall in over 40 years. The snow significantly disrupted transportation and local government and business activities and placed heavy demands on public works and public safety agencies. The county EOC activated for five days and TVF&R's FOC for three. Other OCEM partner agencies operated with Department Operations Centers or with enhanced staffing in multiple departments.
- The OCEM Director coordinated the countywide Initial Damage Assessment and Preliminary Damage Assessment processes following the winter storm. Reports of damage and disaster-related costs from OCEM partner agencies and others led to the county receiving major disaster and snow assistance declarations from the federal government. FEMA and the state worked individually with the OCEM agencies and others following the declarations to provide reimbursement for eligible costs and losses.

Emergency Management Fund, continued

- OCEM finalized an Intergovernmental Agreement template for local jurisdictions to use in formalizing their participation in the Oregon Department of Forestry's shadow team program.

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.

- **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.

- **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.

- **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.

Emergency Management Fund, continued

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.

- **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

- **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

Emergency Management Fund

<i>Historical Data</i>				<i>Budget for Next Year 2009-10</i>		
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
\$35,948	\$35,816	\$52,738	Operating Transfers In	\$55,248	\$55,248	\$55,248
\$35,948	\$35,816	\$52,738	Total Resources	\$55,248	\$55,248	\$55,248
			Requirements			
\$31,484	\$31,862	\$43,774	Personnel Services	\$46,179	\$46,179	\$46,179
4,464	3,954	8,964	Materials and Services	9,069	9,069	9,069
\$35,948	\$35,816	\$52,738	Total Requirements	\$55,248	\$55,248	\$55,248

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$8,388			
Materials and Services	73,116			\$100,000
Capital Outlay	142,415	\$88,732	\$25,200	1,600,000
Ending Fund Balance		10,733		
Total Expenditures	\$223,919	\$99,465	\$25,200	\$1,700,000

GRANT DESCRIPTIONS

In 2009-2010, monies of \$100,000 are budgeted as placeholders for a possible Cardiac Media Campaign grant to provide media design and development, television public service announcements, billboards, and print materials.

\$1,600,000 is budgeted for funding for seismic structural upgrades to existing fire stations. If the District receives this grant, stations 52, 64, 65, and 69 could be the recipients of the upgrade.

Grants Fund

<i>Historical Data</i>				<i>Budget for Next Year 2009-10</i>		
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
\$223,919	\$99,465	\$25,200	Grant Revenue	\$1,380,000	\$1,380,000	\$1,380,000
			Surplus Property Income	320,000	320,000	320,000
			Operating Transfers In			
\$223,919	\$99,465	\$25,200	Total Resources	\$1,700,000	\$1,700,000	\$1,700,000
			Requirements			
\$8,388			Personnel Services			
73,116			Materials and Services	\$100,000	\$100,000	\$100,000
142,415	\$88,732	\$25,200	Capital Outlay	1,600,000	1,600,000	1,600,000
223,919	88,732	25,200	Total Expenditures	1,700,000	1,700,000	1,700,000
	10,733		Reserved for Future Expenditures			
\$223,919	\$99,465	\$25,200	Total Requirements	\$1,700,000	\$1,700,000	\$1,700,000

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 retiree, for employees 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$128,762	\$111,776	\$152,740	\$110,103
Ending Fund Balance	231,045	214,327	154,460	177,173
Total Expenditures	\$359,807	\$326,103	\$307,200	\$287,276

Retiree Medical Insurance Stipend Fund

<i>Historical Data</i>		
Actual Second Preceding Year 2006-07	Actual First Preceding Year 2007-08	Adopted Budget This Year 2008-09
\$262,871	\$231,045	\$215,585
11,127	9,249	6,035
85,809	85,809	85,800
\$359,807	\$326,103	\$307,420

\$128,762	\$111,776	\$152,740
231,045	214,327	154,680
\$359,807	\$326,103	\$307,420

Resources

Beginning Fund Balance
Earnings from Investments
Transfer from Other Funds

Total Resources

Requirements

Post Employment Health Program
Unappropriated Ending Fund Balance

Total Requirements

Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$201,275	\$201,275	\$201,275
2,716	2,716	2,716
83,285	83,285	83,285
\$287,276	\$287,276	\$287,276

\$110,103	\$110,103	\$110,103
177,173	177,173	177,173
\$287,276	\$287,276	\$287,276

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 the 2009 bonds in the amount of \$14,000,000. A second 2009 series in the amount of \$15,000,000 was sold in June 2009.

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%.

A second General Obligation Bond Series was issued in March 2009, in the amount of \$14,000,000. These bonds 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 was issued in June 2009 for purposes of the purchase of the Command and Business Operations Center building and its seismic reconstruction at an expected several million dollar savings over the previously planned construction. Due to the tenuousness of the debt and investment markets in the spring of 2009, the District elected to issue the first series of 2009 bonds in the smallest known amount required. As the District has identified property at a price very advantageous to the taxpayers and of good value, siting and ease to seismically reinforce, the bond sale for that component was planned and successfully completed in June 2009. The Series B bonds 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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
2009 Debt Service, Series B				\$1,128,227
2009 Debt Service				1,040,454
2007 Debt Service	\$690,000	\$1,821,042	\$1,794,500	1,744,500
2000 Debt Service	684,000	798,250	814,875	
1999 Debt Service	76,200	687,600	707,200	
Fund Balance Reserved	1,273,796	1,321,652	372,250	869,337
Total Expenditures	\$2,723,996	\$4,628,544	\$3,688,825	\$4,782,518

Debt Service Fund, continued

MATURITY SCHEDULES

Series 2007 Bonds			Series 2009 Bonds		Series 2009 B Bonds	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest
2009-10	\$1,000,000	\$744,500	\$560,000	\$480,453	\$555,000	\$573,227
2010-11	1,000,000	694,500	960,000	486,000	560,000	558,173
2011-12	1,000,000	652,000	960,000	457,200	570,000	541,373
2012-13	1,000,000	612,000	960,000	428,400	580,000	524,272
2013-14	1,000,000	572,000	960,000	399,600	595,000	506,873
2014-29	13,000,000	3,771,250	9,600,000	2,157,600	12,140,000	4,377,259
	\$18,000,000	\$7,046,250	\$14,000,000	\$4,409,253	\$15,000,000	\$7,081,177

Debt Service Fund

Historical Data			Budget for Next Year 2009-10			
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 (Cash Basis) or Working Capital (Accrual Basis)	\$319,734	\$319,734	\$319,734
\$1,165,747	\$1,273,796	\$1,155,729	Previously Levied Taxes Estimated to be Rec'd	33,963	33,963	33,963
26,065	26,207	33,963	Earnings from Temporary Investments	14,000	14,000	14,000
39,888	60,032	25,255	Interest on Taxes	700	700	700
485	5,549	855	Tax in Lieu of Property Tax	215	215	215
2,150	57	215	Total Resources, Except Taxes to be Levied	368,612	368,612	368,612
1,234,335	1,365,641	1,216,017	Taxes Necessary to Balance	5,056,592	5,056,592	4,413,906
		2,472,808	Taxes Collected in Year Levied			
1,489,661	3,262,903					
\$2,723,996	\$4,628,544	\$3,688,825	Total Resources	\$5,425,204	\$5,425,204	\$4,782,518
			Requirements			
			Bond Principal Payments			
	\$635,000	\$680,000	1999 - Jan 15			
\$590,000	740,000	795,000	2000 - Jul 15			
			2007 - Apr 01	\$1,000,000	\$1,000,000	\$1,000,000
			2009 - Sep 01	560,000	560,000	560,000
690,000	1,000,000	1,000,000	2009 - Dec 15	1,000,000	1,000,000	555,000
			Total Principal	2,560,000	2,560,000	2,115,000
1,280,000	2,375,000	2,475,000	Bond Interest Payments			
			1999 - July 15			
38,100	26,300	13,600	1999 - Jan 15			
38,100	26,300	13,600	2000 - Jul 15			
55,625	19,875	19,875	2000 - Jan 15			
38,375	38,375		2007 - Apr 01	372,250	372,250	372,250
		397,250	2007 - Oct 01	372,250	372,250	372,250
	821,042	397,250	2009 - Sep 01	480,454	480,454	480,454
			2009B - Dec 15	400,000	400,000	285,815
			2009B - June 15			287,412
			Total Interest	1,624,954	1,624,954	1,798,181
170,200	931,892	841,575	Reserves			
			Unappropriated Balance for Next Year			
		372,250	2007 - Oct 01 - Interest	347,250	347,250	347,250
			2009 - Sep 01 - Interest	243,000	243,000	243,000
			2009B - June 15 - Interest	650,000	650,000	279,087
1,273,796	1,321,652	372,250	Total Unappropriated Ending Fund Balance	1,240,250	1,240,250	869,337
\$2,723,996	\$4,628,544	\$3,688,825	Total Requirements	\$5,425,204	\$5,425,204	\$4,782,518

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Capital Outlay		\$166,167	\$230,000	\$699,300
Contingency			4,261,293	7,950,232
Ending Fund Balance	\$5,848,944	5,982,171	2,940,000	0
Total Expenditures	\$5,848,984	\$6,148,338	\$7,431,293	\$8,649,532

2009-10 PROJECT DESCRIPTIONS

Project	Cost	Operating Budget Impact
Fire Station Renovations	\$170,750	<p>Station 35 – Continue with the repair/replacement of the existing driveway and aprons with concrete. \$49,000.</p> <p>Station 51 – Replace damaged asphalt behind station and replace three HVAC units. \$44,500.</p> <p>Station 52 – Second phase of replacing three HVAC units with new energy efficient units. \$19,500.</p> <p>Station 56 – Move two newer furnace units over to replace outdated furnaces. \$5,000.</p> <p>Station 60 – Replace concrete driveway approach to parking lot. \$18,500.</p> <p>Station 62 – Remove and replace HVAC unit for the turnout storage room. \$8,250.</p> <p>Station 68 – Remove and replace the existing composite roof and quarters. \$12,000.</p> <p>Station 69 – Remove and replace concrete rear apron. \$14,000.</p>
Administration, Training Center, and Facilities Renovations	528,550	<p>Administration – Replace asphalt and seal coat rear parking lot, replace studio HVAC, install dedicated HVAC in the phone room, replace four additional HVAC units, and replace section of Administration building roof. \$354,550.</p> <p>Training Center – Research, planning, design, and engineering of water suppression system. \$50,000. Repair and overlay of site roads. \$49,000.</p> <p>Supply – Install new roof on Supply building. \$75,000.</p>

Property and Building Fund

Historical Data			Budget for Next Year 2009-10			
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
\$3,882,796	\$5,848,944	\$5,910,480	Beginning Fund Balance - Working Capital	\$7,209,414	\$7,209,414	\$7,209,414
215,817	299,394	170,813	Earnings from Temporary Investments	90,118	90,118	90,118
		1,350,000	Transfers from Other Funds	1,350,000	1,350,000	1,350,000
1,723,931			Proceeds from Debt Issuance			
26,400			Rental Revenue			
\$5,848,944	\$6,148,338	\$7,431,293	Total Resources	\$8,649,532	\$8,649,532	\$8,649,532
			Requirements			
			Capital Outlay			
		\$50,000	Training Center	\$99,000	\$99,000	\$99,000
		45,000	Station 35	49,000	49,000	49,000
	\$42,644		Station 51	44,500	44,500	44,500
		45,000	Station 52	19,500	19,500	19,500
			Station 56	5,000	5,000	5,000
			Station 60	18,500	18,500	18,500
	49,880		Station 62	8,250	8,250	8,250
			Station 68	12,000	12,000	12,000
			Station 69	14,000	14,000	14,000
	47,947	40,000	Facilities			
			Supply	75,000	75,000	75,000
	25,696	50,000	Administration Complex	354,550	354,550	354,550
	166,167	230,000	Total Capital Outlay	699,300	699,300	699,300
		4,261,293	Contingency	7,950,232	7,950,232	7,950,232
5,848,944	5,982,171	2,940,000	Reserved for Future Expenditures			
\$5,848,944	\$6,148,338	\$7,431,293	Total Requirements	\$8,649,532	\$8,649,532	\$8,649,532

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.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Materials and Services			\$600,000	
Capital Outlay	\$2,083,492	\$7,101,631	43,110,000	\$31,100,000
Contingency			624,730	74,808
Ending Fund Balance	16,363,796	9,804,938		
Total Expenditures	\$18,447,288	\$16,906,569	\$44,334,730	\$31,174,808

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, a significant portion of the station construction projects are now budgeted for in the Capital Projects Fund, which is funded from general obligation bonds and investments earnings.

The District has planned the following projects:

- \$150,000 for a jointly funded fire station/school crossing signal at Station 66
- \$16,500,000 toward Station 56 and Command and Business Operations Center design work, seismic reinforcement and building
- \$1,500,000 toward Station 34 building and seismic remodel to include Battalion HQ
- \$3,000,000 for Station 53 construction
- \$3,600,000 for Station 58 construction
- \$3,400,000 for Station 59 construction
- \$150,000 toward Station 64 to begin seismic remodel
- \$500,000 toward Station 65 seismic remodel
- \$1,200,000 for scheduled replacement of three water tenders
- \$800,000 toward two rehabilitation units
- \$170,000 for one medic unit
- \$80,000 for two rapid intervention response units
- \$50,000 for two motorcycle units as quick response medic intervention units

Capital Projects Fund

Historical Data			Budget for Next Year 2009-10			
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
	\$16,363,796	\$44,216,430	Beginning Fund Balance - Working Capital Earnings from Temporary Investments Proceeds from Debt Issuance	\$31,087,308	\$31,087,308	\$31,087,308
\$171,219	\$542,773	118,300		87,500	87,500	87,500
18,276,069						
\$18,447,288	\$16,906,569	\$44,334,730	Total Resources	\$31,174,808	\$31,174,808	\$31,174,808
			Requirements			
			Capital Outlay			
\$59,497		\$600,000	Bond Issuance Expenses			
834,034	\$2,697,984	37,265,000	Buildings and Improvements	\$28,650,000	\$28,650,000	\$28,650,000
967,949	1,942,070	650,000	Land	150,000	150,000	150,000
222,012	2,461,577	5,195,000	Fire Apparatus	2,300,000	2,300,000	2,300,000
2,083,492	7,101,631	43,110,000	Total Capital Outlay	31,100,000	31,100,000	31,100,000
2,083,492	7,101,631	43,710,000	Total Expenditures	31,100,000	31,100,000	31,100,000
		624,730	Contingency	74,808	74,808	74,808
16,363,796	9,804,938		Reserved for Future Expenses			
\$18,447,288	\$16,906,569	\$44,334,730	Total Requirements	\$31,174,808	\$31,174,808	\$31,174,808

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Materials and Services	\$53,144	\$34,222	\$736,080	\$705,002
Ending Fund Balance	696,531	702,187		
Total Expenditures	\$749,675	\$736,409	\$736,080	\$705,002

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 and equipment owned. Liability limits are \$44,524,424 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.

A general liability and automobile liability policy with coverage at limits of \$5,500,000 per occurrence is provided. Vehicles are insured for both liability and physical damages at a defined replacement value. This is one of the areas where the District has assumed more risk in order to lower premiums by using lower replacement values. The District considers the monies in this fund a hedge on those risks. Deductible limits apply for the following coverage: \$100 deductible for comprehensive coverage and \$500 deductible limits for collision. Future risk management will take an aggressive posture to increase the limits for self-insurance where this is cost effective.

Insurance is carried for claims arising from employment related occurrences. This policy carries a \$5,000,000 limit. 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 2009-10			
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
\$681,466	\$696,531	\$698,520	Beginning Fund Balance	\$678,520	\$678,520	\$678,520
34,694	35,316	19,560	Earnings from Temporary Investments	8,482	8,482	8,482
33,515	4,562	18,000	Insurance Refunds	18,000	18,000	18,000
\$749,675	\$736,409	\$736,080	Total Resources	\$705,002	\$705,002	\$705,002
			Requirements			
\$53,144	\$34,222	\$736,080	Property & Liability Losses	\$705,002	\$705,002	\$705,002
696,531	702,187		Ending Fund Balance			
\$749,675	\$736,409	\$736,080	Total Requirements	\$705,002	\$705,002	\$705,002

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	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$321,354	\$330,571	\$361,025	\$348,806
Materials and Services	535		5,550	5,000
Ending Fund Balance	1,495,041	1,002,973	709,805	
Total Expenditures	\$1,816,930	\$1,333,544	\$1,076,380	\$353,806

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. The Trust has been closed to contributions and no contributions have been made to the Trust in recent years.

While the District has not made contributions to the plan for many years, unfavorable investment returns, coupled with the aging of the retirees, has 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 five retirees under this plan.

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 \$5,000 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 2009-10			
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 (Cash Basis) or Working Capital (Accrual Basis) Earnings from Investments			
\$1,582,833 234,097	\$1,495,041 (161,497)	\$1,047,060 29,320		\$353,455 351	\$353,455 351	\$353,455 351
\$1,816,930	\$1,333,544	\$1,076,380	Total Resources	\$353,806	\$353,806	\$353,806
			Requirements			
\$321,354 535	\$330,571	\$361,025 5,550	Pension Benefit Costs Administrative Fees Total Expenditures	\$348,806 5,000 353,806	\$348,806 5,000 353,806	\$348,806 5,000 353,806
321,889 1,495,041	330,571 1,002,973	366,575 709,805	Unappropriated Ending Fund Balance	0	0	0
\$1,816,930	\$1,333,544	\$1,076,380	Total Requirements	\$353,806	\$353,806	\$353,806

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. Due to capital market conditions since 2000, the District has budgeted for greater contributions, as investment returns of the investment portfolio invested in equities have not met actuarial assumptions of an eight percent return.

BUDGET SUMMARY

Expenditures	2006-07 Actual	2007-08 Actual	2008-09 Budget	2009-10 Budget
Personnel Services	\$11,040	\$11,150	\$592,870	\$714,266
Ending Fund Balance	792,227	823,021	250,760	
Total Expenditures	\$803,267	\$834,171	\$843,630	\$714,266

Volunteer LOSAP Fund

Historical Data			Budget for Next Year 2009-10			
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 (Cash Basis) or			
\$653,344	\$792,227	\$762,280	Working Capital (Accrual Basis)	\$674,318	\$674,318	\$674,318
89,923	(18,056)	21,350	Earnings from Investments	674	674	674
60,000	60,000	60,000	Transfer from Other Funds	39,274	39,274	39,274
<u>\$803,267</u>	<u>\$834,171</u>	<u>\$843,630</u>	Total Resources	<u>\$714,266</u>	<u>\$714,266</u>	<u>\$714,266</u>
			Requirements			
\$11,040	\$11,150	\$592,870	Pension Benefit Costs	\$714,266	\$714,266	\$714,266
792,227	823,021	250,760	Unappropriated Ending Fund Balance			
<u>\$803,267</u>	<u>\$834,171</u>	<u>\$843,630</u>	Total Requirements	<u>\$714,266</u>	<u>\$714,266</u>	<u>\$714,266</u>

Tualatin Valley Fire and Rescue
Assesed 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		
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 ⁽¹⁾	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
1999	19,247,591,936	24,807,891,061	1,094,067,817	1,145,392,645	88,256,670	115,199,869	600,845,807	664,744,982	21,030,762,230	26,733,228,557	78.67	1.52

Information from Washington, Clackamas and Multnomah County Assessment and Tax Roll Summaries.

* Includes Multnomah County Assessed Valuation in its entirety.

⁽¹⁾ Assessed value does not include urban renewal. Prior years include urban renewal and have not be restated.

Note: In May 1997, Oregon voters approved Measure 50 that revised the property tax system state-wide effective July 1, 1997. For property tax purposes, the measure changed a property's assessed valuation from real market value to a value for tax purposes. In addition, the maximum assessed value of a property was limited to a maximum of 3% growth per year. Accordingly since that date there is an increasing difference between market value and assessed value.

Tualatin Valley Fire and Rescue
Property Tax Levies and Collections
 Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
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
1999	31,717,895	29,844,244	94.09	898,003	30,742,247	96.92

Source:

District financial statements, current and prior years.

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	2008			1999		
	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	\$344,982	0.93 %	4	\$182,808	0.75 %
Intel Corporation	6	170,617	0.46	1	794,012	3.24
Pacific Realty & Associates	4	179,659	0.49	6	168,195	0.69
Tektronix, Inc.	7	137,497	0.37	7	161,861	0.66
Maxim Integrated Products	8	134,952	0.36	-	-	-
PS Business Parks	10	98,541	0.27	-	-	-
Integrated Device/Sumitomo Bank	-	-	-	9	106,090	0.43
Fred Meyer, Inc	-	-	-	10	83,252	0.34
Komatsu Silicon America Inc	-	-	-	3	215,343	0.88
Public utilities:						
Verizon Northwest Inc.	2	244,346	0.66	-	-	-
Portland General Electric	3	201,753	0.55	5	187,276	0.76
Northwest Natural Gas	5	170,897	0.46	8	147,999	0.60
Sprint Nextel Corporation	9	123,560	0.33	-	-	0.00
General Telephone of NW				2	268,433	1.10
All other taxpayers		<u>35,190,078</u>	<u>95.12</u>		<u>22,192,364</u>	<u>90.55</u>
Total		<u><u>\$36,996,882</u></u>	<u><u>100.00 %</u></u>		<u><u>\$24,507,633</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)	School Enrollment ⁽³⁾	Unemployment Rate (%) (Washington County)
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
1999	370,680	30,621	11,350,592	45,032	4.0

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 Dept.

⁽³⁾ 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
1-105	Arrow Pumper	1981	1996
1-109	Arrow Pumper	1981	1996
1-110	Arrow Pumper	1981	1996
1-113	Arrow Pumper	1981	1996
1-118	Quantum Pumper	2000	2015
1-122	Dash Pumper AWS	2002	2017
1-123	Dash Pumper AWS	2002	2017
1-124	Dash Pumper AWS	2001	2016
1-125	Dash Pumper AWS	2001	2016
1-126	Dash Pumper AWS	2001	2016
1-127	Dash Pumper AWS	2000	2015
1-134	Quantum Pumper	1998	2013
1-135	Quantum Pumper	1998	2013
1-136	Saber Pumper	1998	2013
1-137	Saber Pumper	1998	2013
1-138	Saber Pumper	2000	2015
1-139	Saber Pumper	2000	2015
1-140	Quantum Pumper	2005	2020
1-141	Quantum Pumper	2005	2020
1-142	Quantum Pumper	2005	2020
1-143	Velocity PUC Pumper	2008	2023
1-144	Velocity PUC Pumper	2008	2023
1-145	Velocity PUC Pumper	2008	2023
1-146	Velocity PUC Pumper	2008	2023
1-147	Velocity PUC Pumper	2008	2023
1-148	Velocity PUC Pumper	2008	2023
1-149	Velocity PUC Pumper	2008	2023
1-150	Velocity PUC Pumper	2008	2023
1-151	Velocity PUC Pumper	2008	2023
1-209	100' Dash Platform Truck	2004	2019
1-212	61' Dash Skyboom	2002	2017
1-213	61' Dash Skyboom	2004	2019
1-214	61' Dash Skyboom	2004	2019
1-217	Arrow Truck	2008	2023
1-218	Arrow XT Aerial Truck	2008	2023
1-332	Quantum Heavy Rescue	1999	2014
1-335	Tech Rescue Tractor	2006	2021
1-339	Saber Hazmat	2004	2019
1-340	Lance Command Center	2006	2021
1-341	Lance Hazmat	2005	2020
1-342	Dash CBRNE	2005	2020
1-408	Road Rescue Rehab	1990	2005
1-410	GMC Encore Dive Rescue	2007	2022
1-411	International Medic	1991	2006
1-412	International Medic	1991	2006
1-413	International 7400 4x4 Rescue	2006	2021
1-414	International 7400 4x4 Rescue	2006	2021
1-415	International 7400 4x4 Rescue	2006	2021
1-416	International 7400 4x4 Rescue	2006	2021
1-417	International 7400 4x4 Rescue	2006	2021
1-450	Northstar Ambulance Medic	2008	2023
1-451	Northstar Ambulance Medic	2008	2023

* 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	Administration Facility - Blanton
166	Administration Facility - Dartmouth
170	Logistics Administration
175	Communications and Technology
200	Emergency Services Administration
205	Emergency Medical Services
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
420	External Training
421	Occupational Health and Wellness
451	Media Services
571	Fleet Maintenance
582	Facilities Maintenance
620	Water Rescue
621	Wildland Team
622	Technical Rescue
625	HazMat
750	Emergency Management
800	Fire Prevention
900	Community Services

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

Expenditures

Salaries & Wages

Chart of Accounts, continued

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

Supplies

5300	Office and Station Supplies
5301	Special Department Supplies
5302	Training Supplies
5303	Physical Fitness Supplies

Chart of Accounts, continued

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

Travel & Education

5461	External Training
5462	Travel and Per Diem

Chart of Accounts, continued

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 Battalion (Division) has nine stations; the South Battalion (Division) has six stations, and the East Battalion (Division) has seven stations.
BC	Battalion Chief
Battalion Chief	An Operations manager with rank above Captain. Directly responsible for the supervision of a Battalion and daily operational readiness of the Battalion on their assigned shift. Responds to and takes command of emergencies. Also, directly supervises several assigned stations.
Behavioral Health	Refers to the reciprocal relationship between human behavior and the well-being of the body, mind, and spirit. In the Fire District this relates to interpersonal and group coaching and counseling as well and Critical Incident Stress Debriefing (CISD).
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.

Glossary, continued

Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years’ actual revenues, expenditures and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.
Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit’s experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary Control	The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitation of available appropriations and available revenues.
BUG	Broadband Users Group. The District is part of an intergovernmental agreement with several neighboring cities and special districts to share the use of a public communication network, Internet access, communication devices, and equipment.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also referred to as fixed assets.

Capital Budget	A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget. A Capital Program is sometimes referred to as a Capital Budget. <i>See also Capital Program.</i>
Capital Outlay	Expenditures for the acquisition of capital assets.
Capital Projects	Projects that purchase or construct capital assets.
Capital Projects Fund	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities and/or designated fixed assets.
Capital Program	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
Captain	Rank above Lieutenant. Responsible for the overall administration of his/her assigned station, including operational readiness, personnel supervision, and the station's budget.
Category A Zones	Property within the District's service area, but outside the Urban Growth Boundary, having a fairly high density of industrial, commercial, and residential structures.
Category B Zones	Property within the District's service area, but outside the Urban Growth Boundary, that is primarily rural property, but having low risk structures.
Category C Zones	Property within the District's service area, but outside the Urban Growth Boundary, which is primarily agricultural land with relatively low population density and low risk structures.
CFAI	Commission on Fire Accreditation International.
Code 3	Use of red lights and sirens by apparatus during emergency response.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
CPSE	Center for Public Safety Excellence.
Current Funds	Funds the resources of which are expended for operating purposes during the current fiscal period. In its usual application in plural form, it refers to General, Special Revenue, Debt Service, and Enterprise Funds of a governmental unit. In the singular form, the current fund is synonymous with General Fund. <i>See also General Fund.</i>
Current Liabilities	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
Current Taxes	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.

Glossary, continued

Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, Certificates of Participation, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.
Debt Service Fund	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
Delinquent Taxes	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years' Tax Levies.</i>
Depreciation	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
Dispatch	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
Division	The District is divided into three administrative geographic areas, 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 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.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access
Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above firefighter. In addition to performing all the assigned duties of a firefighter, an engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.

EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (i.e. flood, windstorm, terrorism).
Equipment	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations. Examples are machinery, tools, trucks, cars, furniture, and furnishings.
Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
Fixed Assets	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Note: The term does not indicate the immobility of an asset, which is a distinctive characteristic of "fixture."
FOC	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (i.e. flood, windstorm, terrorism).
FSAB	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training, whose standards are set forth by the state of Oregon, that determine the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from firefighter to fire marshal.
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.

Glossary, continued

Fund Balance	The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.
General Fund	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
General Long-Term Debt	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
Gross Bonded Debt	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Heavy Rescue	The District has one Heavy Rescue. It has specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, it becomes the Technical Rescue Team, which has specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
IAFC	International Association of Fire Chiefs.
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
In-service	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Internal Control	<p>A plan of organization for purchasing, accounting, and other financial activities that, among other things provides that:</p> <ul style="list-style-type: none">▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end;▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and,▶ Records and procedures are arranged appropriately to facilitate effective control.

Kelly Day	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
Lieutenant	Rank above engineer. A lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Modified Accrual Basis	The basis of accounting under which expenditures other than accrued interest on general long-term debt are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
Multiple Patient Scene (MPS)	An emergency incident with fewer than ten patients needing medical care.
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 1999 in the North, South, and East Divisions 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. There are currently five Rescue Pumpers
Resources	The actual assets of a governmental unit, such as cash, taxes receivable, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
Response	Actions taken by the Fire Department in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Revenue	The term designates an increase to a fund's assets that: <ul style="list-style-type: none">‣ Does not increase a liability (e.g., proceeds from a loan);‣ Does not represent a repayment of an expenditure already made;‣ Does not represent a cancellation of certain liabilities;‣ Does not represent an increase in contributed capital.
RMS	Records Management System software that is part of the Sunpro suite.

Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity. The majority of the District's volunteer engines are of the Saber style. They also contain support items (air bottles) for incident support.
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
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. The District has four Sqrts.
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.
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.
Volunteer	A group of trained citizen firefighters who are “on call” to augment the District’s career firefighters.
WCCCA	Washington County Consolidated Communications Agency. This agency provides the District’s emergency and non-emergency police and fire dispatching within the majority of Washington County.
WFCA	Western Fire Chiefs Association. The association supports, promotes, and develops Chief Officers in the ten states that comprise the Western Division of the International Association of Fire Chiefs (IAFC) and furthers the interests of prevention, control, and mitigation of fire, life safety, and all hazards in the region.
Wildland Area	An area in which development is essentially non-existent except for roads, railroads, power lines, and similar transportation facilities.
Zetron	A dispatch system that utilizes a tone generator connected to the CAD system at WCCCA via a leased phone line with receivers located in fire stations. Each receiver responds to its designated tone and triggers the station tap-out system.

North Division Operating Center

Currently located at the intersection of SW Jenkins and Murray Roads in northwest Beaverton.

Station 53 The Progress fire station is located on Scholls Ferry Road, near the Washington Square shopping center.

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 Somerest West Station, Station 64 is located on Southwest 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.

Station 69 Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.

South Division Operating Center

The South Division offices are centrally located near I-5 in Tualatin.

Station 33 This fire station is located within the City of Sherwood, Oregon.

Station 34 This fire station is located within the City of Tualatin, 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, Oregon.

Station 51 This fire station is located within the core area of the City of Tigard, 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 Stations

Station 358 Rosemont fire station, which is staffed solely by volunteers.

Station 359 This station is staffed solely by volunteers and is located on Long Street in West Linn.

Station 368 The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

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