



A Rural Fire Protection District

2013-14 Annual Budget Document





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Tualatin Valley Fire & Rescue District
Oregon**

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morill

President

Jeffrey R. Egan

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award to Tualatin Valley Fire and Rescue, Tigard, Oregon, for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications medium. The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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

Debra Guzman, Chief Financial Officer

Susan Boyle, Executive Assistant

Dan DeHaven, Management Analyst

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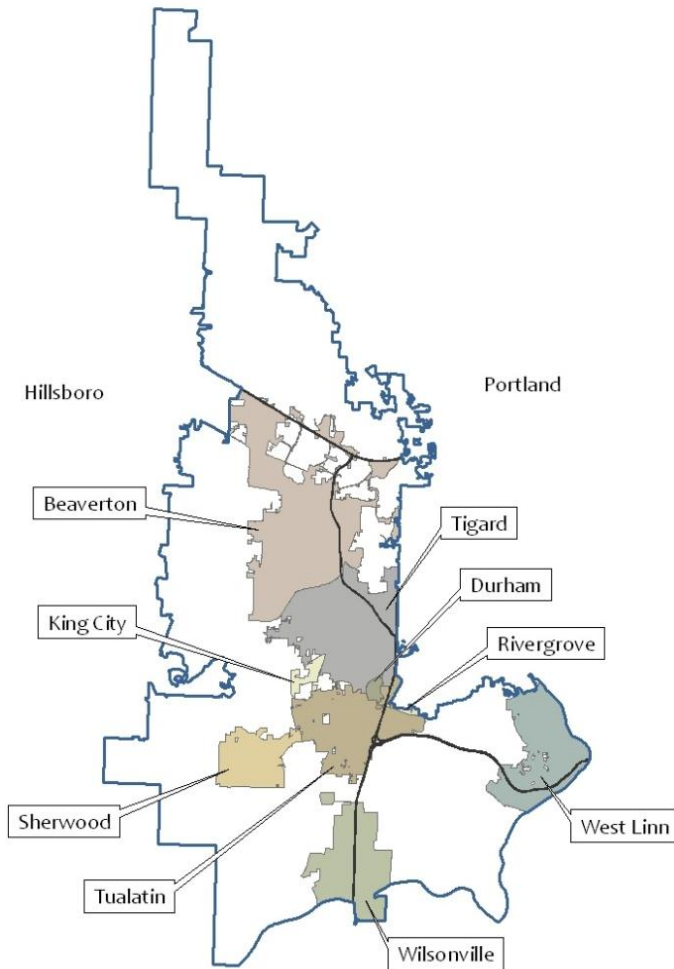
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District Overview

TUALATIN VALLEY FIRE AND RESCUE

Tualatin Valley Fire & Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors composed of a President and four Directors, who include a Vice-President and a Secretary-Treasurer. The Board hires a Fire Chief/Administrator to manage the day-to-day operations of the District. The governing board appoints members of the community to serve on boards and commissions, which include the Budget Committee and the Civil Service Commission.



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

The District's total service area is approximately **210 square miles**, providing 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 **445,080**.

The District will have approximately **463.67** employees, supplemented by approximately 60 volunteers. Fire and rescue services are provided from 21 career and volunteer fire stations, 22 fire engines, three ladder trucks, three aerial pumpers, four hazardous materials response units, three technical rescue units, two rehab units, one heavy CBRNE unit, six water tenders, eight brush rigs, and several other pieces of equipment, including four medic units, four response cars, two water rescue units, a mobile command unit, and a reserve fleet utilized to supplement response needs.

SERVICE AREA

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

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

District Overview, continued

As a result of the high quality of services provided, training standards, equipment, staffing, and related support functions, the District is among the leaders in Oregon in obtaining a favorable insurance classification and carries a rating of 2 in incorporated areas; a 3 in unincorporated areas; and a 10 in small portions of unincorporated areas more than 5 miles away from a fire station (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 the majority of homeowners within the District.

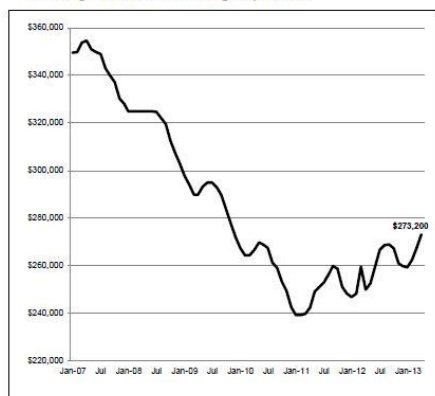
This area serves as the home to companies such as Nike, Mentor Graphics, Tektronix, Reser's Fine Foods, and Planar Systems, in addition to several growing companies such as Digimarc, Flir, Leupold & Stevens, and Vanguard EMS. Top metropolitan area employers include Intel, Fred Meyer, Oregon Health & Science University, Providence Health System, Kaiser Foundation Health Plan of the NW, Wells Fargo, U.S. Bank, UPS, and Freightliner LLC. The area has attracted significant retail and wholesale marketers such as Costco Wholesale Clubs, Target Corporation Stores, and Rite-Aid Drug Stores, and companies such as Pacific Realty Associates, LP, have continued development of acres of land adjacent to the Sunset Highway. The Nike World Headquarters complex houses thousands of employees in office buildings bordering a seven-acre man-made lake and five acres of wetlands. Nike announced in April 2013, its plans to add another 500,000 square feet of office space in two buildings in its 213-acre campus, with construction slated to start later this year.¹ Intel has continued to invest in multi-million dollar facility expansions to manufacture state-of-the-art computer chips, largely in the neighboring city of Hillsboro.

ECONOMY

The District, through its broad geographic area, serves a relatively strong part of Oregon's economic base. While the recent national credit crisis and resultant economic downturn has significantly slowed the pace of assessed valuation growth (AV) that had been consistently above the legally allowed 3% increase for existing properties due to property development and construction prior to the downturn, TVF&R's service area is expected to continue to begin to slowly grow and develop again as the economy improves. The District had lowered its forecasts for future years' property tax revenue based on reduced projected growth of assessed value as more properties were anticipated to have assessed valuation allowed increase of 3% legally being limited by declining real market value (RMV) of property, particularly commercial and industrial property. However, trends through 2012 and 2013 indicate the residential and commercial real estate markets are beginning to improve. Accordingly, the District has cautiously projected a slight increase in property taxes in 2013-14, with a gradual improvement over the next several years.

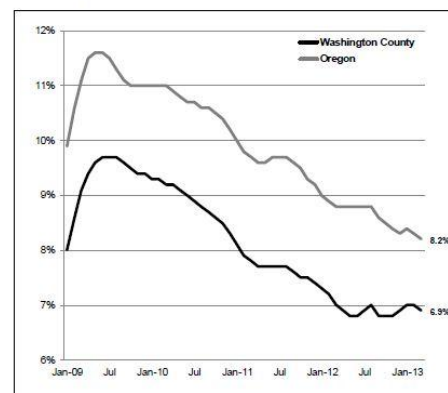
The local economy has continued to improve in almost all business sectors from technology to finance and leisure and professional services. Oregon's unemployment rate of 8.2 percent as of March 31, 2013, continues to improve and Washington County's 6.9% unemployment rate continues to show year over year improvement.

Portland Metro Median Home Asking Price
HousingTracker.net – Through April 2013



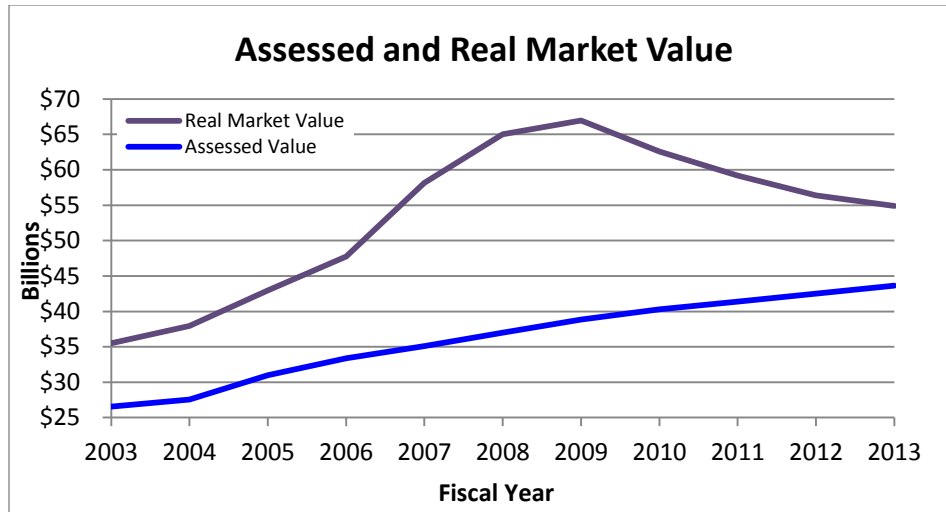
Washington County's labor force is reported by WorkSource Oregon to have increased by 1.3% from a year ago.

Washington County Unemployment Rate
Through March 2013 (seasonally adjusted)



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 development within its service boundaries. Assessed value grew 2.68% for the property tax year 2012-13, and it is conservatively forecasted to grow at 2.75% for 2013-14, based upon improvements in 2012 residential real estate real market values as reported by Case-Schiller Home Price Indices for 2012.

¹ Siemers, Eric, "Nike Picks Washington County for Headquarters Expansion." Portland Business Journal, April 18, 2013.

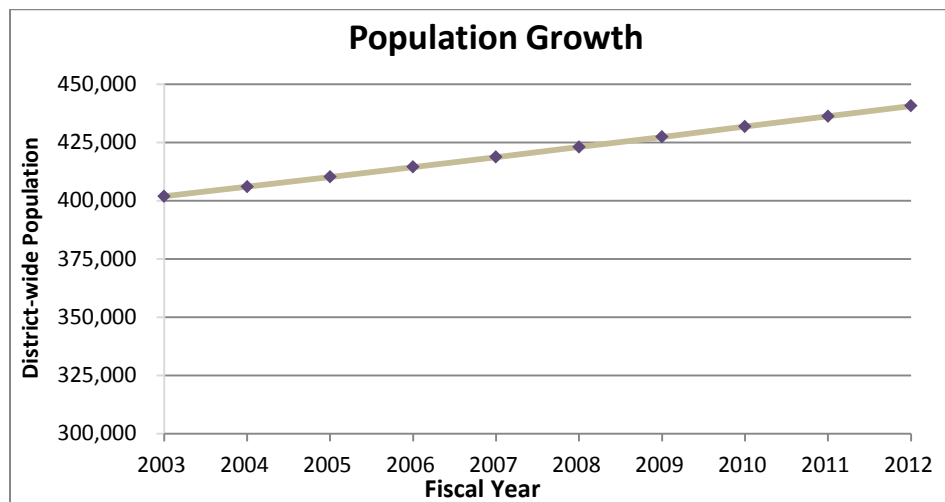


The District's real market value for 2013-14 fiscal year is expected to begin to increase again when measured by County Assessors as of January 1, 2013 for the 2013-14 fiscal year, due to gains of 6.5 percent in Portland home prices in 2012.¹ While assessed value of each individual property may increase by law by 3% a year until reaching real property value, properties that are near a 100% RMV to AV ratio may constrain AV growth, particularly in Clackamas County where a larger proportion of properties' assessed values were near or at real market value as of the 2012 assessment data.

POPULATION

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

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



The District's population is expected to continue to grow over the next decades. Staff is working proactively and cooperatively with other governments and regional planning groups to ensure continued ability to service this future population. This includes neighborhood and street planning, emergency access, and road construction, as well as evaluating and working across jurisdictional boundaries to ensure closest force response to population centers, regardless of city and county boundaries. This is one reason the District has purchased land for future fire station sites and expects to continue to do so, especially as development is again beginning throughout the District.

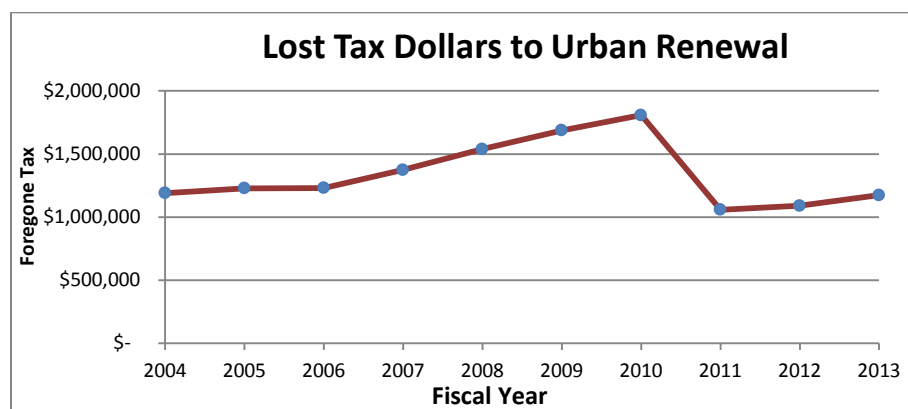
¹ Culverwell, Wendy. "Case-Shiller: Portland Home Prices up 6.5 Percent in 2012." Portland Business Journal, February 26, 2013.

District Overview, continued

However, the question of how local regional governments will pay for the development costs of the necessary infrastructure is of utmost concern. Many of TVF&R's partner local governments have adopted tax increment financing (TIF), specifically in the form of "urban renewal," as a financing tool to both develop and redevelop areas within their jurisdictions. While some urban renewal plans are designed to address blight, as statutorily intended, others are broader in their application. In either event, once a plan is established, the District generally forgoes future increases in property tax revenue until the urban renewal plan is complete. In the interim, the District must continue to serve the area(s). The application of the urban renewal districts is why the District's overall assessed value from all three counties is higher than either the assessed value for the levy of the District's permanent rate or the assessed value for the Local Option Levy.

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

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



MULTI-SERVICE DISTRICT

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

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

The District also serves as a Hazardous Materials Response provider for the state of Oregon, with a service response area ranging from the City of Portland boundary on the east to the Pacific Ocean on the west, and from the District's northern boundary in Multnomah County and southwest to Marion County.

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

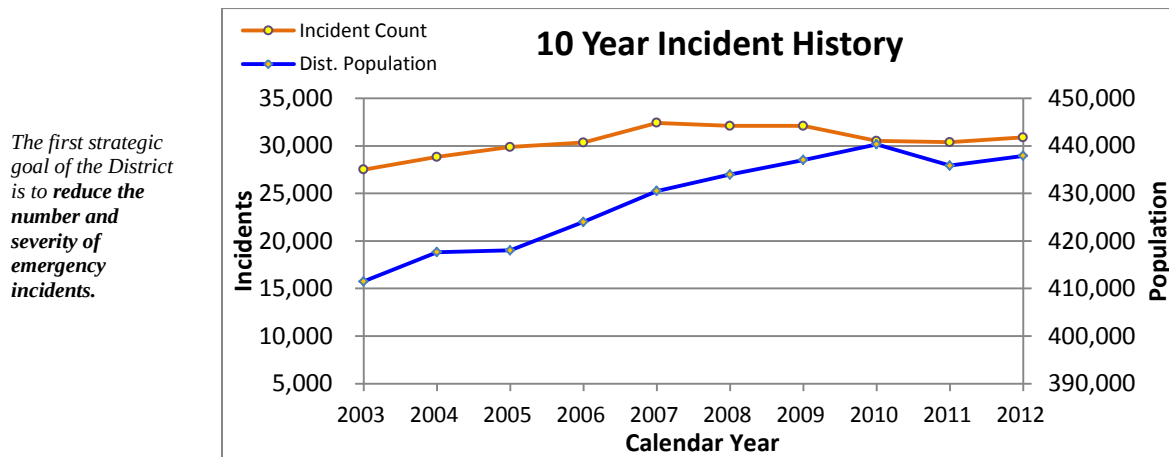
To manage emergencies, both fire and medical, the District staffs a team of career firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. Approximately **180** career firefighters are certified as **advanced life support (ALS) paramedics**, while 100% of the remaining fire suppression personnel are certified at the basic life support (BLS) level. Under the guidance of physician advisors, emergency medical service personnel (all of whom are firefighters) maintain a highly certified skill level through several specialized programs.

CREATING SAFER COMMUNITIES

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

EMERGENCY INCIDENTS

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



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

The District experienced a 6.3% increase in call volume in 2012, while the Incident Type trends within the dataset remained largely consistent. Fires, EMS, and false calls represent the largest increases, followed by slight increases in overpressures, hazardous conditions, and good intent calls. The District continues to experience low numbers of working structure fires, while the majority of the call volume centers on emergency medical services (EMS) and general service calls. Focused code enforcement, prevention efforts, and educational campaigns continue to influence call volume, while the District also recognizes the impacts of modern fire protection systems and building technologies that are present in a large portion of the District's building inventory. The District maintains its intent to fully understand all of the dynamics of its call volume dataset to continue to effect change in areas where the District has some control (e.g., reducing low risk/high frequency calls such as false alarms and service calls).

TRAINING

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

District Overview, continued

BOARD POLICIES

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

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

BUDGET COMMITTEE AS OF JUNE 30, 2013

<i>Board Members</i>	<u>Term Expiration</u>
Robert C. Wyffels, <i>President</i>	June 30, 2017
Randy J. Lauer, <i>Vice President</i>	June 30, 2015
Gordon L. Hovies, <i>Secretary-Treasurer</i>	June 30, 2017
Clark I. Balfour, <i>Member</i>	June 30, 2017
Brian J. Clopton, <i>Member</i>	June 30, 2015
<i>Citizen Members</i>	
Angie R. Fong, <i>Member</i>	June 30, 2015
Paul A. Leavy, <i>Member</i>	June 30, 2015
James W. Petrizzi, <i>Member</i>	June 30, 2014
Michael D. Smith, <i>Member</i>	June 30, 2016
Jon R. Walsh, <i>Member</i>	June 30, 2016

DISTRICT STAFF

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

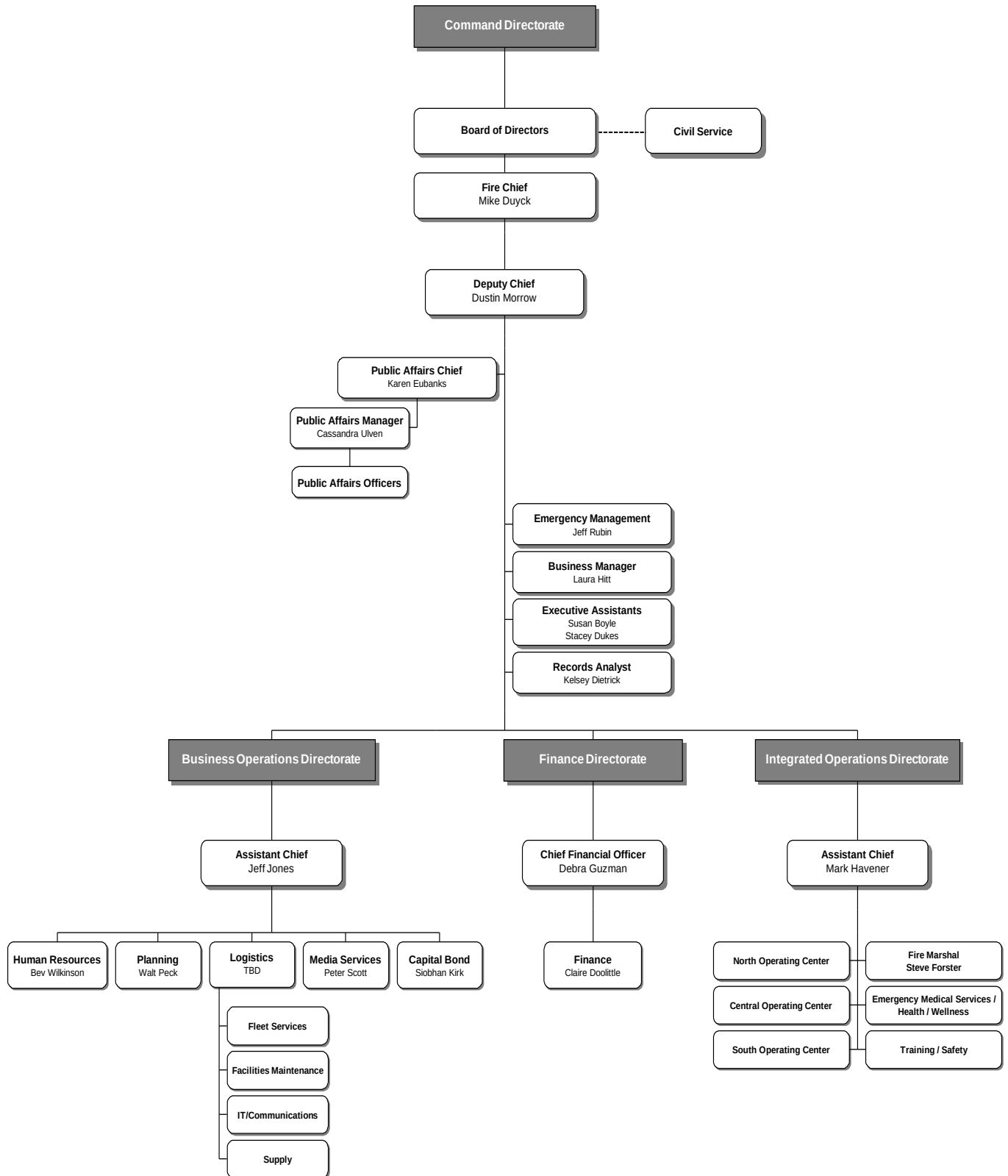


**Commission on
Fire Accreditation
International**

TVF&R is an internationally accredited agency.

District Overview, continued

ORGANIZATIONAL CHART



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JUNE 12, 2013

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

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

I am pleased to submit the 2013-14 proposed budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and strategic plan, we have prepared this budget with priorities and resources necessary to accomplish Tualatin Valley Fire & Rescue's eight strategic goals and outcomes:

COMMUNITY GOALS & OUTCOMES

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

ORGANIZATIONAL GOALS & OUTCOMES

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

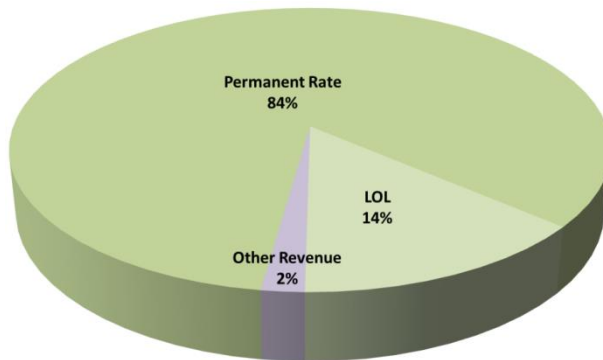
Each budget year brings unique challenges as we strive to provide the most effective emergency response and prevention services to our citizens, while maintaining excellent fiscal stewardship. This commitment drives our budget process in allocating resources and funding.

TAXATION AND VALUATION

The local economy is showing improving unemployment levels and of the beginnings of renewed development. The District's property taxes have been relatively unimpacted by the current economic cycle due to past voter initiatives which delinked the assessed value (AV) from the real market value (RMV) of property. Because the District depends almost entirely upon property tax revenue levied upon AV (lower than RMV and allowed to grow 3%, until it meets and begins to be constrained by decreasing RMV), we continue to experience growth in revenue, albeit at a much lower rate than in the past. Total assessed valuation of the District among all three counties we serve, grew 2.68% overall in 2012-13. The total assessed value of the District is reduced by the effect of urban renewal districts before the application of the District's tax rates, resulting in differing growth rates for the assessed value used for the District's permanent tax rate and local option and bond levies.

Message from the Fire Chief, continued

The S&P/Case-Shiller Home Price Indices reported a positive increase in home values in 2012, with prices now 24% below peak values¹. Because RMV is measured as of January 1, 2013 as the market value basis for property taxes levied and received during the 2013-14 fiscal year, we anticipate a positive increase in assessed value for 2013-14 and beyond.



In addition to its permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 25 cents per \$1,000 of AV. This levy, first approved by our voters in November 2000, was renewed for the third time by voters in November 2008, ensuring relative financial stability through fiscal year 2014-15. Analysis and planning is being completed in 2012-13 to determine what increase is necessary in the local option levy amount, in light of growing service demands.

The overall collection rate has remained consistent during this economic downturn and collections are forecasted consistently at 93.7% for the coming year. We will continue to proactively monitor our collection rates and review assessed valuation actual percentage change results in late October 2013, when we receive AV data for the 2013-14 year. If necessary, we are prepared to make adjustments to ensure that we meet our target of five full months of ending fund balance at the end of each year. I believe our current financial reserves, coupled with continued conservative fiscal management, will allow us to support the operations of the District and provide essential services to our citizens through this economic cycle.

BUDGET OVERVIEW

The proposed 2013-14 budget represents the fourth year of the reorganization of the District into three Operating Centers: North, Central, and South. These centers, staffed by Integrated Operations personnel, blend the technical expertise of emergency operations, fire prevention, and public affairs staff. Combining these functions and staff into three geographically-based Operating Centers increased the District's connectivity to the community, its nine cities, and other government agencies, and strengthened its ability to implement community risk reduction programs. Each of the District's 21 fire stations is assigned to an Operating Center.

The District's firefighters, training officers, and fire prevention members are represented by Local 1660. The current labor contract extends through June 30, 2015. The contract calls for a CPI-W based pay raise effective July 1, 2013, and a payment based upon years of service for a portion of the Union workforce. The contract also requires limitations upon the increases to healthcare costs and implements numerous operational changes. The CPI-W increase for 2013-14 contract year was 2.1%, which is built into the budget.

Total District personnel increased by 5.28 positions, with nine firefighter positions transferred from the Grant Fund to the General Fund, and 5.28 positions added in the General Fund. As part of the phase-in of the Union contract, the equivalent of 2.43 positions were added, bringing total firefighter relief pool positions to 45. These positions fund requirements for contracted time-off for firefighters. The actual number of relief pool firefighters fluctuates during the year due to retirements, on- and off-duty injuries, and other absences such as military deployments, until hiring of recruits and completion of their four month training academy is accomplished each year. Upon graduation from the recruit training academy, these new firefighters are assigned to fill vacant positions. The District employs a constant staffing model, whereby, a response unit will always be staffed to be able to respond to emergencies. The recruit training budget decreased 0.65 position equivalents, reflecting the scheduled time of instructors for the 2013-14 academy. One position was added in Occupational Health to improve recordkeeping, mandated compliance tracking and reporting and data collection and analysis, among other areas. The Behavioral Health Specialist position was increased by 0.5 to one full time position restoring previous funding to meet employee needs, and one Public Affairs Manager

¹ Culverwell, 2013

Message from the Fire Chief, continued

position was added in the Fire Chief's Office budget to provide additional resources in managing public information and education, and government affairs, both internally and externally. Finally, one position in the Volunteer Program is added effective January 1, 2014 to assist in Volunteer Program management.

The District has conservatively forecasted medical insurance cost increases for the proposed budget year to the higher end allowed under the Union contract, although preliminary information indicates it may be lower. All employees contribute to their monthly health insurance and are partners in our ongoing attention to the cost of healthcare.

The contribution rates for the Oregon Public Employee's Retirement System for the 2013-15 biennium were set at 25.95%, increasing from 21.70% for Tier I and II employees (including 6% mandatory employee contributions). The District had planned, and has budgeted, to phase-in that increase by 1.5% a year utilizing the District's previously established PERS rate reserve fund that was built to allow the District to more slowly phase-in the projected significant increases. Because the newest "reformed" PERS plan is the Oregon Public Employees Retirement System (OPSRP), which has lower rates than the prior Tier I and II plans, the actual overall blended rate currently paid is approximately 19.96% and the budget was prepared with a 21.46% blended rate. Legislative efforts are underway, with the first reform measure passed to lower current defined rates beginning July 1, 2013. However, because the legislature is still in session and the PERS Board has not directed implementation or published updated contribution rates, the District has not assumed lower contribution rates as part of the budget process to date. The District forecasts the PERS rate reserve fund will be available for use through the next three bienniums of actuarially projected rate increases.

The District's budget also provides for continued project management of the District's \$77.5 million capital bond program. The District has sold four issues of general obligation bonds, for a total of \$72.5 million. This leaves a remaining \$5 million of bond issuance authority. Each sale has occurred so as to match projected construction and apparatus purchase timelines. Moody's Investor Service affirmed the District's Aaa rating for the most recent bond sale, which helped ensure the lowest possible interest rates for the District taxpayers. The budget for 2013-14 reflects the continued construction and seismic upgrades of fire stations in this bond sale: Stations 51, 52, and 68, and the beginning design and engineering work on Station 35. The District has also budgeted for the purchase of additional fire station land sites and three brush units. The District is assessing its long-term plans for Stations 62 and 64, in light of the District's SB122 agreement with Hillsboro. Discussions are underway between the City and the District regarding future service delivery concepts for the areas served by these stations. The capital bond program has followed through on its commitment to our taxpayers, controlled costs—including capturing cost-savings during this economic cycle—and ensured our ability to respond in a major emergency by constructing seismically sound facilities.

The District continues to focus on its community risk reduction program through all 21 stations. Community risk reduction is the coordinated effort of Integrated Operations to identify and prioritize risks within a station's 'first due' area. Because senior care facilities have historically been heavy users of our emergency response system, several stations are now working with their facilities to improve quality of care for residents and reduce non-emergency calls. Other projects include increasing awareness of Hands Only CPR, working with Washington County to increase safety in tax-exempt properties and prioritize road improvements on the Major Streets Transportation Improvement Program (MSTIP) project list, and perform smoke alarm checks in high risk apartments. Additionally, the District was the first fire department in Oregon to implement the life-saving PulsePoint mobile application. PulsePoint enables subscribers, who have indicated they are CPR trained, to be alerted to a cardiac arrest event simultaneously with TVF&R's firefighters EMT/paramedics. Since being implemented in February 2012, our PulsePoint app has several thousand subscribers and has alerted over a dozen citizens to a multitude of cardiac incidents.

Following the successful transition of top management in the organization, we continue to focus on succession planning and leadership development for our next generation of managers. We believe this is a continual process to ensure competent leaders at every level are available to integrate into the operation when and where they're needed.

Message from the Fire Chief, continued

CFAI ACCREDITATION

In August 2000, Tualatin Valley Fire & Rescue was accredited by the Center for Public Safety Excellence's Commission on Fire Accreditation International (CFAI). The Commission reviews District operations, including our emergency response performance, against industry established objectives. The District was last reaccredited on July 1, 2010 and will be up for reaccreditation in two years.

SIGNIFICANT BUDGET ITEMS

Personnel. This budget represents a total of approximately 463.67 personnel in the General Fund. In addition to emergency response, training, fire prevention, fleet, and support personnel, the budget includes staffing for strong fiscal and project management of the \$77.5 million capital bond program. We also continue to fund firefighter and support staff positions with the District's local option levy.

Apparatus Investment. Voter support of our general obligation bond has allowed us to standardize and improve our fleet and decrease the average age of our apparatus to less than 12 years. We have budgeted for three light brush units in the Capital Bond Fund. Other fleet vehicles are planned to be purchased from the Capital Improvements Fund.

Fire Stations and South Operating Center. The budget reflects the construction of Station 68, seismic enhancements of Stations 51 and 52, and the beginning of design work for Station 35 in this fiscal year as part of the capital bond program and the purchase of future fire station sites.

BUDGET SUMMARY

This budget proposes our permanent tax rate of \$1.5252 per \$1,000 (AV), the local option levy of \$0.25 per \$1,000 (AV), and a levy for debt service for outstanding bond issues, estimated to total approximately 13 cents per \$1,000 (AV). We anticipate tax receipts of the levies at a 93.7% collection rate and an assessed value growth 2.75%.

The adopted budget allows us to continue to deliver outstanding emergency fire, medical, and rescue services to our citizens in a fiscally conservative and prudent manner. I present the 2013-14 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue



Michael R. Duyck
Fire Chief/Administrator

Financial Overview

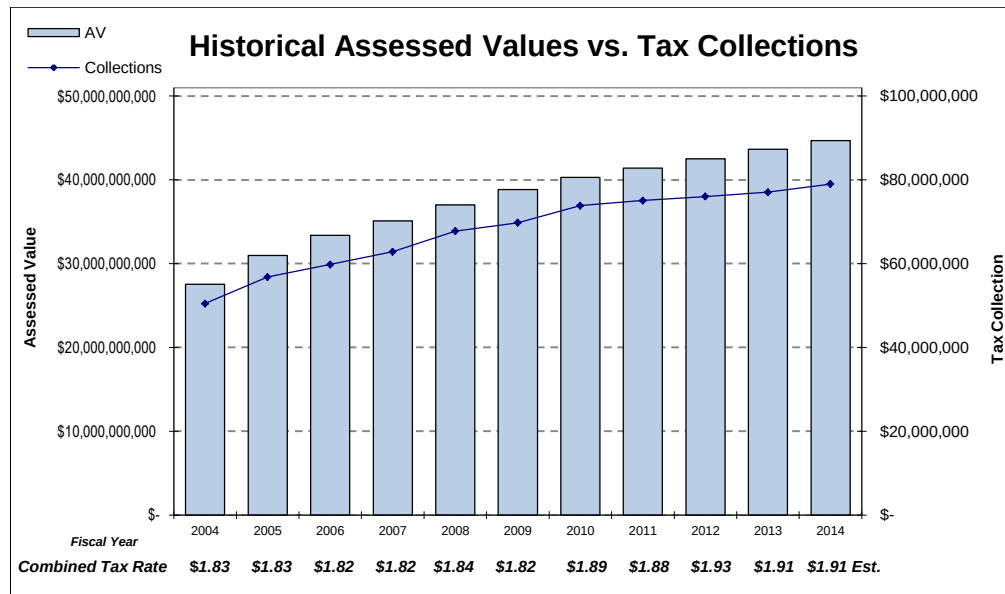
TAX RATES

General Fund – Permanent Rate	General Fund - Local Option Tax Levy	Bonded Debt
Expected Assessed Valuation: \$44,094,177,141	Expected Assessed Valuation: \$44,688,430,176	Expected Assessed Valuation: \$44,688,430,176
General Fund Tax Rate Levied: \$1.5252/\$1,000	General Fund Tax Rate Levied: \$0.25/\$1,000	Est. Bonded Debt Tax Rate: \$0.1320/\$1,000
Estimated General Fund Total Levy: \$67,252,439	Estimated General Fund Total Levy: \$11,172,108	Bonded Debt Total Levy: \$5,898,609
Expected Collection Rate: 93.7%	Expected Collection Rate: 93.7%	Expected Collection Rate: 93.7%
Expected Collections: \$63,015,535	Expected Collections: \$10,468,265	Expected Collections: \$5,526,998

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
2012	\$ 81,106,617	\$ 76,988,839	94.92%		\$ 78,470,591	96.75%
2011	76,954,903	72,714,193	94.49	\$ 3,099,722	75,813,914	98.52
2010	74,622,973	70,399,625	94.29	3,593,546	73,993,171	99.10
2009	70,168,538	66,017,433	94.08	4,017,977	70,035,410	99.81
2008	67,886,825	64,345,840	94.78	3,507,665	67,853,505	99.95
2007	62,860,513	59,799,046	95.13	3,041,172	62,840,218	99.97
2006	59,783,920	56,844,054	95.08	2,906,657	59,750,711	99.94
2005	56,843,613	53,918,038	94.85	2,890,142	56,808,180	99.94
2004	50,483,968	47,697,565	94.48	2,757,418	50,454,983	99.94
2003	48,507,471	45,798,106	94.41	1,292,291	47,090,397	97.08

ASSESSED VALUES VS. TAX COLLECTIONS

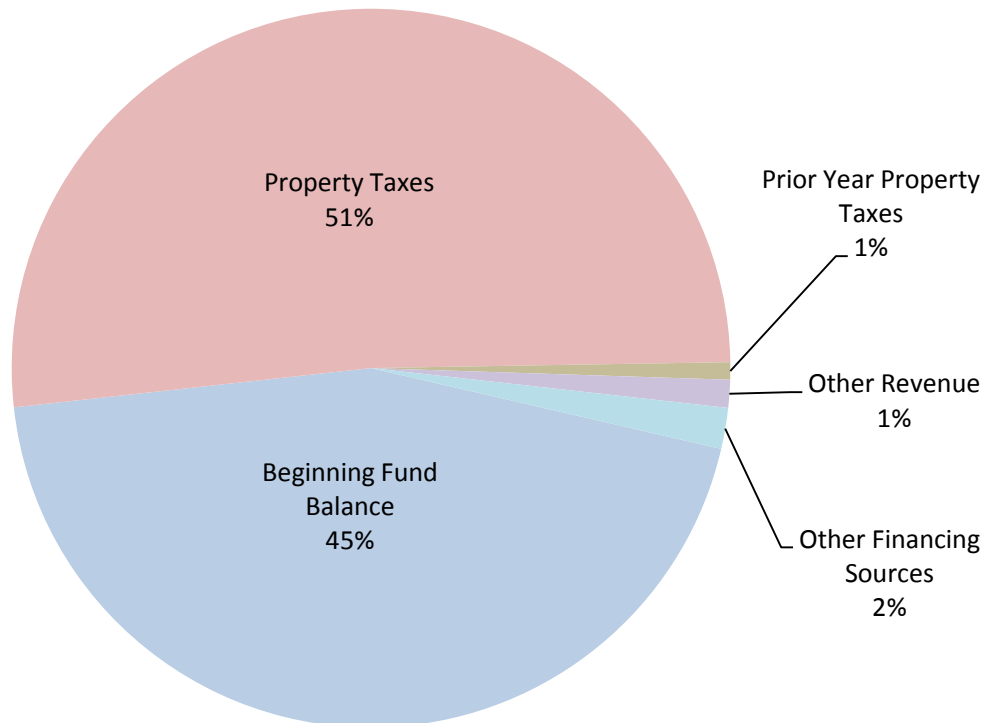


Financial Overview, continued

2013-14 BUDGETED RESOURCES

Resources	Beginning Fund Balance	Property Taxes	Prior Years Property Taxes	Other Revenue	Other Financing Sources	2013-14 Budget
Major Funds						
General	\$32,902,059	\$73,483,800	\$1,121,684	\$1,526,638	\$200,000	\$109,234,181
Capital Projects	14,838,790			15,300		14,854,090
Non-Major Funds						
Apparatus	3,192,030			11,172		3,203,202
Capital Improvements	7,449,540			28,573	1,228,534	8,706,647
Emergency Management				200,957	57,239	258,196
Grants	210,000			96,700		306,700
Retiree Medical Ins. Stipend	77,706			500		78,206
Bonded Debt Service	1,254,606	5,526,998	75,000	14,875		6,871,479
Insurance	640,397			3,400		643,797
Property and Building	7,339,585			12,477	1,000,000	8,352,062
Pension Trust					343,874	343,874
Volunteer LOSAP	616,198			8,050		624,248
Total 2013-14 Budgeted Resources	\$68,520,911	\$79,010,798	\$1,196,684	\$1,918,642	\$2,829,647	\$153,476,682
Total 2012-13 Budgeted Resources	\$72,842,578	\$77,039,481	\$1,918,818	\$3,568,056	\$3,558,592	\$158,927,525
Total 2011-12 Actual Resources	\$77,384,812	\$77,239,861	\$1,136,283	\$3,435,138	\$5,469,475	\$164,665,569

2013-14 Budgeted Resources

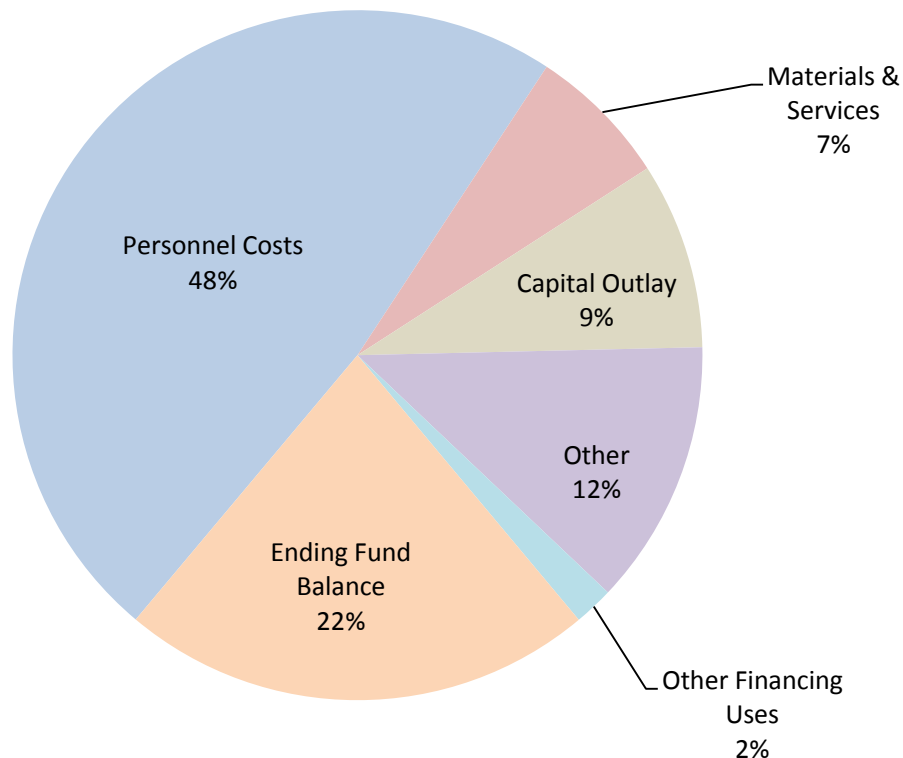


Financial Overview, continued

2013-14 BUDGETED REQUIREMENTS

Requirements	Personnel Services	Materials and Services	Capital Outlay	Other	Other Financing Uses	Ending Fund Balance	2013-14 Budget
Major Funds							
General	\$72,706,232	\$9,433,992		\$5,180,265	\$2,629,647	\$19,284,045	\$109,234,181
Capital Projects			\$12,430,000	2,424,090			14,854,090
Non-Major Funds							
Apparatus				500,000		2,703,202	3,203,202
Capital Improvements			801,350	2,692,827		5,212,470	8,706,647
Emergency Management	203,361	44,835		10,000			258,196
Grants	6,800	89,900		10,000	200,000		306,700
Retiree Medical Ins. Stipend	41,486					36,720	78,206
Bonded Debt Service				5,765,836		1,105,643	6,871,479
Insurance		643,797					643,797
Property and Building			189,200	2,435,800		5,727,062	8,352,062
Pension Trust	343,874						343,874
Volunteer LOSAP	624,248						624,248
Total 2013-14 Budgeted Requirements	\$73,926,001	\$10,212,524	\$13,420,550	\$19,018,818	\$2,829,647	\$34,069,142	\$153,476,682
Total 2012-13 Budgeted Requirements	\$71,835,208	\$10,254,235	\$14,415,567	\$18,130,791	\$3,558,592	\$40,733,132	\$158,927,525
Total 2011-12 Actual Requirements	\$63,299,696	\$7,523,983	\$7,625,282	\$5,915,412	\$5,469,475	\$74,831,721	\$164,665,569

2013-14 Budgeted Requirements



Financial Overview, continued

2013-14 FUND BALANCE BUDGETED

Resources	Beginning Fund Balance	Contingency	Ending Fund Balance	Change in Fund Balance	Percent Change in Fund Balance
Major Funds					
General	\$32,902,059	\$5,180,265	\$19,284,045	\$(13,618,014)	-41.4%
Capital Projects	14,838,790	2,424,090		(14,838,790)	-100.0%
Non-Major Funds					
Apparatus	3,192,030	500,000	2,703,202	(488,828)	-15.3%
Capital Improvements	7,449,540	2,692,827	5,212,470	(2,237,070)	-30.0%
Emergency Management		10,000			
Grants	210,000	10,000		(210,000)	-100.0%
Retiree Med Ins. Stipend	77,706		36,720	(40,986)	-52.7%
Debt Service	1,254,606		1,105,643	(148,963)	-11.9%
Insurance	640,397			(640,397)	-100.0%
Property and Building	7,339,585	2,435,800	5,727,062	(1,612,523)	-22.0%
Pension Trust					
Volunteer LOSAP	616,198			(616,198)	-100.0%
Total 2013-14 Budgeted Balances	\$68,520,911	\$13,252,982	\$34,069,142	\$(34,451,769)	-50.3%
Total 2012-13 Budgeted Balances	\$72,842,578	\$12,291,154	\$40,733,132	\$(32,109,446)	-44.1%
Total 2011-12 Actual Balances	\$77,384,812		\$74,831,721	\$(2,553,092)	-3.3%

The District budgets for a sizeable contingency in several funds that will revert to ending fund balance if not used. This is consistent with TVF&R's emergency preparedness philosophy because ending fund balance is not available for appropriation, but contingency is allowed to be appropriated with Board of Director approval.

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

Because of the use of general obligation bonds, the Apparatus Fund is not expected to be significantly utilized in the next few years. The District has budgeted for contingency in the fund, which is expected to be returned to fund balance at the end of fiscal year 2013-14, such that the fund will have little change in fund balance.

The Capital Improvements Fund's fund balance is expected to increase slightly after unused contingency is returned to fund balance. The Property and Building Fund represents a planned funding source for station construction and future station siting requirements not anticipated to be fulfilled through the bond program and is expected to have an increase in actual ending fund balance. The Capital Projects Fund represents the usage of bond proceeds on projects authorized by the voters and is expected to decline as bond proceeds are utilized and until the final \$5,000,000 of bond issuance authority is exercised.

The Insurance Fund is expected to remain level; however, for purposes of budgeting for a disaster, the fund is appropriated to allow for self-insurance needs should such a catastrophic event occur. The Retiree Medical Stipend Fund is planned to continue to wind down as this fund meets obligations to past employees. The Volunteer LOSAP fund is appropriated to be able to meet the obligations of cashing out pension benefits of prior plans, as well as continue funding accumulated benefits.

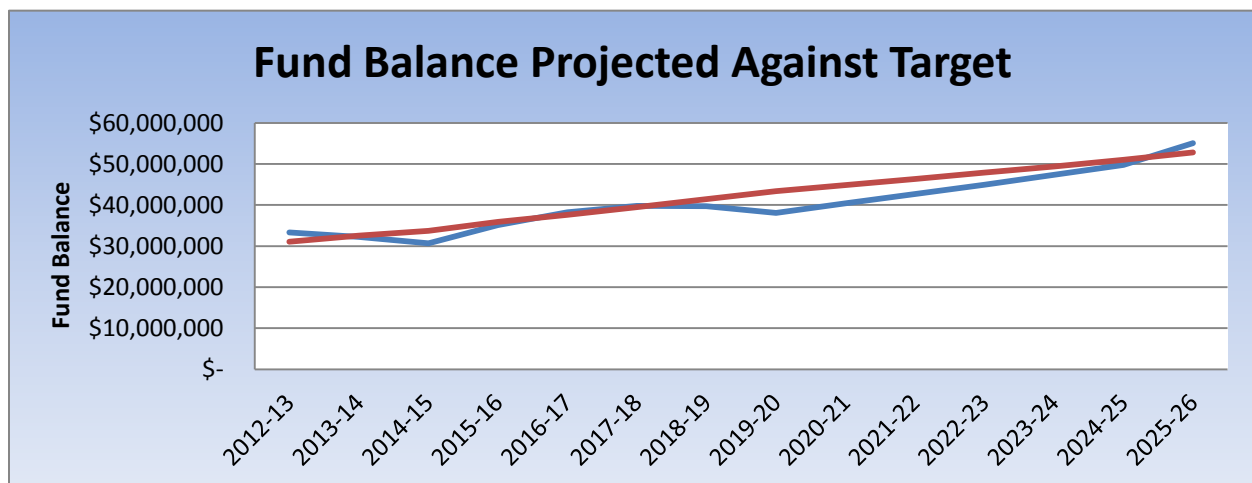
Financial Overview, continued

FINANCIAL FORECAST – GENERAL FUND

	2013-14	2014-15	2015-16	2016-17	2017-18
Beginning Fund Balance	\$33,300,000	\$32,200,000	\$30,700,000	\$35,100,000	\$38,200,000
Property Tax Revenue	75,200,000	77,400,000	88,700,000	91,500,000	94,300,000
Investment & Interest	200,000	200,000	200,000	200,000	200,000
Charges for Services	1,300,000	1,400,000	1,400,000	1,400,000	1,400,000
Insurance Refunds	200,000	200,000	200,000	200,000	200,000
Miscellaneous	100,000	100,000	100,000	100,000	100,000
Total Revenues	\$110,300,000	\$111,500,000	\$121,300,000	\$128,500,000	\$134,400,000
Personnel Costs	\$67,400,000	\$70,000,000	\$73,700,000	\$77,600,000	\$81,700,000
Materials & Services	7,800,000	7,900,000	8,000,000	8,200,000	8,400,000
Transfers Out	2,900,000	2,900,000	4,500,000	4,500,000	4,600,000
Total Expenditures	78,100,000	80,800,000	86,200,000	90,300,000	94,700,000
Ending Fund Balance	\$32,200,000	\$30,700,000	\$35,100,000	\$38,200,000	\$39,700,000
Months of Fund Balance	4.9	4.6	4.9	5.1	5.0

The District prepares financial forecasts on an ongoing basis to provide staff and policymakers the most current projected results of economic variables. The District constantly evaluates its projected property tax growth rates, property tax levy collection rates, interest rates, projected labor inflation rates, PERS rate increases, medical insurance cost projections, and the need for enhanced service levels in both emergency responses and support of Integrated Operations. As well, the District is intensively analyzing the future local option levy request in order to determine the “right” levy amount for the levy beginning 2015-16 to retain the nine firefighters previously funded through the SAFER grant and to fund additional units to improve response time goals in the District.

The model above shows one scenario whereby additional firefighters on response units are added to address response needs of the community with increased local option levy requirements. The model is one of many that are consistently being evaluated and will ultimately be presented to the District’s Board of Directors and taxpayers for approval during the next two fiscal years as the current local option levy ends in the 2014-15 fiscal year.



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JUNE 12, 2013

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

DEAR BUDGET COMMITTEE MEMBERS AND CITIZENS:

INTRODUCTION

In compliance with the state of Oregon Local Budget Law and Tualatin Valley Fire & Rescue (District) policies as authorized in Section 3 of the Board Policy Manual, the annual budget for Tualatin Valley Fire & Rescue for the fiscal year 2013-14, beginning July 1, 2013 and ending June 30, 2014, 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 2013-14 fiscal year.
- An operations guide for program and department goals and objectives.

BUDGETARY ACCOUNTING BASIS

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

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

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

Message from the Chief Financial Officer, continued

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

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

BUDGET SUMMARY FOR EXPENDITURES

Expenditures	2012-13 Budget	2013-14 Budget	Increase (Decrease)
Personnel Services	\$71,835,208	\$73,926,001	\$2,090,793
Materials and Services	10,254,235	10,212,524	(41,711)
Capital Outlay	14,415,567	13,420,550	(995,017)
Debt Service	5,839,637	5,765,836	(73,801)
Operating Transfers Out	3,558,592	2,829,647	(728,945)
Operating Contingency	12,291,154	13,252,952	961,828
Ending Fund Balance	40,733,132	34,069,142	(6,663,990)
Total Expenditures	\$158,927,525	\$153,476,682	\$(5,450,843)

The proposed budget requirements for fiscal year 2013-14 for all funds totals \$153,476,682, which is \$5,450,843 lower than the \$158,927,525 in the current year. The largest change relates to increases in wages and benefits of employees, which were offset by reductions in capital outlay due to the timing of Capital Bond expenditures and a reduction in budgeted transfers out to capital reserve funds and corresponding decreases in budgeted Ending Fund Balance. Comparative data on individual funds may be obtained by reviewing financial summaries presented within individual funds.

2013-14 SIGNIFICANT CHANGES

PERSONNEL SERVICES

Personnel Services increased 2.92% over all funds or \$2,090,793. The General Fund's increase is attributable to scheduled wage and benefit increases tied to CPI-W of 2.1% for the upcoming year, budgeted Oregon PERS rate increases, projected medical cost increases, and additional personnel as well as nine firefighters transferred from the Grant Fund.

MATERIALS AND SERVICES

Materials and Services decreased \$41,711 overall. The General Fund reflects an overall decrease of \$27,159 and the Grant Fund reflects a decrease of \$26,450. The budget for Protective Clothing, account 5324, was increased by \$164,807 to allow for firefighter helmet replacements. The combined accounts of 5340, Software Licenses/Hosted Software, and 5368, Maintenance and Repair of Computers and Network Hardware, reflect an overall increase of \$59,105, largely relating to programming improvements for fire inspection and the investigation report system (\$30,000), the firefighter shift scheduling system (\$9,500), time keeping (\$10,000), and other operational requirements. Other accounts were reduced, such as Rent/Lease of Building, account 5445, as the District expects to move into the new South Operating Center building and exit the current leased office space in June or July 2013.

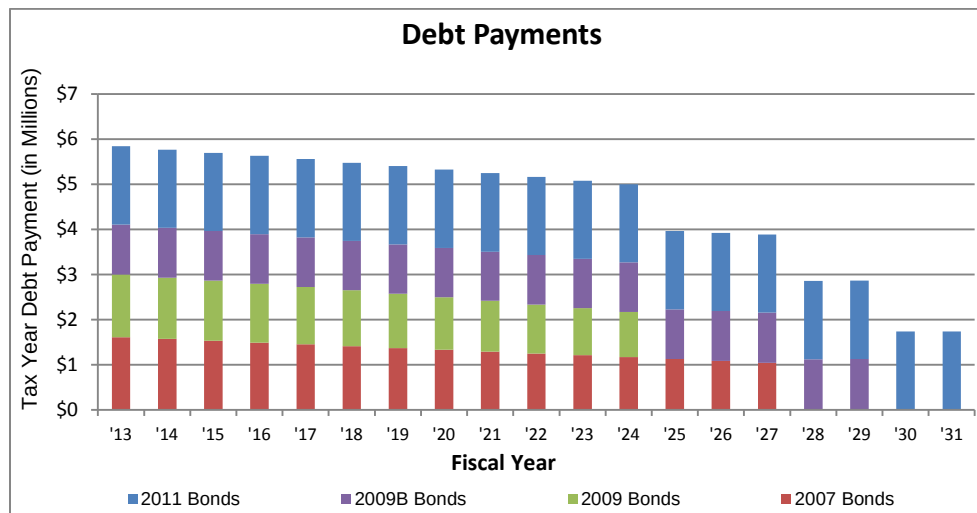
Message from the Chief Financial Officer, continued

CAPITAL OUTLAY

Capital Outlay decreased \$995,017 or approximately 6.9% to a total of \$13,420,550. Capital budget requests in the Capital Improvement Fund decreased \$2,203,351 to a total of \$801,350, reflecting the non-recurrent prior year replacement of cardiac monitors for a budgeted amount of \$1,400,000. Budgeted Capital Outlay in the Property and Building Fund increased \$189,200 to accomplish a concrete replacement project in front of the Supply building. The Capital Projects Fund increased \$1,053,134 to a total of \$12,430,000, reflecting timing of construction and expected station site purchases. Each year of the Capital Bond construction program includes the budget for the station construction planned and land purchases expected to be made. The 2013-14 budget includes the expected construction costs of \$4,000,000 to restart station construction of Station 68 after land use issues are resolved; final completion of the Station 56/South Operating Center, \$200,000; \$5,400,000 toward seismic upgrade and remodeling of Stations 35, 51, and 52; and \$330,000 toward fire apparatus, including three light brush units.

DEBT SERVICE

Total budgeted debt service expenditures are scheduled to decrease by \$73,801 to a total of \$5,765,836 to meet estimated principal and interest obligations associated with general obligation debt outstanding. The debt service is budgeted in the Debt Service Fund for the repayment of the Series 2007 bonds, the Series 2009 bonds sold in March of 2009, the Series 2009 B bonds, and the amounts for Series 2011 bonds dated June 2011.



TRANSFERS

Transfers are decreased by \$728,945 to \$2,829,647. Transfers are made to the Capital Improvements Fund, Emergency Management Fund, Property and Building Fund, and the Pension Trust Fund. The General Fund will receive \$200,000 from the Grant Fund to close out excess SAFER matching funds transferred to the Grant Fund in prior years. The Capital Improvements Fund receives \$1,228,534 of transfers from the General Fund. The Emergency Management Fund will receive \$57,239 for the District's cost share of the program, and the Property and Building Fund will receive \$1,000,000 for future capital, \$343,874 from the General Fund to meet pension obligations for pre-1973 and 1976 retirees. As expected, plan assets for the pension plan have been exhausted, and the District continues to transfer sufficient funds each payroll to meet monthly pension obligations for this closed plan.

Message from the Chief Financial Officer, continued

CONTINGENCIES

Contingencies across all funds are budgeted at \$13,252,982 for 2013-14, an increase of \$961,828 from the prior year. The contingency budget in the Property and Building Fund was increased by \$818,136, to a total of \$2,435,800 to allow for potential land purchases outside of the sites identified in the Capital Bond program. Under Oregon law, Ending Fund Balance may not be appropriated for use during the year, so the contingency appropriation provides for flexibility in operations should an unexpected major natural disaster occur, a major apparatus fail, or other such event occur that cannot be anticipated. Accordingly, the District budgets contingency at a higher level than anticipated to be utilized. All unused contingency reverts to Ending Fund Balance.

ENDING FUND BALANCE

The majority of amounts for Ending Fund Balance are related to the General Fund, \$19,284,045; the Apparatus Fund, \$2,703,202; the Capital Improvements Fund, \$5,212,470; the Bonded Debt Service Fund, \$1,105,143; the Retiree Medical Insurance Stipend Fund, \$36,720; and the Property and Building Fund at \$5,727,062. The District seeks a stable General Fund balance and conservatively forecasts the actual Ending Fund Balance to be approximately \$33,200,000, which equates to an estimated five months of operating funds.

DEBT ADMINISTRATION

Debt outstanding consists of Series 2007, Series 2009, Series 2009B, and Series 2011 General Obligation Bonds. The District sold \$20,000,000 of Series 2007 bonds in April 2007, and there is \$14,000,000 outstanding. These bonds will mature over a 20 year period. In March 2009, the District sold \$14,000,000 of Series 2009 bonds, of which \$10,560,000 is outstanding. These bonds will mature in 2024. The District sold \$15,000,000 of Series 2009B bonds in June 2009, of which \$12,735,000 remains outstanding as of July 1, 2013, and the bonds will mature in 2029. In May 2011, the District sold \$22,635,000 of bonds; \$21,755,000 of these bonds remains outstanding, which mature in 2031, leaving \$5,000,000 of issuance authority.

The District's legal debt limit is approximately \$695,000,000, with remaining debt capacity of \$635,000,000 as of June 30, 2012. We utilize capital planning in conjunction with financial forecasting to determine what level of capital funding we can continue to make while managing our resources under our legal tax base. Our largest future variables will be the siting and possible relocation of stations. Because station siting and relocation planning are dependent upon factors such as land use laws, transportation routes, placement of neighboring jurisdictions' stations, incident count, and population and development growth, we continue to work extensively on a regional basis to ensure the best service to our citizens. Our goal is to locate stations for the most effective emergency response and allow continued alternative staffing configurations depending on the region's call types and run volumes. The bond will fund continued land purchases for new fire stations, the construction of new fire stations, and the reconstruction and seismic improvements of several older fire stations.

Message from the Chief Financial Officer, continued

BUDGET SUMMARY FOR REVENUES

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

Revenues	2012-13 Budget	2013-14 Budget	Increase (Decrease)
Beginning Fund Balance	\$72,842,578	\$68,520,911	\$(4,321,667)
Property Tax, Current Year	77,039,481	79,010,798	1,971,317
Property Tax, Prior Year	1,918,818	1,196,684	(722,134)
Other Taxes and Interest on Tax	21,194	30,667	9,473
Interest on Investments	338,623	254,698	(83,925)
Service Contracts	1,140,868	1,134,893	(5,975)
Special Service Charges	2,250	2,250	
Regional Hazardous Response	12,500	12,500	
Accounting Service Revenues	54,440	646	(53,794)
Training Center Revenues	28,710	40,710	12,000
Rental Income	120,000	72,000	(48,000)
Insurance Refund	154,791	186,731	31,940
Donations and Grants	1,692,180	97,397	(1,594,783)
Transfers from Other Funds	3,558,592	2,829,647	(728,945)
Proceeds From Debt Issuances		2,500	2,500
Other Revenues	2,500	83,650	81,150
Total Revenues	\$158,927,525	\$153,476,682	\$(5,450,843)

BEGINNING FUND BALANCE

Beginning Fund Balance has decreased 5.93% to \$68,520,911 for all funds. The General Fund's budgeted beginning fund balance was decreased by \$201,349 to \$32,902,059, which is above our benchmark goal. Our General Fund has a targeted goal to provide at least five months of operating funds before we receive our tax collections in late November of each year. The beginning fund balance in the Apparatus Fund increased by \$631,568, as we will not use this fund's savings for fire apparatus until the end of the bond program. The Capital Improvement Fund's budgeted beginning fund balance was increased by \$964,905 to meet future capital replacement projections. The Debt Service Fund increased \$74,013 to meet debt service payments. The decrease in the Capital Project Fund beginning fund balance of \$6,911,451 is a result of the bond proceeds being utilized.

PROPERTY TAXES - CURRENT YEAR

General operating property taxes are based upon the District's assigned "permanent tax rate" of \$1.5252, multiplied by the assessed valuation within the District and supplemented by a local option levy. The local option levy was renewed by voters in November 2008, and will be levied annually through 2014-15, at the approved rate of \$0.25 per \$1,000 of assessed valuation. Under current law, assessed value is generally significantly less than market value and is based upon the relationship of other similar properties. For 2012-13, the Washington County Assessor reported assessed value was 80% of District Measure 5 (M5) market value and the Clackamas County Assessor reported a 91% ratio of District assessed value to M5 value. For purposes of our 2013-14 budget, we assumed a 2.75% assessed valuation increase for property in our service area based on data from Clackamas County and our analysis of residential real estate trends, as well as our own analysis of the local economy, and current property taxes. A collection rate of 93.7% was assumed. Tax levies for general obligation bonds are exempt from the property tax limitation measures and accordingly, the District levies the total dollar amount necessary for payment of the general obligation bonds.

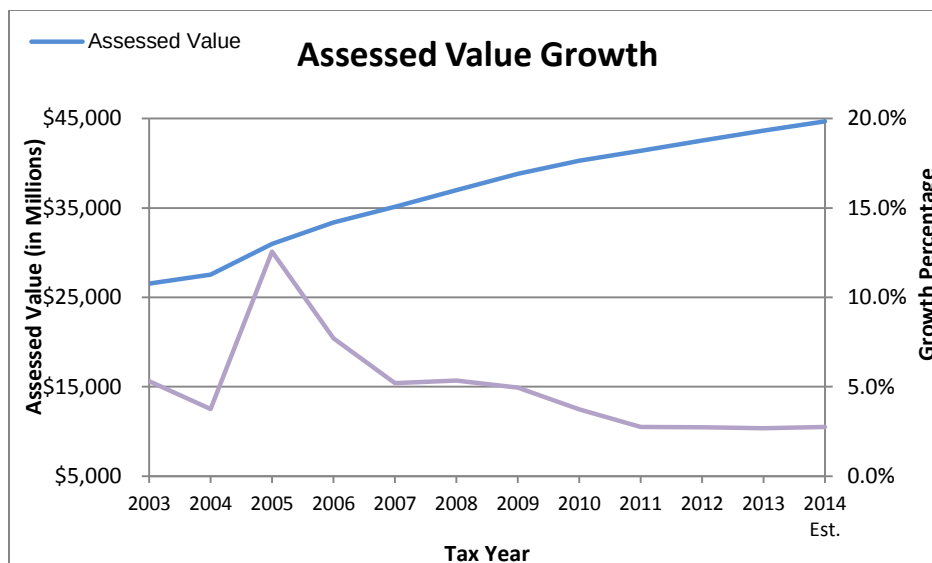
Message from the Chief Financial Officer, continued

How is TVF&R funded?

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

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

GO Bond Levy of an estimated \$.1320/\$1,000 AV.



Note: The spike in the growth percentage in fiscal year 2005 was the result of the West Linn annexation. Assessed value is as reported by county assessors before reductions for urban renewal districts.

Taxes levied at \$1.5252 for general operations against an estimated \$44.1 billion in assessed valuation are expected to provide approximately \$63.0 million in collections. The local option levy of \$.25 per thousand dollars of assessed valuation on an estimated \$44.7 billion of assessed value is expected to provide collections of \$10.5 million. Urban renewal creates the difference in assessed value that is reported by each county assessor versus the value used to levy the District's permanent tax rate and the assessed value that is used to levy the local option levy and bonded debt levy. We will also levy \$5,898,609 for our general obligation bonds. This bond levy is expected to result in a levy rate of 13.20 cents per thousand dollars of assessed valuation and approximately \$5,526,998 in collections.

PROPERTY TAX-PRIOR YEAR

Total taxes outstanding totaled \$4,161,949 at the fiscal year ended June 30, 2012. At the beginning of the previous fiscal year, that amount totaled \$3,342,701. Of the June 30, 2012 amount, \$2,131,205 was for taxes levied during that fiscal year, while \$2,030,744 was related to prior years' tax levies. Delinquent tax collections are estimated on an average collection rate based upon the forecasted June 30, 2013 receivables.

INTEREST ON INVESTMENTS

Interest on short-term investments has been budgeted to reflect short-term interest rates projected at an estimated 25 basis points. The governmental fund types and capital funds are invested in the Oregon Local Government Investment Pool to investment limits and a bank Jumbo Money Market account for governments. Investments are regulated by Board of Director policy, and permitted investment products include the Oregon Local Government Investment Pool, which is a diversified portfolio, commercial paper, bankers' acceptances, and United States Government Treasury and Agency securities, among others. Certain funds are designated for longer term investing by the Board of Directors and may be invested for terms up to 18 months. Oregon law does not allow leveraged investing and the Oregon Local Government Investment Pool does not use derivative securities. The Volunteer LOSAP Fund is managed as a separate trust fund and has its own investment policy, including the above investments and additional permissible investments in equity investments appropriate for long-term pension funding. Their investments are actuarially expected to earn 5% annually by investment policy. However, due to the turbulent equity market, short-term investment projections for 2013-14 are lower than the actuarial projections.

Message from the Chief Financial Officer, continued

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

PROGRAM REVENUE

These revenues are primarily from apparatus maintenance contracts (\$693,625) and the EMS/Health/Wellness program (\$233,111). Fees are collected from several governmental agencies for providing preventive and corrective maintenance to firefighting apparatus and automobiles. The Occupational Health Services program for District employees also contracts with other governmental agencies to provide occupational health services, which serves to reduce the District's costs of providing these required services to our own employees. The EMS/Health/Wellness program is scheduled for \$130,111 in contract revenues with other agencies for health services and \$103,000 of contract fees related to ambulance franchise collaborative agreements.

RENTAL INCOME

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

DONATIONS AND GRANTS

The District had received a multi-year grant for firefighters, which ended May 12, 2013. The District actively pursues grant funding for projects and equipment and for additional staffing. Donations are sought from community partners to increase safety messaging, community education, and support important programs.

TRANSFERS FROM OTHER FUNDS

A revenue source for five funds is, correspondingly, also a requirement for two other funds. In the Non-Organizational category section in the General Fund, transfers are listed as a requirement of \$2,629,647. Monies are transferred from this fund to four funds, where they are listed as a resource. These transfers provide operating resources to the Capital Improvements Fund, the Emergency Management Fund, the Property and Building Fund, and the Pension Trust Fund. The Grant Fund reflects a transfer out to the General Fund of excess matching contributions from prior years upon the completion of SAFER grant funding term.

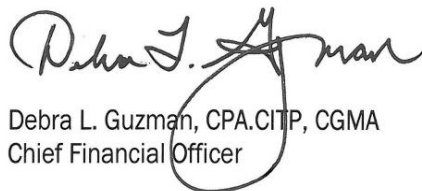
SUMMARY

The adopted budget for fiscal year 2013-14 continues to afford the District a high level of service to our community, while continuing to meet our long-term performance statements. The year 2013-14 promises to be a year of many challenges to the organization, as we manage our many bond projects and continue to constantly focus on the most effective emergency response service to our citizens.

Recognition is given to all staff members, division heads, and worksite managers who have appropriately devoted their time and energy toward the development of the annual budget. Please be assured that the same degree of effort will be devoted to the effective administration of the 2013-14 budget.

Sincerely,

Tualatin Valley Fire and Rescue



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

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Resolution to Adopt Budget

RESOLUTION 2013-05

RESOLUTION OF TUALATIN VALLEY FIRE AND RESCUE, A RURAL FIRE PROTECTION DISTRICT TO ADOPT 2013-2014 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, 2013 and ending June 30, 2014, was approved by the District Budget Committee on May 16, 2013;

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts the budget as approved by the Budget Committee with the following changes:

WHEREAS, actual wages and benefits have been determined for employees resulting in increases of \$55,973 of personnel services; and

WHEREAS, a position was transferred from South to North Operating Center, transferring \$27,227 of personnel costs between departments; and

WHEREAS, it was discovered that cardiac monitors machine-to-machine communication was not budgeted in the amount of \$2,760 in Communications and an addition \$13,104 of temporary services is proposed in EMS/Health/Wellness to allow backfill during a developmental assignment; and

WHEREAS, General Fund contingency is recommended to be decreased by the increases of the above budgeted items in the General Fund by \$71,837; and

WHEREAS, the employee count in the budget committee meeting listed as 462.67 missed counting a new position of Volunteer Coordinator as of January 1, 2013, in the total personnel count, such that the total personnel count should be 463.67; and

NOW THEREFORE BE IT ALSO RESOLVED, the Board of Directors of Tualatin Valley Fire and Rescue hereby adopts total appropriations for the 2013-14 fiscal year in the amount of \$119,407,540, and which is now on file in the Command and Business Operations Center at 11945 SW 70th Ave., Tigard, Oregon; and

Resolution to Adopt Budget, continued

BE IT ALSO RESOLVED, that the amounts for the fiscal year beginning July 1, 2013, for the purposes shown are hereby appropriated as follows:

<u>GENERAL FUND</u>	
<u>By Fund</u>	
Personnel Services	\$72,706,232
Materials and Services	9,433,992
Transfers	2,629,647
Contingency	<u>5,180,265</u>
Total	\$89,950,136
<u>By Function</u>	
Command Division	
Personnel Services	\$ 2,279,776
Materials and Services	<u>998,722</u>
Total	\$ 3,278,498
Integrated Operations Division	
Personnel Services	\$ 62,224,177
Materials and Services	<u>3,736,223</u>
Total	\$ 65,960,400
Finance Division	
Personnel Services	\$ 1,248,697
Materials and Services	<u>495,979</u>
Total	\$ 1,744,676
Business Operations Division	
Personnel Services	\$ 6,953,582
Materials and Services	<u>4,203,068</u>
Total	\$ 11,156,650
District Non-Organizational	
Transfers	\$ 2,629,647
Contingency	<u>5,180,265</u>
Total	\$ 7,802,912

Resolution to Adopt Budget, continued

BONDED DEBT SERVICE FUND

Debt Service - Principal	\$ 3,450,000
Debt Service - Interest	<u>2,315,836</u>
Total	\$ 5,765,836

APPARATUS FUND

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

CAPITAL IMPROVEMENTS FUND

Capital Outlay	\$ 801,350
Contingency	<u>2,692,827</u>
Total	\$ 3,494,177

EMERGENCY MANAGEMENT FUND

Personnel Services	\$ 203,361
Materials and Services	44,835
Contingency	<u>10,000</u>
Total	\$ 258,196

GRANTS FUND

Personnel Services	\$ 6,800
Materials and Services	89,900
Transfers	200,000
Contingency	<u>10,000</u>
Total	\$ 306,700

RETIREE MEDICAL INSURANCE STIPEND FUND

Personnel Services	\$ <u>41,486</u>
Total	\$ 41,486

INSURANCE FUND

Materials and Services	\$ <u>643,797</u>
Total	\$ 643,797

Resolution to Adopt Budget, continued

CAPITAL PROJECTS FUND

Capital Outlay	\$12,430,000
Contingency	<u>2,424,090</u>
Total	\$14,854,090

PROPERTY AND BUILDING FUND

Capital Outlay	\$ 189,200
Contingency	<u>\$ 2,435,800</u>
Total	\$ 2,625,000

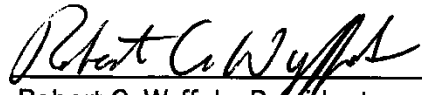
PENSION TRUST FUND

Personnel Services	<u>\$ 343,874</u>
Total	\$ 343,874

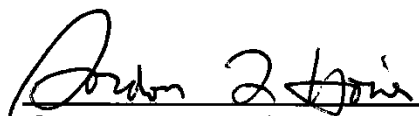
VOLUNTEER LOSAP FUND

Personnel Services	<u>\$ 624,248</u>
Total	\$ 624,248

APPROVED AND ADOPTED, on June 25, 2013


Robert C. Wyffels, President

ATTEST:


Gordon L. Hovies, Secretary-Treasurer

RESOLUTION 2013-06

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

BE IT RESOLVED, that the Board of Directors of Tualatin Valley Fire & Rescue, a Rural Fire Protection District, hereby levies the taxes provided for in the adopted budget in the rate of \$1.7752 per \$1,000 of assessed value for operations (comprised of \$1.5252 permanent rate and \$.25 local option tax rate) and \$5,898,609 for bonds, and that these taxes are hereby imposed and categorized for tax year 2013-14, 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:

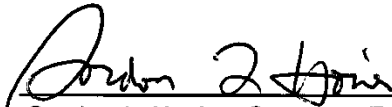
Debt Service Fund Levy	\$ 5,898,609

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 25, 2013


Robert C. Wyffels, President

ATTEST:


Gordon L. Hovies, Secretary-Treasurer

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Strategic Plan

2013-14 STRATEGIC PLAN

The 2013 Strategic Plan is included here to emphasize the alignment of budgeted resources with strategies for improvement. The plan defines a vision for change and provides guidelines for formation and prioritization of strategies, annual work plans and supporting budgets. It should not be viewed as a rigid or all-inclusive list of the District's initiatives. The plan outlines the following:

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

MISSION STATEMENT

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

VISION & PRINCIPLES

OUR SHARED VISION

Our 2013 Strategic Plan is designed to support and build on the shared vision and principles familiar to every member of Tualatin Valley Fire & Rescue. Together, we invite all members of the communities we serve, along with our partner governmental agencies, to join us in supporting a shared vision for the safety of our community:

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

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

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

Strategic Plan, continued

OUR SHARED PRINCIPLES

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



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

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

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

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

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

ORGANIZATIONAL VALUES

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

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

STRATEGIC GOALS, TARGETED OUTCOMES AND ANNUAL ORGANIZATIONAL REPORT CARD

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

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

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

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

Goal I:	Reduce the number and severity of emergency incidents.	Trend
		 No Change

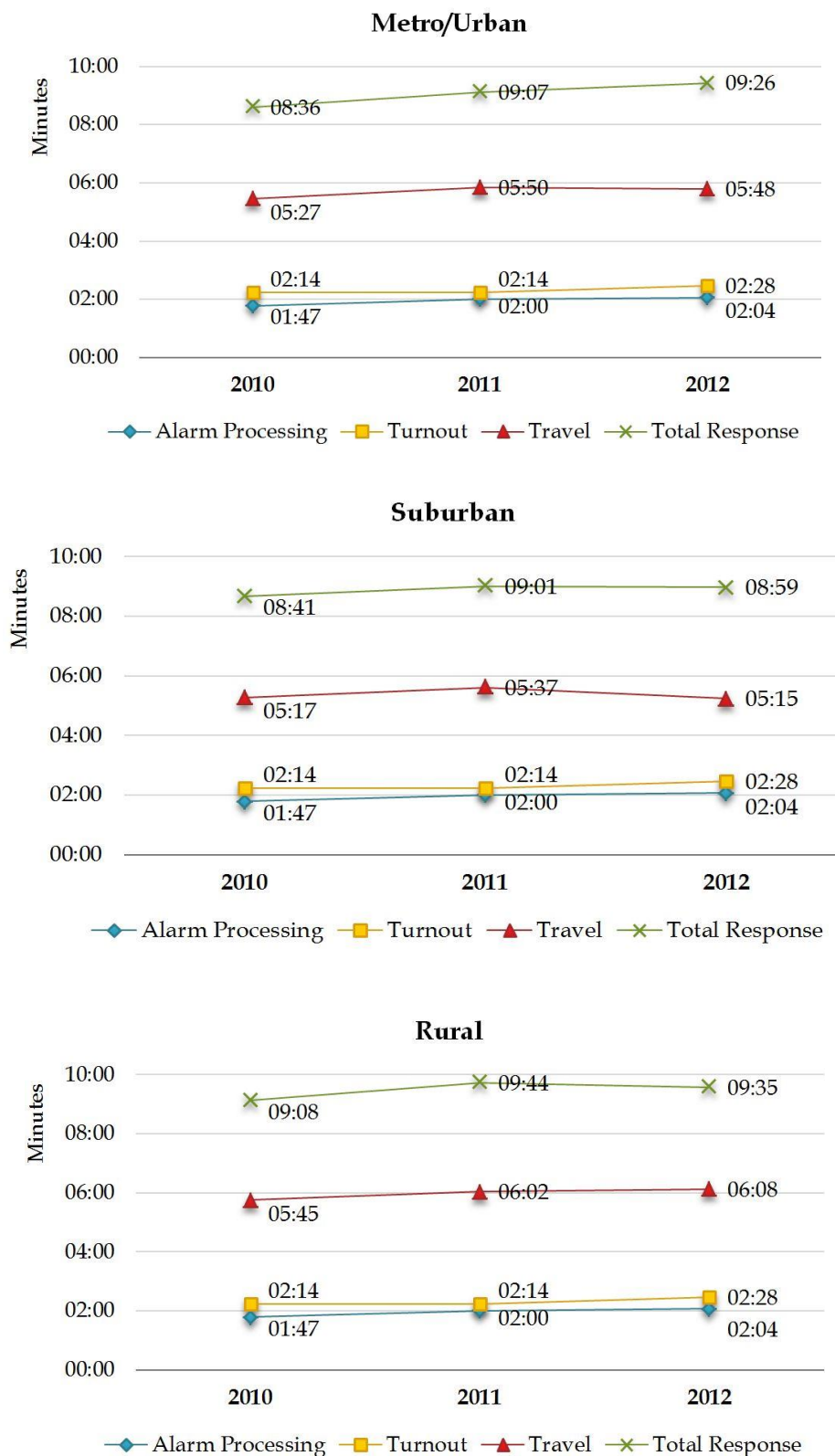
ANALYSIS OF TARGETED OUTCOMES

- A. Improved or maintained the TVF&R baseline trend for the total response time of all Code 3 incidents within all planning zones.

As shown in the Figure 1.1 graphs (in green), the District's baseline total response time performance for Code 3 incidents increased in the Urban planning zone, held fairly constant in the Suburban, and declined in the Rural. Performance is measured at the 90th percentile (rather than averages), meaning that nine out of ten responses happened in the time indicated or faster. Four time components are highlighted: alarm processing, turnout, travel and total response time.

Strategic Plan, continued

Figure 1.1 – First Arriving Unit TVF&R Baseline Total Response Performance, All Code 3 Incidents



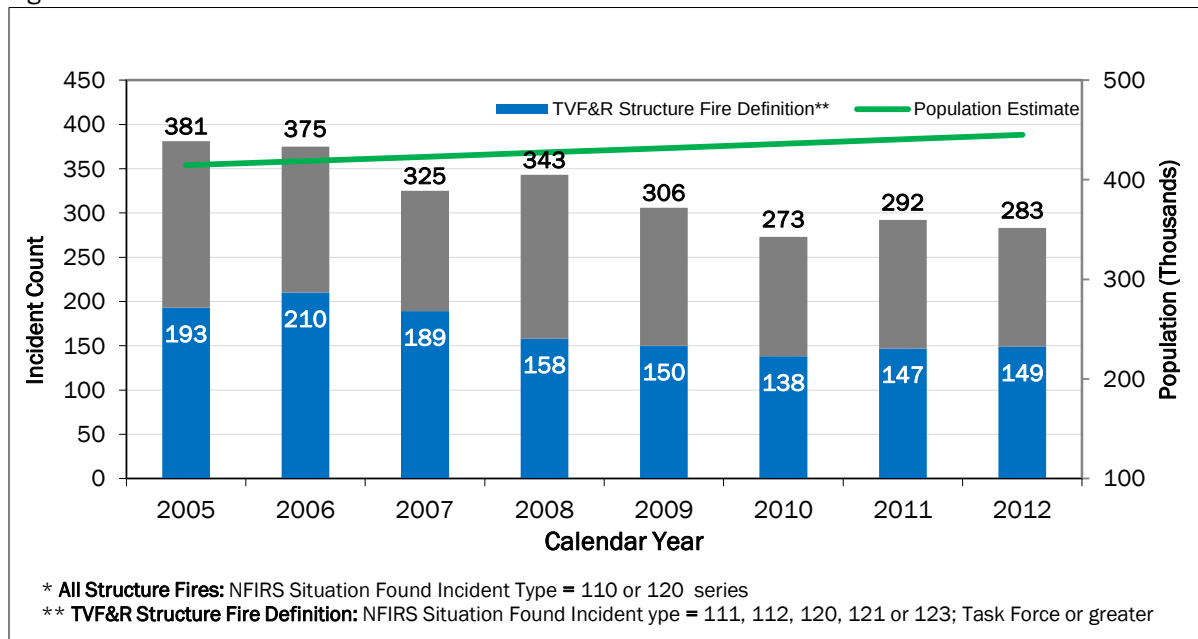
Strategic Plan, continued

Some of the increase reflected in the alarm processing component is purposeful. TVF&R has asked dispatchers to take the time necessary to increase the overall accuracy of call data. When compared against national standards (as detailed in the *TVF&R Standards of Cover*), the Rural and Suburban planning zone total response times measure up well, while the total response time in Urban is deficient.

B. Reduced per capita rate and severity of structure fires.

TVF&R tracks structure fires in two ways. The total annual incident counts depicted by the gray bar in Figure 1.2 represent the NFIRS definition, which is the more inclusive industry measure, and includes a variety of fires of typically lesser intensity (e.g., cooking fire contained to a pot, chimney fire, etc.). The TVF&R-specific definition, represented by the blue bar, focuses on fires of generally greater intensity, which are dispatched as a Task Force response or greater.

Figure 1.2 All Structure Fires*

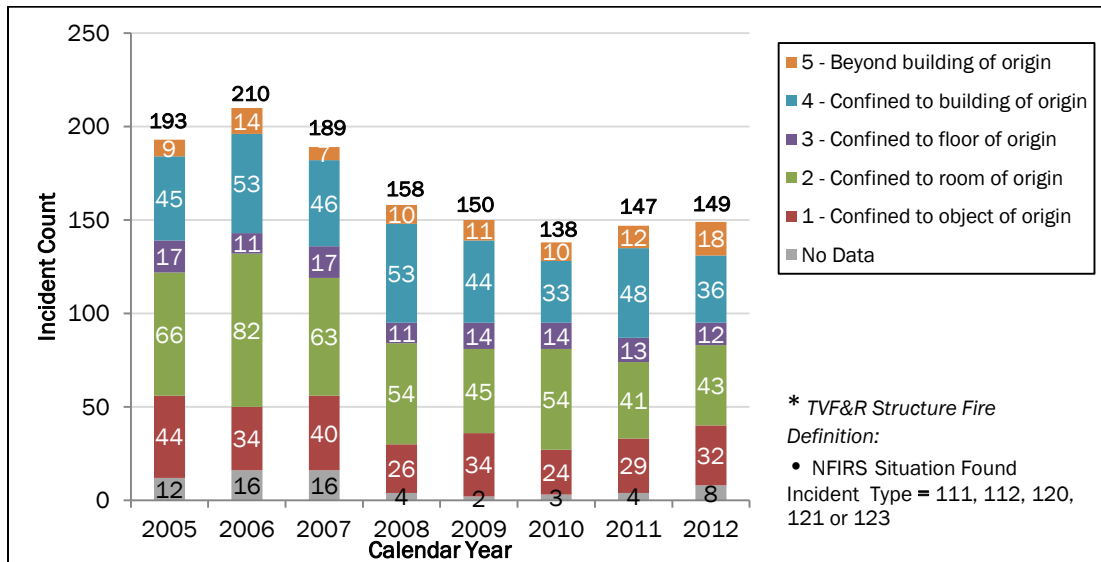


Based on the NFIRS definition, the overall per capita trend (fires per 1,000) continued downward for the five-year period of calendar years 2008 through 2012 (0.803 - 0.636), with a decline of 20.8 percent. Similarly, the trend for structure fires fitting the TVF&R-specific definition continued downward for the five-year period of calendar years 2008 through 2012 (0.370 - 0.335), with a decline of 9.4 percent.

Several indicators are used by the District to track the impact of structure fires. A key operational benchmark is the extent to which fire spread is limited. For the five-year period of calendar year 2008 through 2012, firefighter response contained the spread of the fire to the object of origin (e.g., a sofa fire) or room of origin (e.g., within a kitchen) at least 50 percent of the time, with the exception of 47.6 percent in 2011.

Strategic Plan, continued

Figure 1.3 Fire Spread in Fire per TVF&R Structure Fire Definition*



Other factors relevant to structure fire impact include the number of civilian and firefighter fatalities and the extent of the fire loss in financial terms (see Table 1.1). Civilian fatalities remained in the very low single digits and no fire-involved firefighter fatalities occurred during this reporting period. Since the beginning of calendar year 2008, property and content value has been captured for structure fires on a consistent basis, enabling the calculation of loss/value percentages. After several years of decline, the value/loss percentage for calendar year 2012 increased significantly.

Table 1.1 Fire Fatalities/Fire Loss per TVF&R Structure Fire Definition*

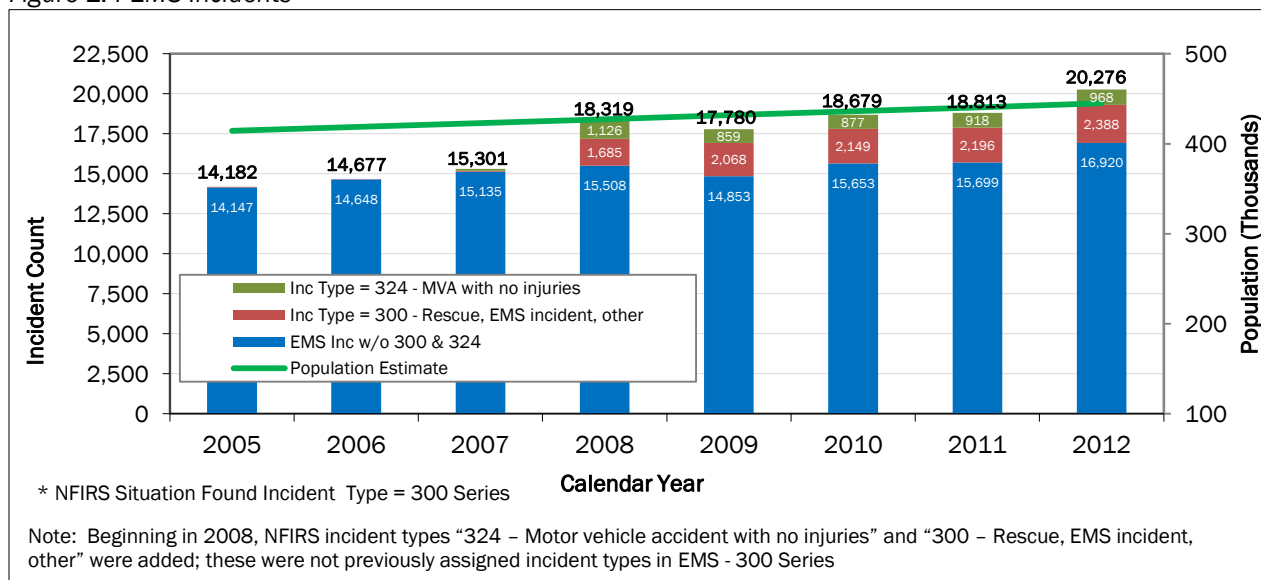
Fire Fatalities / Fire Loss Per TVF&R Structure Fire Definition*								
	2005	2006	2007	2008	2009	2010	2011	2012
Civilian Fatalities	3	1	1	0	2	2	1	1
Structure Fire Property/Contents Loss	\$ 9.7 M	\$ 10.70 M	\$ 6.6 M	\$ 15.8 M	\$ 8.1 M	\$ 7.3 M	\$ 5.6 M	\$ 11.9 M
Structure Fire Property/Contents Value	No Data	No Data	No Data	\$265.0 M	\$179.0 M	\$486.0 M	\$136.3 M	\$115.2 M
Structure Fire Loss/Value Percentage	-	-	-	5.96%	4.53%	1.50%	4.11%	10.33%
NOTE: Dollar amounts displayed in millions ("M"); Incident reporting dollar amounts for both Value and Loss are subjective estimates.								
* TVF&R Structure Fire Definition: Situation Found Incident Type = 111, 112, 120, 121 or 123; Task Force or greater								

Strategic Plan, continued

C. Reduced the per capita rate of emergency medical services (EMS) calls.

The number of EMS incidents per 1,000 population remained fairly static between calendar years 2010 (42.83) and 2011 (42.70), with an increase in 2012 (45.56).

Figure 1.4 EMS Incidents*



D. Improved EMS performance for key treatment systems (e.g., cardiac arrest, STEMI, stroke, trauma, and respiratory distress).

The EMS Quality Improvement (QI) Committee established three process action teams (PATs) to monitor and improve the District's systems of care specific to ST-segment elevation myocardial infarction (STEMI), cardiac arrest and airway management (as a component of respiratory distress). Data is being collected, analyzed, and reviewed to provide a comparison to national standards for response. TVF&R will use national standards as a minimum but seeks to exceed these standards wherever possible.

Under the direction of TVF&R's Medical Director, Washington County's 9-1-1 dispatch center switched to providing Hands-Only Cardiopulmonary Resuscitation (CPR) instruction to callers to improve bystander CPR during a cardiac arrest. TVF&R crews also started using CPR standards focused on minimizing CPR pauses between defibrillation and changing out rescuers every two minutes.

TVF&R continued its work with the Resuscitation Outcomes Consortium (ROC) to improve advanced life support in trauma and cardiac arrest care. All cardiac arrest cases were submitted to the cardiac registry and reviewed by staff at ROC for feedback on CPR and patient outcomes. Reports provided back to crews reflected their performance in CPR and cardiac resuscitation.

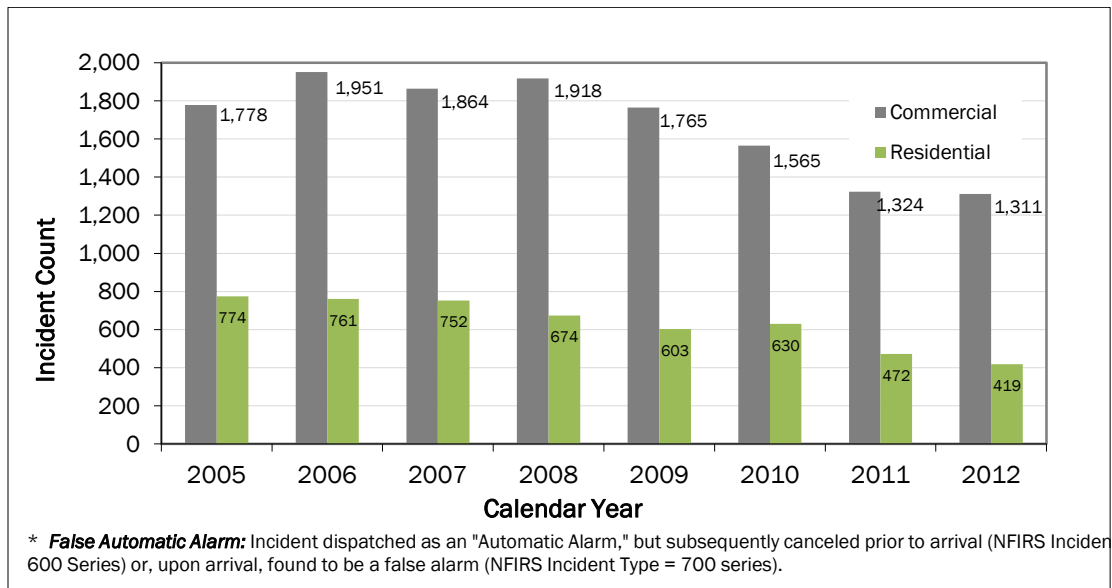
TVF&R actively participated in two hospital-sponsored STEMI QI groups at Legacy Meridian Park Hospital and Providence St. Vincent's Medical Center. These QI groups met quarterly to review STEMI performance by the various pre-hospital care providers. These meetings served as a forum for STEMI care improvement in the region.

Strategic Plan, continued

E. Reduced the percentage of false alarms, inaccurate location, and inaccurate dispatched call types.

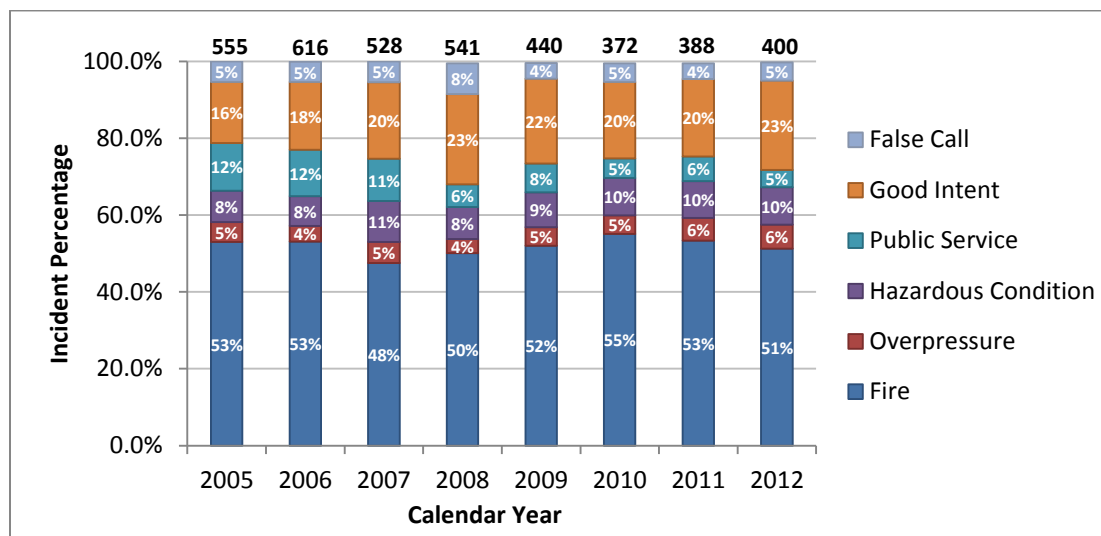
This outcome is fundamentally about increasing the reliability of information available through the dispatch process. After several years of double digit reductions, false automatic alarms were reduced an additional 3.7 percent in 2012. The five-year period from calendar year 2008 through 2012 reflects a 33.3 percent decrease.

Figure 1.5 False Automatic Alarms*



One measure of dispatch accuracy is the consistency between how a call is dispatched (situation dispatched) and the true nature of the call upon the crews' arrival (situation found). When this standard is applied to incidents dispatched as commercial or residential fires, the situation found incident type is determined to be "fire" approximately 50 percent of the time. No significant improvement or decline is noted over several years.

Figure 1.6 "Residential Fire" or "Commercial Fire" Situation Found Categories by Incident Percentage



Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

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

A new alerting technology was deployed connecting the dispatch center and fire stations via a digital signal. This is expected to speed the alarm processing interval by several seconds, with the biggest benefit occurring on incidents requiring a multi-company response. The travel time component is being addressed in part through the District's more assertive engagement in transportation priority setting by partner cities and counties. Efforts to move Station 68 to a more strategic location are back on track after a year's delay due to land use issues. Finally, capturing real-time operations performance metrics (including turnout time) is a prioritized element of the District's project to expand its geospatial information system (GIS) technology.

- 2. Develop metrics for "inaccurate location" and "inaccurate dispatched call type" calls.**

A suggested "inaccurate call type" metric for fires was developed (as represented by Fig. 1.6). Potential metrics for "inaccurate location" call types have yet to be identified, but District leadership has asked that issues underlying this problem continue to be reviewed and analyzed in cooperation with dispatch center personnel.

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

The EMS Division worked on several fronts to position EMS responders to contribute to more efficient and effective health care delivery. A TVF&R Paramedic joined Washington County's Mental Health Response Team on a pilot basis to bring emergency medical knowledge to a team currently composed of law enforcement and a mental health specialist. The team's objective is to reduce the number of mental health crisis situations that escalate to a law enforcement issue and to enhance the overall stability of at-risk individuals.

Improved data sharing has been a priority for outreach to hospital systems and Health Share of Oregon, the primary Coordinated Care Organization (CCO) for the service area. While staying mindful of patient confidentiality issues, efforts are being made to share pertinent information on those individuals seen in common by District paramedics and these health care providers.

The District has also taken a lead role with the regional EMS group that is coordinating with Health Share of Oregon on specific EMS strategies. An early focus has been on more appropriate service options for low acuity patients rather than a costly visit to a hospital emergency room.

- 4. Develop community risk-reduction efforts; communicate outcomes internally to personnel and externally to the community and key leaders.**

The Community Risk Reduction program (CRR) was implemented in all 20 fire stations. Each station identified one or more projects on which to focus their CRR efforts. An intranet website was developed as a central repository for all of the project documentation. This site also allows personnel to see what other worksites have focused their efforts toward. With input from the pilot program, the Planning Division updated how first due area incident data is acquired and used. In addition, several new resources have been created and shared with station staff to use in their efforts (e.g., Partnering in Patient Care brochure, Rural Addressing brochure).

Strategic Plan, continued

Internal communication on CRR efforts have been achieved through a number of resources. Station Captains took turns presenting their CRR activities at the monthly District Staff meeting, CRR activities were showcased on the District's closed cable television channel programming (e.g., Chief's Corner monthly program), in the Current News bulletin on the intranet, and during the Board of Directors/Budget Committee meetings. External communications about the CRR program were featured via the *Safety Matters* newsletter, community academies, the Apartment Managers Workshops, city council meetings, community meetings, social media, and the external website (www.tvfr.com).

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

The Operations Quality Improvement Committee (OPS-QI) took numerous substantial steps to improve the quality of fire reports, including establishing a quality assurance review system for fire reports. Fire report review has become a standing agenda item on their monthly meetings. They also initiated updates to the OnSceneRMS system's standard calls list to ensure accuracy for commonly-used report options. OPS-QI is working to integrate fire report information into new Company Officer curriculum and Company Officer training. Finally, a new policy was implemented for incident report writing that establishes standard procedures for all reports.

6. Support efforts to require or encourage installation of residential sprinkler systems.

To actively support efforts to require or encourage the installation of residential sprinkler systems, TVF&R hosted the first residential sprinkler symposium in the state. With the continuing downturn in the residential real estate market, efforts to mandate residential sprinkler systems would be untimely. However, the District continues to make progress on educating and encouraging builders and homeowners to voluntarily install residential sprinkler systems, or utilize them as a trade-off in difficult development scenarios.

7. Educate personnel on significant changes within the *Standards of Cover*, including but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures

Progress on this task was limited during the reporting period, but it remains a leadership priority. An updated *Standards of Cover* (SOC) document was adopted by the Board of Directors at the April 23, 2013 meeting; and strategies have been identified for conveying key elements of the document to personnel. Financial resources for the integration of the SOC into ORSMS have been requested for the fiscal year 2013-14 budget.

CHALLENGES

A variety of factors have made deployment planning more challenging, including a desire by some neighboring agencies to site fire stations based on geo-political boundaries rather than an efficiency-based regional approach. Several substantial Urban Reserve Areas were established and will be developed as new residential centers in the service area, which adds additional layers of challenges. These circumstances complicate existing travel time issues in several areas of the District.

OPPORTUNITIES

Progressive build-out of the 2006 capital bond-funded construction projects has and will continue to be an opportunity to relocate fire stations to be more responsive to current and future development patterns and emergency call types. The ongoing implementation of station-based risk reduction programs will expand efforts to reduce the number and severity of emergency incidents. The health care system's openness to pilot projects to test strategies to meet Oregon's Triple Aim (i.e., Better Health. Better Care. Lower Cost) fits well with the District's commitment to innovation and requires continued assertive action. One of those projects, specifically participation with response partners in the Clackamas County ASA (Ambulance Service Area)

Strategic Plan, continued

franchise request for proposals process, opens possibilities for redefining how TVF&R is connected to the regional emergency medical system.

THE 2013 CALL FOR ACTION

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

1. Reduce response times through data analysis, innovative resource deployment, call stratification, station relocations/additions, new technology, and other strategies.
2. Work with partners to refine and target metrics to better capture inaccurate call types and location.
3. Continue prevention efforts aimed at EMS and other non-fire events. This includes research on innovative EMS prevention efforts, partnerships in the medical care field (including hospitals, county health services, etc.), and increasing District resources focused on EMS and other non-fire incident prevention.
4. Continue to refine targeted Community Risk Reduction efforts with an emphasis on developing steps toward long term evaluation tools.
5. Improve the quality of incident report writing and data collection through QI review, system maintenance and enhancements, and education.
6. Support efforts to encourage installation of residential sprinkler systems in the early stages of new development.
7. Educate personnel on significant changes within the *Standards of Cover*, including but not limited to, data collection/analysis, elements of response performance, and other recommended changes in procedures.

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

ANALYSIS OF TARGETED OUTCOMES

A. Increased the percentage of individuals who participate in fire and life-safety prevention activities.

In fiscal year 2012, the District delivered 755 safety events, compared to 712 the previous year. Historically, the District has increased the delivery of events annually, thereby increasing the opportunity for community members to participate in prevention activities. Event data indicates participation in District-organized fire and life safety activities in fiscal year 2012 held steady at over 62,000 people, or approximately 14 percent of the service area population, as compared to fiscal year 2011.

Also during fiscal year 2012, the number of community members exposed to District-provided Hands-Only Cardiopulmonary Resuscitation (CPR) instruction grew from the initial 125 individuals to 2,500. During the same period, the following educational activities targeting specific at-risk populations reached approximately 5,000 people:

- Rent Well tenant education program (high-risk renters)
- Safety Kids Day at the Zoo (underprivileged youth)
- Safety events targeting senior citizens
- Safety events targeting at-risk apartments (including door-to-door smoke alarm campaigns)

Strategic Plan, continued

B. Increased or maintained the percentage of adults who can identify TVF&R as their service provider and its role in the community.

The 2012 report card cited the 2011 public attitude survey conducted by Campbell DeLong Resources, Inc. (CDRI), which measured public awareness of TVF&R's role in fire response, prevention/preparedness, and EMS. While a formal biennial public attitude survey was not conducted during this reporting year, CDRI suggested that several more focused activities demonstrated that the public identified TVF&R as their emergency provider.

- New subscriptions to the Public Alerts notification service spiked following a related article in TVF&R's Safety Matters newsletter. In Washington County, 510 new subscriptions were submitted through the dispatch center's website link from June 28-July 11, 2012 (compared to four during the week prior). Similarly, on the home page of the Public Alerts website, the number of new subscriptions in the five day period following Safety Matters ranged between 182-380 each day, depending on the day (as compared to historical daily averages of less than 100 per day). This suggests that District residents identify TVF&R as a trusted source for emergency preparedness advice.
- Over 168 new landlords attended the Multi-Family Housing Fire Reduction Program training in fiscal year 2012, the largest attendance since the program's inception. This up-tick suggests that landlords, property managers, and owners recognize TVF&R's role as a fire prevention expert.
- Meetings with stakeholders in the newly formed regional coordinated care organization have resulted in an increased awareness of TVF&R's role and potential value in the healthcare reform initiative. Additionally, TVF&R's EMS role has been highlighted through involvement in the Clackamas County ambulance franchise request for proposals process.

C. Increased prevention programs with a demonstrated positive impact on the rate and severity of emergency incidents for targeted at-risk populations.

Establishing correlations between prevention programs and associated impacts is challenging. For some of the examples listed below, the District can only claim an intuitive (i.e., we think it helps) linkage at this time. This does not diminish the organization's commitment to innovative prevention efforts or to collecting and analyzing data regarding the effectiveness of those initiatives. Common to all the efforts listed here is gaining greater participation in public safety actions from the community and other public and private organizations.

Hands-Only CPR: While crews respond to approximately 200 cardiac arrests each year, TVF&R's survival rate for a witnessed cardiac arrest continues to exceed the national rate, ranging from about 11 percent to 23 percent. This has been partially attributed to the dispatch centers' adoption of Hands-Only CPR instruction via phone and proximity of AEDs throughout the service area. The District also has embraced American Heart Association research validating that Hands-Only CPR is an effective means of assisting an adult person in cardiac arrest until help arrives. The District continues to increase community awareness of this life-saving procedure in hopes that more individuals are prepared for a cardiac emergency. To date, over 2,500 individuals have been trained. Over 1,000 middle school aged children have received train-the-trainer instruction. At one middle school in TVF&R's service area, 125 students have trained over 1,500 friends and family since November 2011. Additionally, instruction and education has been delivered to students by station crews, Deputy Fire Marshals (DFMs), and Public Affairs Officers (PAOs) as part of another partnership with the American Heart Association and Legacy/Meridian Park Hospital.

Door-to-Door Smoke Alarm Campaigns: Firefighters canvassed and replaced non-working smoke alarms and batteries in four neighborhoods with a fire fatality and high-risk apartment communities. In one case, following the smoke alarm canvass, the manager and maintenance staff attended the next Multi-Family Housing Fire Reduction Program.

Tracking Citizen Use of Emergency Medical Cards: Station 35 is tracking the availability of completed emergency medical cards (a.k.a., refrigerator cards) on medical calls as well as working to distribute the

Strategic Plan, continued

cards through local businesses, community meetings, homeowners associations, and assisted living centers. The intent is to reduce or eliminate the need to collect patient medical information on arrival to decrease time between crew arrival and transfer of patient care.

Law Enforcement AEDs: In May 2012, TVF&R firefighters helped generate private sector donations to increase the number of AEDs carried by the Tualatin Police Department officers. To date, all seven law enforcement departments within the service area carry AEDs. In the past calendar year, four cardiac saves occurred in Tualatin, West Linn, and Wilsonville thanks to law enforcement officers responding to incidents and using their AED before TVF&R crews arrived.

Transportation Safety: The District partnered with TriMet on the *Be Safe Be Seen* outreach campaign around pedestrian incidents with busses and light rail. Additionally, Washington County Department of Transportation solicited TVF&R's input on proposed road construction projects associated with the Major Street Transportation Improvement Program (MSTIP) to help prioritize project funding.

Moving forward, this targeted outcome will no longer be associated with Strategic Goal II; the intent will be reflected in the targeted outcomes associated with Strategic Goal I.

D. Increased the percentage of individuals who participate in TVF&R's electronic media.

The percentage of individuals participating in TVF&R's electronic media increased across all platforms since the 2012 report card (see Figure 2.1 below):

- Followers of the TVF&R Facebook site grew from 1,372 to 1,817, a 32 percent increase. It is important to note that TVF&R's 1,817 Facebook fans are "friends" with 508,983 other Facebook users, demonstrating the possible viral reach.
- The District's Twitter site grew from 1,088 followers to 1,811, a 60 percent increase.
- Subscribers to TVF&R's YouTube site grew from 196 to 267, an approximate 40 percent increase. In addition, those videos have been uploaded a total of 163,675 times, an approximate 50 percent increase over the 2012 report card.
- TVF&R's Blog continues to be the most utilized electronic medium. However, visits declined in July-October 2012, with total visits at 16,472, compared to 20,122 in the same time period in 2011. This may be attributed to the growth and popularity of TVF&R's other electronic media platforms, which feature similar news stories, and a decrease in fire and EMS incident blog postings, which tend to attract visitors to the site.

PROGRESS TOWARD 2012 CALLS FOR ACTION

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

The Community Risk Reduction Program (CRR) was rolled out to all stations in the first quarter of 2012. Captains have since reviewed customized incident data reports and identified projects within their first due area to address targeted risks. Quarterly CRR meetings and data review have been instituted. CRR projects are in various stages of implementation; the first round of initial data point comparisons will be available late summer/fall 2013. Those data points will be tracked year over year to demonstrate potential trends where possible. Some of the projects include:

- Assisted care facility interaction
- Transportation safety and emergency response
- Smoke alarm education and replacement
- Wildland fire prevention information dissemination in urban interface areas

Strategic Plan, continued

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

In fiscal year 2012, the Multi-Family Fire Reduction Program training recorded the largest attendance since 2006, ranging from 40 to 70 participants per class (168 total). Promotional activities for recruitment of new participants included distribution of program flyers during every inspection, dissemination of an invited monthly eNewsletter, placement of articles and advertising in various print publications, and a partnership with Kennedy Restoration. In addition, the following strategies were implemented in fiscal year 2012:

- Utilized Integrated Operations staff to identify and develop strategies to recruit apartment communities that had not yet attended the training.
- Partnered with Housing Authority of Washington County (HAWC) to increase their landlords' participation in a TVF&R Multi-Family Fire Reduction Program. In fiscal year 2011-12, there were eight HAWC landlords who attended, compared to two in 2010-11 and 13 between 2006 and 2010. Increased participation by all new staff who manage these properties is anticipated in 2013 and beyond.
- Staffed an informational booth at the Spectrum conference, which attracted over 1,000 landlords, maintenance staff, and property owners from the Portland metro area.

Moving forward, there is a plan to engage with major property insurers of multi-family occupancies with the intent of motivating them to promote and encourage landlord participation in the training.

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

As reported under Targeted Outcome B above, data points used previously to support achievement of this call for action are not available as the CDRI public attitude survey was not conducted this year. However, CDRI believes this call for action can be evaluated by other actions the District took to understand community sentiment (e.g., survey tool and other research). Examples include:

- *Station 68 Land Use Process:* In response to initial citizen concerns, the District initiated a multi-faceted informational campaign on the reality of living near a fire station. Over time, the number of neighbors opposing the new station decreased. Additionally, during the code amendment process, the District agreed to implement buffering measures after hearing the concerns expressed by neighbors and the Washington County Planning Commission.
- *Apartment Manager eNewsletter:* In November 2012, an online survey was sent to the 516 landlords and property managers who receive TVF&R's monthly eNewsletter. Specific to the value and use of TVF&R's monthly eNewsletter, 71.1 percent of recipients always read the eNewsletter, over 50 percent shared the newsletter with their maintenance personnel and residents, and approximately 68 percent shared the safety flyer with their residents. Figure 2.1 below depicts the safety issues that respondents rated as most important. The survey findings will be reflected in future landlord training and educational materials.

Strategic Plan, continued

Figure 2.1 Safety Issues Most Important to Landlords (November 2012)

Answer	0%	100%	Number of Response(s)	Response Ratio
Smoke alarms			50	96.1 %
Kitchen fires			50	96.1 %
Electrical fires			39	75.0 %
Youth fire intervention			27	51.9 %
Safe exiting			33	63.4 %
Cigarette safety			42	80.7 %
Matches & lighter safety			27	51.9 %
Holiday safety			40	76.9 %
Fourth of July safety			37	71.1 %
Barbecue safety			41	78.8 %
Fire lanes			29	55.7 %
Winter safety			44	84.6 %

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

Capital Bond Program: The Fire Chief's Office and PAOs routinely share information on the District's capital bond projects. TVF&R staff engaged with Washington County Planning staff and County Commissioners, and interacted proactively with news reporters for the Station 68 land use process. Additionally, staff served as a resource for neighbors who organized in support of the new fire station. The 2013 *Safety Matters* newsletter will also include a bond report card.

Public safety, financial, land use, and infrastructure issues: The Fire Chief's Office and Integrated Operations staff routinely track and engage on issues involving the District's finances, service area, and operations. Specific issues in which staff was active during fiscal year 2012 include:

- Urban growth boundary planning in the Stafford Basin area
- Wilsonville reservoir and Lake Oswego/Tigard water treatment plant
- Aloha-Reedville Study/Tualatin Valley Highway Corridor Study
- Basalt Creek Transportation Refinement Plan

5. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.

Involvement with the regional community care organization, preliminary discussions for a pilot program with a major healthcare provider, and EMS integration in Clackamas County (via the Ambulance RFP) were initiated. These activities will promote the TVF&R EMS role in the community. Stories on TVF&R EMS programs were highlighted in the *Safety Matters* newsletter, by local media entities, and on social media platforms.

Hands-Only CPR education was advanced through a four-week awareness campaign on Channel 8/KGW television, in post-cardiac code save news stories, at community events, and through advertising in the program for the Body Worlds display at the Oregon Museum of Science and Industry

The District became the only fire department in Oregon to implement the PulsePoint mobile application, which registers CPR-trained community members to receive alerts on their mobile device when a cardiac arrest occurs.

Over 4,500 emergency medical cards (refrigerator cards) were distributed. Additional cards were given to the Meals on Wheels program and Washington County Disability, Aging, and Veterans department to distribute to at-risk seniors.

Strategic Plan, continued

CHALLENGES

Community Outreach Resources and Focus: With the shared responsibility for conducting community outreach efforts within Integrated Operations, assigned workload can conflict with or take priority over scheduled outreach activities. As a result, most community events are still scheduled in a reactive rather than proactive manner, and most CRR projects are worked on when time allows. The ability to develop comprehensive, targeted, and sustained educational outreach programs and campaigns continues to be a challenge. Evaluation of community outreach efforts at all levels should be conducted to ensure priorities and resource allocations are supportive of desired outcomes and sustained success.

Social Media: While news media and individual followers of TVF&R's social media forums continue to increase, measuring the percentage of individual followers who reside in the District's service area is still a challenge. Staff continues to seek ways to reach its target audience using this method.

OPPORTUNITIES

Survey opportunities: The District would benefit from expanding survey opportunities outside of the formal, biennial CDRI public attitude survey. TVF&R should consider gathering feedback via community events, online and social media platforms, Quick Response (QR) codes, and switchboard operators.

Local option levy: Results from the pending 2013 CDRI public attitude survey will be used to proactively and strategically message TVF&R's fiscal stewardship, operations, and value in advance of the next local option levy.

THE 2013 CALL FOR ACTION

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

1. Increase the percentage of TVF&R apartment communities that participate in the Multi-Family House Fire Reduction Program.
2. Utilize research to better understand the opinions and priorities of District residents, awareness and support for current and proposed District programs, and their own preparedness for emergencies.
3. Ensure proactive outreach for District initiatives and programs that may generate strong public opinions.
4. Implement strategies to strengthen awareness of TVF&R's role in emergency medical services.
5. Develop and execute a communications and community engagement plan for the District's next local option levy.

Strategic Plan, continued

Goal III: Enhance preparedness for catastrophic and uncommon events.	Trend
	 Better

ANALYSIS OF TARGETED OUTCOMES

A. Improved the District's ability to respond to and recover from major emergencies and catastrophic events.

The North Battalion Headquarters (NBHQ) "opened" for use in early 2012 and was activated for the first time during the April countywide exercise. This completes the transition of the NBHQ from the cramped C5 quarters and places oversight under the North Division Chief and North Operating Center (NOC) staff. The Fire Operations Center (FOC) and NBHQ each had dedicated Amateur Radio (ARES) staffing with a station manager and staffing pool for each site (including monthly equipment checks, exercise participation, and ARES "ownership"). Although NBHQ is looking for a new station manager, there seems to be a sustainable presence at both sites.

The April countywide exercise provided the opportunity to assess four new/updated tools for disaster communications and situational awareness: the mutual aid radio channels designated by the National Public Safety Planning Advisory Committee (NPSPAC), personal accountability reports (PARs) from on-board mobile data computers (MDCs), the WebEOC system, and new windshield survey damage assessment routes and reporting structure. Findings included:

- NPSPAC channels provided better-than expected coverage for tactical traffic
- Use of MDC-based PAR reports was sufficient to generate necessary input for substantial improvements (since completed)
- Despite real and exercise-related problems, WebEOC and the new windshield survey procedures (both discussed in Outcome C) showed substantial promise for internal and regional use

As it relates to improvement in space, stuff, and systems, there remains the need for improvement in staff, which is the most important. The transition to a more electronic FOC and becoming proficient in most aspects of the incident planning process have been slow and will require continued focus in 2013.

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

The Capital Projects Team coordinated the construction of new Station 65, and made major progress on the new South Operating Center/Station 56 shared facility, both of which meet the District's seismic standard. Work started on the designs for Station 51 and 52 remodels to include structural standards. New building plans for Station 53 are in the early phase of design. Education was provided by Facilities Maintenance staff and the Safety Committee for securing non-structural items (e.g., file cabinets, computer monitors), and safety and security in new and existing stations—especially the Operating Centers. Overall, as new buildings are designed and construction completed, the rating for this outcome will continue to improve; however, it will be at the pace of the capital projects long-range plan.

C. Fostered enhancement of regional emergency management capabilities.

The District either led or substantially participated in several countywide/regional initiatives that showed significant results in 2012.

The April countywide exercise used the WebEOC system for exercise design, damage assessment reports, and general situational awareness. WebEOC is also the centerpiece of the Regional Logistics Support

Strategic Plan, continued

Team, providing online resource ordering and tracking (still in development but well along); this developing capability could support individual counties or the entire region itself.

The focus of the April exercise was implementing the new countywide damage assessment process, with all agencies reaching consensus on critical-facility definitions and priorities, procedures, and reporting forms (paper and electronic). Impact on District operations was substantial: for the first time, District crews did not have to cover every facility by themselves, resulting in reduced survey/reporting burden, more consistent criteria, and more realistic survey routes (based on likely travel paths rather than on first-due areas).

Driven in part by planned exercises in 2013, a Medical Care Point protocol that will be realistic and relevant to all regional stakeholders is under development.

The District provided fire-service and emergency management input on post-earthquake water system needs and other content recommendations to the draft Oregon Resilience Plan, which was established to identify 50-year seismic-resilience priorities for infrastructure and other critical sectors.

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Advocate for the development of performance benchmarks for regional emergency management organizations in which the District services as a major participant.

After a very active year of engagement with the leadership of Washington County Office of Consolidated Emergency Management (OCEM), District leadership has a new appreciation for the varied expectations that prompt the partners (Washington County, Hillsboro, Tigard, Beaverton, and TVF&R) to participate in OCEM. As the one agency that has emergency response as its core mission, TVF&R has pushed for a focused OCEM work plan and performance benchmarks, and advocated for a substantial level of member commitment. While still believing that this would be ideal, the reality of the general government partners' varied expectations and commitments to OCEM makes the pursuit of shared performance benchmarks unrealistic at this time. Even so, OCEM and its staff still provide significant value to TVF&R. Connections among senior staff and elected officials in the participant organizations contribute toward a collaborative foundation (e.g., exercises, training, public information, and political matters) that helps build a regional approach to preparedness. The concern is that, absent greater commitment, the foundation is not as strong as it should be and may provide a false sense of security. Individual OCEM staff contribute to the District's efforts through coordination of grant processes, connections with a substantial network or people and resources, coordination and action on issues involving overlapping jurisdictions (e.g., a boil water order), and facilitation of multi-county initiatives.

The Regional Disaster Preparedness Organization (RDPO), and District membership/leadership in it, is still in its early stages; meaningful performance assessment does not yet seem possible. Despite that – possibly because of it – it is worth defining District objectives and decision points, i.e., District goals and indicators that those goals are being met and/or that the likelihood and desirability of the RDPO itself becoming a sustainable organization are sufficiently high.

2. Advocate with the Washington and Clackamas County Fire Defense Boards to take the lead on updating and testing their fire resource management plans, in cooperation with their respective emergency management offices, and to incorporate them into their county Emergency Operation Plans.

The Washington County Fire Defense Board (WCFDB) has initiated the update process for the countywide fire resource management plan. There is general agreement on what the updated version should contain, how it should be structured, who should be involved, and what input should be provided to the State Fire Marshal to make the State Fire Mobilization Plan more conducive to smooth operations in event of a mobilization.

This process has not yet begun in Clackamas County, but a successful WCFDB outcome could provide the combination of momentum, credibility, and template in 2013.

Strategic Plan, continued

3. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.

Information Technology developed a concept of operations for incident response for continuity and recovery related to network disruptions. This was the basis for a Fire Chief's Office tabletop exercise in August, which raised internal awareness but still needs to be reinforced for the entire organization. Division Chiefs/Managers were briefed on expectations for continuity of operations fundamentals: identifying critical tasks, tying division/departments priorities to District priorities during uncommon events, maximizing capability to contact and exchange information with staff when primary systems are degraded or unavailable, and reinforcing staff preparedness at home and at work. The District Emergency Operations Plan identifies critical functions and divisional responsibilities; Division Managers are responsible for validating that content, for coordinating among each other on supporting critical functions, and maintaining currency. Standard Operating Guideline 11.1.10.1 was approved to establish Operating Center drills and make Division Chiefs responsible for their respective Operating Centers.

4. Improve emergency preparedness and response coordination through integration of the three Operating Centers with interagency and intergovernmental partners.

The physical space, equipment, and systems for the North Battalion Headquarters (NBHQ) were completed in early 2012 at the North Operating Center. The new NBHQ was activated and staffed for the April 2012 countywide exercise, allowing a low-key test. For the first time, the District had dedicated amateur radio stations managers for the FOC and NBHQ (the manager for the latter has since stepped down, resulting in a search for a replacement).

Completion of the new South Operating Center in calendar year 2013 will complete the transition to BHQs co-located with Operating Centers. The District is still evaluating models for BHQ roles, BHQ-FOC interaction, and the best way to coordinate with member cities before and during disasters.

5. Establish a consistent method for evaluating the District's ability to respond to and recover as an organization from major emergencies and catastrophic events.

The most meaningful aspects of preparedness are qualitative, but they can be assessed consistently and (mostly) objectively. Criteria based on compliance with mandates (e.g., National Incident Management System/NIMS) or consensus standards (e.g., NFPA 1600, accreditation) tend to be either too specific (e.g., number of people trained to a certain level) or too broad (e.g., presence of an emergency operations plan). Detailed review of District after-action reports for exercises and real incidents, along with applicable lessons from exercises and real incidents elsewhere, so far offers the best means of evaluation. Qualitative review to date indicates recurring deficiencies as well as successfully addressed needs. As is common in other domains, it is easier to implement physical/engineering improvements than behavioral ones. More detailed review should allow identification of progress and ongoing needs, along with prioritization of the latter. If nothing else, findings indicate a need to change how TVF&R trains and exercises the FOC and BHQs, i.e., a new way of doing things for emergency management.

CHALLENGES

Internally, the greatest challenge by far is staff training/exercises. The combination of lack of real disasters and the limitations of exercises (especially those that must meet external needs) demands more productive training and practice, and a better way of testing (exercising) staff, so that there is less individual focus on performing "correctly" in exercises and more on gaining proficiency at the task and system level. Many staff are not yet comfortable with electronic information systems (themselves continually evolving); those systems are the way of the future and for many agencies are becoming the way of the present. That presents opportunities as well as challenges, but the challenges are more immediate. The three-Operating Center model requires less staff-intensive systems and the District (and region) as a whole require greater real-time information-sharing.

Strategic Plan, continued

The greatest external challenge related to this goal is the status of constituent cities and other partners: few local emergency management programs are in ascent, and several experienced personnel have left or will soon be leaving. The District can strongly encourage its partners to maintain fundamental capabilities for responding to and recovering from disasters, but cannot dictate as such.

OPPORTUNITIES

The most significant opportunity for fiscal year 2013-14 is completion of the new South Operating Center, which will include the South BHQ (doubling as a backup FOC). This will co-locate almost all District day staff, (other than those assigned to Training and to Clackamas Fleet operations) with their FOC/BHQ; it will also provide a substantial upgrade to the District's backup network capabilities.

THE 2013 CALL FOR ACTION

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

1. Work with the Washington County Fire Defense Board to finalize updates to their fire resource management plans and incorporate them into the County's Emergency Operations Plan. Advocate with the Clackamas County Fire Defense Board to complete similar updates in cooperation with their respective emergency management offices, and to incorporate them into their County Emergency Operation Plan.
2. Develop comprehensive District continuity of operations capability, including a disaster recovery plan and division-level business continuity plans.
3. Improve emergency preparedness and response coordination through integration of the three Operating Centers with interagency and intergovernmental partners.
4. Complete and implement a mechanism for evaluating the District's ability to respond to and recover as an organization from major emergencies and catastrophic events.

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

ANALYSIS OF TARGETED OUTCOMES

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

One metric of injury severity is the number of individuals on extended leave for on-the-job injuries (OJI) and the total number of shifts missed. While acknowledging that a single serious injury and lengthy leave can significantly impact the number of missed shifts, monitoring this OJI trend remains useful when evaluating the effectiveness of prevention efforts and return-to-work case management. Figure 4.1 below pertains to extended leaves due to OJIs:

- Extended leave OJIs dropped from 22 in fiscal year 2011 to 12 in fiscal year 2012; a 45 percent decrease.
- OJI shifts missed dropped from 592 in fiscal year 2011 to 426 in fiscal year 2012; a 28 percent decrease.
- Assuming that a higher ratio of "shifts missed" to "individuals added" equates to greater severity, the year-over-year performance indicated both reduced number and severity of OJIs.

Strategic Plan, continued

Figure 4.1 OJI Extended Leave by Fiscal Year

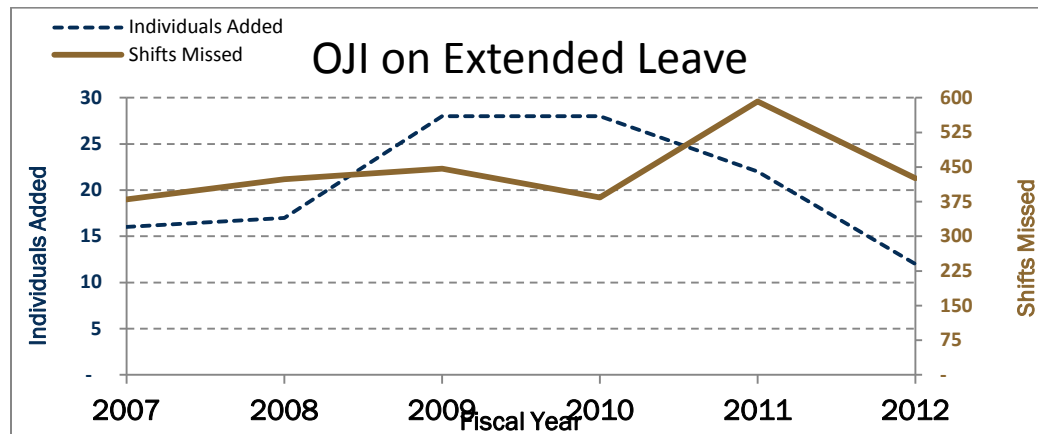
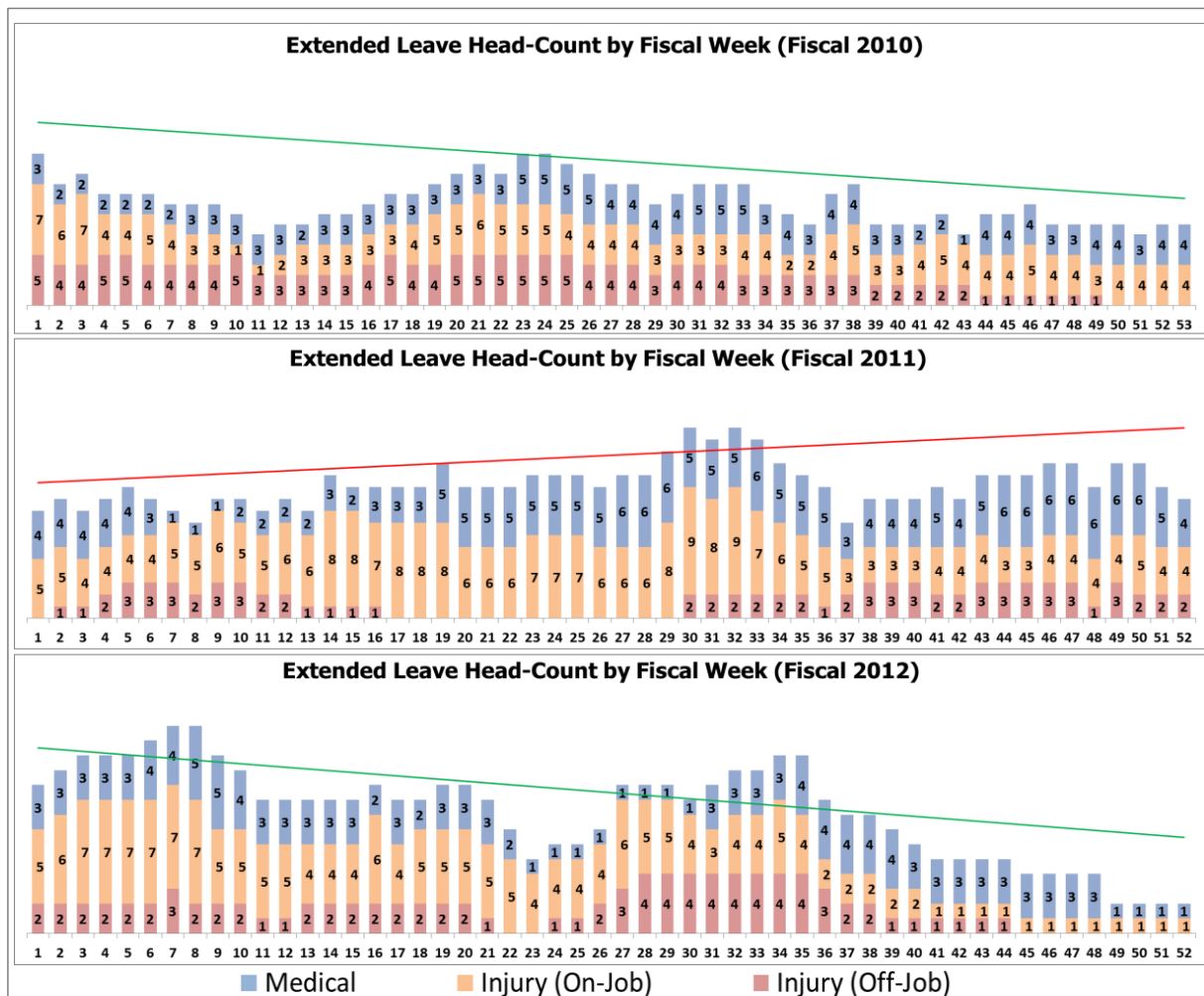


Figure 4.2 below represents weekly head counts of medical and injury extended leave types in the past three fiscal years. While fiscal year 2011 trended upward, fiscal year 2012 had a more significant and consistent downward trend.

Figure 4.2 Extended Leave Head-Count by Fiscal Week



Strategic Plan, continued

Since deployment schedules and head counts change from year to year, measuring the relationship between OJI days missed compared to days worked allows for a relative metric that can add additional comparative value. The total days worked per year are calculated based on the budgeted deployment schedule each fiscal year. The percentage of OJI days missed compared to total work days has varied between 3.7 percent and 5.7 percent over the last six years with an average of 4.4 percent. Fiscal year 2012 came in at 4.1 percent, which was down from the six year high of 5.7 percent in fiscal year 2011.

The District's focus on job-related illness is less developed when compared to the tracking and intervention strategies directed at on-the-job injuries. Efforts continue to identify and ensure prevention actions for recognized occupational illnesses, such as hearing loss.

B. Increased or maintained the percentage of personnel who understand and participate in the District's health and fitness programs.

The annual Wellness Survey has shown a steady increase in uniformed personnel who exercise during all shifts, with an increase from 27 percent in 2004 to 64 percent in 2012. Non-line employees, surveyed triennially, who report a minimum of two hours per week spent on wellness-related activities has increased from 16.3 percent in 2008 to 32.1 percent in 2011.

Additional 2012 findings also indicate:

- Aerobic activity three or more times per week increased to 80 percent, up from 55 percent in 2000.
- Resistance training three or more times per week increased to 45 percent, up from 32 percent in 2000.
- Flexibility training three or more times per week has remained steady at 30 percent since 2000, and remains an educational priority for Wellness Services.
- Although non-line participation rates have remained steady for aerobic and resistance training, participation in flexibility training has increased from 31.8 percent in 2008 to 41.1 percent in 2011.

C. Improved workplace safety trends.

Due to a needed upgrade to the RMS system, assessment of trends has not been possible. The process used to review injuries/accidents and potentially dangerous conditions has been modified significantly to both recognize trends that have developed, as well as quickly illuminate potentially dangerous working conditions. Injuries, damage, supplemental event reports, and near misses are all reviewed on a monthly basis. When a safety issue is determined by the Safety Committee, a causal analysis is immediately initiated to lessen the chances of further injury/accidents from occurring. Furthermore, any injury/accident reported that is determined to contain elements that would suggest a high likelihood of reoccurrence or extreme danger is labeled as a "sentinel event" and is immediately reviewed and/or investigated by the District's Safety Chief/Officer.

The Safety Committee also reviews the event and investigation, and working with the Safety Chief, conduct follow-up. Example events include:

- Best practice for toxic exposure
- Secondary fall restraint
- Improvements to current firefighting props (standpipe system, vertical ventilation prop)

Strategic Plan, continued

- D. Increased or maintained the percentage of personnel who understand and participate in their own external financial benefit programs.**

Employee 457 plan participation rates have remained steady over the past four fiscal years. Specifically, 94 percent of eligible employees participated in fiscal year 2012 as compared to 93 percent in fiscal year 2011. Prior to that, 95 percent of eligible employees participated in fiscal year 2010 and 92 percent in fiscal year 2009.

PROGRESS TOWARD 2012 CALLS FOR ACTION

- 1. Measure on-the-job injuries, time lost due to injuries, and illness data to identify and act on trends and casual causal factors for types and severity of injuries for all personnel.**

A new system of injury/accident reporting is in development, which includes a goal to include modifications to the OnSceneRMS software to support improvement of data collection, records maintenance, and trend recognition. When fully implemented, the scope of trending injuries/accidents will be expanded and that data will be easier to access. Goals to complete this project have been drafted and related work is in progress.

- 2. Educate personnel on fitness and nutritional practices known to have positive effects on body composition, blood pressure, participation, and overall health.**

Over the course of the year, Wellness staff and the Peer Fitness Trainer group offered a wide range of fitness opportunities for both line and non-line personnel. Initiatives include: instructing group aerobics, yoga, and core strengthening classes; one-on-one and group exercise equipment instruction; disseminating “workout of the day” routines; and ongoing encouragement of the District’s workout facilities. In addition, Wellness staff hosts a “Fitness Forum” prior to each career and volunteer recruit academy exposing recruits to warm-up techniques, moderate-high intensity interval training, nutritional strategies, current fitness status, and physical and emotional expectations.

Two initiatives that have had a positive effect on health include:

Performance Therapy Project: Throughout fiscal years 2011 and 2012, TVF&R collaborated with ADAPT Training in Beaverton to provide “industrial-athlete” rehabilitative care to active-duty “uniformed” employees facing chronic injuries. Forty-five employees volunteered for this two-year project seeking treatment for various orthopedic conditions. Although employees were asked to participate off-duty, the treatment was offered at no cost to the employee. Survey data and clinical outcomes included:

Survey Data

- 82.5 percent of participants described their condition at discharge as improved or much improved.
- 87.7 percent of the participants rated their improvement greater than 50 percent.
- 92.5 percent of participants believed this type of therapy is applicable to the fire service.

Clinical Screening

- Individuals whose primary complaint was back pain increased their movement screening scores on average 42 percent.
- Individuals whose primary complaint was shoulder/elbow pain increased their movement screening scores by an average of 64 percent.
- Individuals whose primary complaint was knee/ankle pain increased their movement screening scores by an average of 86 percent.

Strategic Plan, continued

Fitness challenge: From January 9 to February 5, 2012, the Wellness Program promoted the “Engine 2 Diet” fitness challenge, which focused on eating a plant-strong diet for 28-days. Although all District employees received education, 48 employees participated in the challenge. Of those, 31 employees completed the challenge. A group of ten uniformed and non-uniformed employees completed a cholesterol screen prior to and upon completion of the challenge (see Table 4.1 below for results). While some individuals experienced modest decreases in their total cholesterol, others decreased their numbers by 30-40 points. The table below outlines the cholesterol results in aggregate form.

Table 4.1 Results of 2012 E-2 Diet Fitness Challenge Blood Composition Screens

SCREEN (n=10)	PRE January 2012	POST February 2012	RESULT
Total Cholesterol (TC)	186	164	Total cholesterol dropped by 22 points
HDL (good cholesterol)	49	51	Good cholesterol increased by 2 points
Triglycerides (TRG)	120	95	Triglycerides dropped by 25 points
LDL (bad cholesterol)	112	95	Bad cholesterol dropped by 17 points
TC/HDL Ratio	4.2	3.5	Coronary risk ratio dropped to the “optimal” category
Glucose (GLU)	94	87	Blood sugar dropped by 7 points

3. Work with partner agencies to establish, share, and evaluate standardized data to identify causes of injuries and target evidence-based solutions.

TVF&R is developing new policies, procedures, and standards, in conjunction with automatic aid fire departments, to lessen toxic exposures. National research into the “toxic environments” that firefighters are regularly exposed to and the potential dangers of those exposures led TVF&R to do its own internal study. That study not only helped to identify the range of some toxic environments but also the need for changes in human behavior, equipment, and use of PPE. Multiple fire departments, state agencies, and representatives from NFPA gathered at a state summit to discuss these issues. The result was a set of “best practices” that were incorporated into TVF&R fire rescue protocols to lesson toxic exposures.

4. Establish an electronic medical data collection system to meet occupational health needs and enhance information exchange with appropriate healthcare providers.

To date, upgrades made in software and equipment for echocardiogram, spirometry, and hearing have improved electronic collection of data points from 60 percent in 2011 to 97percent in 2012. The results, along with the history form, were immediately available to the District physician for the annual physical exams in October 2012.

Upon reviewing different electronic medical record (EMR) systems, the District selected 4Medica. The District’s Occupational Health program has used this system in limited capacity for about five years, mainly in the transfer of lab results. While approved in the 2013 budget, the system could not be fully integrated into the September physical exam process due to the short timeline after purchase.

Staff plans to continue researching legal mandates and best practices, and comparing 4Medica with other electronic records management systems to identify and ensure the most optimal approach to maintaining and securing current and past medical records in the future.

Strategic Plan, continued

5. Update the Wellness Initiative to better reflect an emphasis on prevention and active personnel involvement.

In advance of updating the District's Wellness Initiative and related documents, the Wellness Advisory committee performed a comparison of current practices with the 3rd edition Joint Wellness-Fitness Initiative (Joint WFI) produced by the International Association of Fire Chiefs and the International Association of Fire Fighters. Many preventative measures performed by the District's Occupational Health Services and Wellness programs are based on current best practices and exceed what is listed in the Joint WFI document. A small number of preventative measures listed in the Joint WFI were determined not to be required.

With concurrence of management and labor, the Wellness Advisory Committee decided to utilize the Joint WFI document as a reference to inform the District's policies and procedures rather than maintain a separate, District-specific Wellness Initiative document. In order to remain current in best practices, an active list of "differences" between the Joint WFI and the District's policies and practices will be maintained and periodically reviewed by the Wellness Advisory Committee.

6. Increase critical incident stress management (CISM) incident response and other peer support resources.

The District's Behavioral Health Specialist trained six District personnel to provide peer support services and to expand CISM incident response in spring 2013. The trained peer support team will then meet with the Behavioral Health Specialist every six months for a half-day refresher and training update. Peer support and CISM personnel will report to, and be under the direct supervision of, the Behavioral Health Specialist.

Trained peer support personnel act as an early warning system for the prevention of, and assist with identification and intervention of behavioral health related issues.

This potentiates a reduction of stress related illness experienced each year. It is regarded as a part of a continuum of care that supports improved workplace safety, health, and wellness trends.

7. Reallocate staff resources and improve tools used to conduct and expand baseline trend analysis on the type, cause, and cost associated with accidents, on-the-job injuries, unusual events, and near misses.

In late January 2013, the assigned employee's responsibilities were restructured to increase the time allocated to support these functions. The Safety Committee adopted a more efficient and targeted scope of injury report review, which focuses on sentinel events over a greater period of time for trending. Plans are being established to modify the OnSceneRMS software to support these functions and related work is in the initial development stages. The modifications will automate many of the reporting and review procedures that are conducted manually, and are expected to reduce the demand on staff time.

8. Pursue expansion and development of on-site occupational health services programs to include a contracted occupational health physician.

Expansion of an on-site District funded clinic is on hold pending further research. The District continues to contract with an off-site occupational health practice. Services include: new hire, annual and CDL physicals; workers' compensation, return to work and fit for duty evaluations. This medical practice is within the service area and supports three board certified occupational medicine physicians with knowledge of NFPA 1582.

CHALLENGES

TVF&R's Occupational Health Services and Wellness program staff are working under inordinately heavy workloads to provide services to over 300 TVF&R firefighters and more than 50 enterprise client agencies. As the scope of these services has expanded over the years, so has the risk to the District and the complexity of

Strategic Plan, continued

the supporting administrative and business management requirements (e.g., records keeping, data management, billing, program analysis). The scope and type of services provided by Occupational Health and Wellness programs should be evaluated to validate a realistic, manageable, and strategically-defined program model, and determine the appropriate depth of resources, infrastructure, and expertise needed to support that model.

The demand for behavioral health services (BHS) continues to grow. Events like the shooting at Clackamas Town Center, responses to suicides, and pressures brought on by the economy are driving the need for BHS resources. Because retirements depleted the ranks of personnel trained in Critical Incident Stress Management (CISM), training for six new CISM-trained peers was initiated in fiscal year 2012-13. A request for six more has been included in the fiscal year 2013-14 budget request. Additional hours were approved for the Behavioral Health Specialist, but the demand on this resource and Chaplains continues to grow (scene response grew from 603 hours in 2011 to 660 hours in 2012).

The previous transfer of the Safety function to the Training Division included a shift away from a more focused Safety Officer. Care must be taken to ensure that this move does not diminish the resources or focus allocated to the District's safety mission.

OPPORTUNITIES

The Safety Committee has asked Oregon-OSHA to conduct an informal, non-punitive evaluation. The goal of this evaluation is to inform the District of how it is performing in regards to inspecting, identifying, and limiting hazards that may cause a possible injury. Results of this evaluation are anticipated in early calendar year 2013.

The District would also benefit from exploring opportunities to share resources and partner with other agencies, including Clackamas Fire District #1 (CFD1), specifically on safety and training programs.

Behavioral health is a major part of an employee's overall wellness. The District would benefit from trending behavioral issues to target prevention and intervention efforts. Data from the Behavioral Specialist, Chaplains, Employee Assistance Program (EAP), and other sources can be quantified collectively to direct behavioral health resources.

THE 2013 CALL FOR ACTION

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

1. Update the current RMS system to support data collection, measurement, and maintenance of on-the-job injuries, time lost due to injury, and illness. Expand baseline trend analysis on the type, cause and cost associated with accidents, on-the-job injuries, supplemental events, and near misses for all personnel.
2. Educate personnel on lifestyle and behavioral health practices known to have both qualitative and quantitative effects on body composition, blood pressure, cholesterol, and overall health.
3. Develop metrics that describe the demand for CISM response and other peer support resources and establish a plan to resource appropriately.
4. Pursue opportunities to share training and safety resources with partner agencies.
5. Complete an updated operational plan for the Occupational Health Services and Wellness programs.

Strategic Plan, continued

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

ANALYSIS OF TARGETED OUTCOMES

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

The Goal V task force (G5) finalized its charter document and identified its scope as encompassing initial strategic-level decision making. This work will largely set the course for developing a diversity plan and specific programs to increase employee awareness and competency in this area over the next several years. While tactical activity towards this outcome has not yet commenced, the G5 engaged in several tasks during the reporting period that will inform the diversity plan. This included completing an initial draft of a diversity statement, as follows:

Tualatin Valley Fire & Rescue is committed to building a diverse workforce that understands and respects individual and group differences. This allows us to provide quality services that earn our community's trust.

Additionally, G5 outlined the need to enhance the communication frequency around diversity and cultural competency, as well as educational efforts. Anecdotally, G5 members report more talk within the fire stations about the efforts put forward by the task force.

B. Increased employee cultural competence to more effectively serve citizens of different backgrounds and cultures.

The District has not established a baseline yet to define the state of diversity and cultural competency within TVF&R, therefore data to demonstrate progress toward this outcome is not available. The G5 identified the need to develop and execute survey instruments for that purpose. Observations, however, suggest the workforce is empathetic and routinely demonstrates a “can-do” attitude when making the necessary adjustments to overcome emergent cultural challenges. For example, crews at Station 50 (Tigard/Walnut Street) adapted to language and cultural barriers when conducting a door-to-door prevention campaign in a predominately Latin-American community by using Spanish-speaking crew members and “dressing down” to remove the authority stigma associated with the Class B uniform. Occupational Health and Wellness staff also received training targeted at increasing cultural competency.

C. Increased organizational diversity to better reflect the communities’ racial, ethnic, cultural, linguistic, and gender diversity.

There was little change among the line firefighter ranks. Adding two new female firefighters with the 2013 recruit class (16 total recruits) was a productive step that was subsequently offset by the pending retirement of two long-time female firefighters. Better outcomes are achieved with the volunteer program where the percentage of Hispanic (8.6 percent), Asian (5.2 percent), and Black (1.7 percent) personnel is greater than the career side of the organization (3.6 percent, 0.6 percent, and 0.6 percent respectively); while still lower than overall community rates. The percentage of females involved with the volunteers (8.6 percent) is slightly higher than on the career side (6 percent). While recognizing that the volunteer program is considerably smaller than the career side of the organization, the advantages gained by District volunteers in the career hiring process underscore the value of the volunteer program as a tool for advancing the District’s commitment to a diverse workforce.

On the non-line side of the organization, women are much more strongly represented (41.2 percent). There has been some success in terms of attracting employees of Asian descent, but overall ethnic diversity remains limited.

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Finalize, implement, and communicate to all personnel the multi-year diversity plan.

Through numerous meetings, the G5 came to appreciate the complexity and expertise demands associated with this this call for action. Progress was limited to establishing the foundational specifications, scope, and priorities for a multi-year plan based on what will provide the best return on investment for the organization. As such, the G5 proposed that the District would be best served to invest in the selection and hiring of a consultant that will assist with completion of the multi-year plan.

2. Capture trends specific to employee awareness regarding the benefits of a diverse workforce, as well as employee's cultural competency.

No progress was made toward this action statement; however, within the proposed framework for the multi-year plan, the G5 called for the development and execution of survey instruments that better define the current state of diversity and cultural competency within TVF&R. Additionally, the G5 identified the intent to develop a diversity score card that would measure and routinely track the impact of specific diversity initiatives on achievement of organizational goals and targeted outcomes.

3. Pursue updated service area demographics based on 2010 census data.

The Planning Division provided updated population and demographic data, including 2010 census data, which was derived from research conducted by the Portland State University Population Research Center. The G5 uses this data in ongoing comparison of the community's composition to that of TVF&R's workforce.

CHALLENGES

As the organization has experienced in other endeavors, the need for subject matter expertise was realized and G5 believes that to create significant further movement towards the goal, the District needs to seek professional assistance in the finalization of a multi-year plan. This may be accomplished before the end of fiscal year 2012-13 with resources already appropriated for this effort. To meet the increased level of performance expectations as expressed by the Board of Directors and the Internal Budget Review Committee, additional resources need to be dedicated to the pursuit of this goal in the fiscal year 2013-14.

While workforce demographic data, and its comparison to service area demographics, is one of the only readily available data points reviewed, G5 recognizes that making significant changes in the District's workforce composition is a long-term proposition that will likely come only as a result of all of the other efforts proposed herein and envisioned for the multi-year plan. As such, it is an *indirect* objective—meaning one that should continue to be measured but not held forward as an indicator of short-term success or failure.

OPPORTUNITIES

Developing the blueprint for making diversity an integral part of TVF&R, including specific projects toward that end, offers many opportunities. The work that G5 has completed allows the District to better focus additional research, possibly including directly interacting with agencies that have had success within the industry, and applying what has been learned from outside the organization. Revising the Goal V calls to action enables the organization to focus on what G5 believes to have the greatest impact on achieving the goal, and meeting near-term needs that support the business case and diversity statement for TVF&R. Rewriting and focusing on Outcome B will create the best return on investment, although G5 believes that there will be positive impact on the other two outcomes as well.

As part of its strategic planning function, one of several activities discussed by the G5 was working with National Testing Network (NTN) to review the entry-level firefighter recruitment and selection processes in relation to diversity objectives, including NTN's recruitment of targeted groups, and an analysis of the

Strategic Plan, continued

disposition of members of those groups through the application, testing, and selection processes. G5 also outlined the need to identify barriers that reduce TVF&R's effectiveness to recruit and hire with greater diversity and develop initiatives to reduce those barriers.

The District's pending Volunteer Program needs assessment, with a focus on recruitment and retention, provides an opportunity to strengthen the District's understanding of effective outreach efforts and research new strategies that increase the attractiveness of this employment "doorway" for the diverse community.

THE 2013 CALL FOR ACTION

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

1. Select and hire a consultant to execute completion of a multi-year plan specific to achievement of Goal V; allocate resources to implement plan elements.
2. Establish baseline measurements to define and track progress relative to the state of employee cultural competency within TVF&R. Develop and execute survey instruments to collect related data/information.
3. Identify training intended to enhance employees' cultural competency.
4. Increase the frequency of communication and educational opportunities to employees around diversity initiatives and cultural competency.
5. Ensure that the Volunteer Program needs assessment considers opportunities to advance the District's commitment to attracting a diverse workforce.

Goal VI: Promote craftsmanship, innovation, and excellence throughout the organization.	Trend
<i>Craftsmanship is the quality that comes from creating with passion, care, and attention to detail. It is a quality that is honed, refined, and practiced over the course of a career.</i>	 No Change

ANALYSIS OF TARGETED OUTCOMES

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

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

Strategic Plan, continued

Table 6.1 Industry Standards Compliance

	2010	2011	2012
Commission on Fire Accreditation International (CFAI) Accredited Agency Status	✓ <i>Re-accredited August 2010. Good for 5 years.</i>	✓	✓
Insurance Services Office (ISO) Rating ¹	✓ <i>Rated in 2009. Good for 10 years.</i>	✓	✓
Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award	✓	✓	✓
GFOA Certificate of Achievement for Excellence in Financial Reporting	✓	✓	✓
Moody's Investor's Service Credit Quality Rating ²	Aaa	Aaa	Aaa
Oregon Dept. of Public Safety Standards and Training (DPSST) Agency Certification	✓	✓	✓
TVF&R Individual Mandatory Compliance Training (IMCT)	✓	✓	✓

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

² Aaa is the highest rating that Moody's bestows to public organizations based on fiscal policy, responsible practices, revenue, and liabilities.

In addition to the maintenance of the industry standards detailed above, there has been a significant effort District-wide to maintain proficiency in operations and business practices. Examples include SCBA Training, CPR/AED training, specialty team certifications, NIMS certifications, as well as strategy and tactics training. Compliance with OSHA, CDC, NFPA, and public health mandates has also been maintained, including hearing conservation, bloodborne pathogen standards, and applicable portions of the Respiratory Protection Standard.

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

The Training Division has utilized several mediums to reinforce core competencies and accountability for operational personnel, such as the fire behavior training prop, acquired structures, the critical skills program, probationary benchmark evaluations, and Company Officer training. Skills include fire behavior training, mental mapping, apparatus operation, SCBA familiarization, communications, and situational awareness.

Though there was a slight increase in apparatus, vehicle, and facility damage (47 incidents compared to 43 incidents in fiscal year 2010-11), the trend remains down from the peak of 65 occurrences in fiscal year 2008-09. Meanwhile, the District is maintaining an intensified focus on safe driving.

At some stations, officers have shared the accountability for routine training and proficiency maintenance with their subordinates. This has empowered firefighters to develop engaging content, to collaborate with other shifts, to be creative, and ultimately foster leadership skill.

Additionally, there was a purposeful focus on leadership training and performance assessments/management throughout the organization.

Strategic Plan, continued

C. Major innovation efforts institutionalized.

While the District did not launch a significant new innovation during this reporting period, the Community Risk Reduction (CRR) program implementation continued at all fire stations and intervention/education activities are being established and measured by integrated operations personnel. Examples of CRR activities include:

- Multiple Hands-Only CPR initiatives involving Valley Catholic and West Linn High School resulted in 2,500 people being trained in Hands-Only CPR.
- Research and implementation of the PulsePoint mobile application by the EMS Division to improve cardiac arrest survival rates by increasing bystander CPR/AED response.
- Blood pressure screenings for over 100 citizens accomplished through a collaborative effort between Station 67 and Recruit Academy 12-01.
- A law enforcement ride-along program engaging all stations in the North Operating Center.
- Improved access to large multi-family complexes with high call volume in all Operating Centers, as well as increased fire safety outreach to tenants and property managers.
- A rural addressing audit in the South Operating Center for better access and response.
- A template for assisted living center staff to facilitate better interactions with first responders and staff, as well as clarification of non-emergent dispatch protocols.
- Increased communication in all Operating Centers with transportation partners for traffic safety improvements at high call volume intersections and corridors.
- Better coordination on mental health crisis calls for Station 62 due to improving relationships with multiple agencies including law enforcement, Washington County Mental Health Crisis Response Team, and private social/mental health services.
- A public and private partnership between TVF&R, Novellus, and Air Products that outfitted all Tualatin Police units with AEDs.

Several core business function advances occurred, which are essential to current operations and the long-term viability of the District, including:

- Records storage enhancement
- Improved project management tracking for capital construction projects
- Leveraging GIS data and analysis for improved deployment and evaluation of property tax trends

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

TVF&R engaged in multiple quality improvement processes for emergency medical services and fire suppression. With medical calls representing the largest portion of the District's emergency response (as much as 80 percent), it is imperative that performance and patient care are measured and improved. The EMS Division established three quality improvement (QI) process action teams (PATs) to review all airway/intubation calls, cardiac arrests, and ST-elevated myocardial infarctions (STEMI)* to gain greater understanding of the District's response to these time-critical events and improve patient outcomes. A partnership was forged with Washington County Mental Health, specifically the Crisis Team, to develop a

Strategic Plan, continued

reporting system to follow up on care of patients with mental illness. In Washington County, the District adopted the Ambulance Resource Management Utilization Program, which provides emergency transport to the hospital by fire crews when the ambulance service in Washington County is unable to arrive in a timely manner due to call load, location, etc.

In an effort to procure a higher level of data accuracy for planning, establishing service measures, and determining resource deployment, the Operations QI Committee (Ops-QI) initiated an ongoing review of each fire report since January 2012 to determine if the appropriate “incident type” was used, follow-up is conducted, and corrections are made if needed. Training specific to correcting common mistakes is provided as well.

Ops-QI also initiated a review of the “standard calls” designations in OnSceneRMS (records management system), which are based on the National Fire Incident Reporting System (NFIRS) incident types. There are almost 200 NFIRS incident types that a user can choose to document the situation found of an incident. Some of the Incident Type definitions are vague, can appear to be repetitive, and are not intuitive. Honing the “standard calls” feature will make reporting easier for crews and will improve accuracy.

** NOTE: An ST-Elevation Myocardial Infarction (STEMI) is a very serious type of heart attack during which one of the heart’s major arteries that supplies oxygen and nutrient-rich blood to the heart muscle is blocked.*

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Reinforce the District’s culture as one that emphasizes preparedness and prevention in addition to response.

The Integrated Operations model has increased the interaction between prevention, suppression, EMS, and public affairs personnel with the shared aim of community risk reduction and response readiness.

In fiscal year 2012, crews, Integrated Operations personnel, and Safety Education Team members participated in 755 community events. At every event, a specific education topic is reinforced, for example, home fire escape planning, emergency planning, fall prevention, etc. There has been a particular emphasis on medical issues and equipping our community to be part of the chain of survival during cardiac events by teaching Hands-Only CPR.

2. Keep personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District’s focus on prevention, preparedness, and response.

Several outlets were used to keep the District’s workforce updated on operational and risk reduction priorities including Company Officer trainings, monthly Integrated Operations briefings, managers’ meetings, Chief’s Corner broadcasts, District Net (i.e., the Bulletin Board and SharePoint), and social media. Specific to the Community Risk Reduction program, a SharePoint site documents all station activities, project goals, and progress.

Challenges remain with multiple locations and shifts; the in-person delivery of information, particularly by the Fire Chief’s Office, seems highly valued. Maintaining the momentum of Integrated Operations and the work required to shift the organizational focus to prevention requires continued communication and face time with between workgroups.

3. Encourage innovation in all areas to help safeguard the long-term viability and vitality of District services.

Several innovations were initiated that are essential to the successful core business functions, including:

- New occupancy database system development and migration planning

Strategic Plan, continued

- Records storage enhancement
- Planning for enterprise-wide use of GIS technology
- Financial analysis and education regarding property tax compression, revenue streams, and other market factors
- Continued expansion of paperless processes

4. Reinforce the importance of individual ownership and craftsmanship and their connections to the Chief's Bull's-Eye and the organization's fiscal health.

Safety and performance are at the center of the Chief's Bull's-eye. Whether managing personnel on an emergency scene or conducting regular business, maintaining clear communication between supervisors and employees reinforces expectations and ownership.

Several activities during this reporting period have encouraged craftsmanship or demonstrated financial stewardship, including:

- Development of the Promotional Growth Program, which includes task books, and ride-a-longs to create a better understanding of responsibilities for Company Officers.
- Evolution of firefighter recruit academy instruction to have "standing orders" to model District values, accountability, self-reflection, leadership roles, and responsibilities, which has translated to better retention rates and depth of abilities.
- Enhancement of the car/medic program to improve performance and response times on basic life support (BLS) medical and community assistance calls.
- Revision of the water tender deployment model (two per station).
- Development of the organizational report card to track progress on the strategic goals, as well as tying achievement of the related targeted outcomes to the performance evaluation process.

5. Manage successful implementation of organizational change initiatives; maintain once implemented.

Organizational change is a common at TVF&R and District personnel are largely supportive, but the effort required to fully adapt to a major change initiative cannot be underestimated. A good example has been the MUNIS business integration software system, which continues to be a challenge for some personnel several years after its implementation. Regular users are less challenged than those who use the system infrequently. One-on-one training and a variety of on-line modules have been developed, and a steering committee of the varied user groups has been chartered to help guide ongoing implementation efforts. The system provides better integration of business data, but ongoing attention must be paid to training and system improvements if it is to achieve its full value.

The Asset Management Program (AMP) has been a business model for the acquisition, maintenance, and surplus of material within eight program areas of Integrated Operations: EMS equipment, personal protective equipment/uniforms, wildland, information technology/communications, respiratory, apparatus/vehicles, firefighting equipment, and special operations. The program has created consistency and a systematic process where the end-user can influence outcomes, build consensus, and exercise ownership. It also provides career development opportunities through the exposure to other District departments, industry professionals, and business processes.

The performance evaluation process was restructured to include a common July 1 due date, rather than at various times throughout the year depending on job descriptions and hire dates. The new process emphasizes collaboration between supervisor and employee and the shared goal setting process emphasizes measurable aims that tie back to the Strategic Plan.

Strategic Plan, continued

6. **Improve accuracy and timeliness of data collection and analysis in all areas (e.g., upgrades to Fire RMS/occupancy database, improvements to safety data collection and analysis, continued MUNIS education, OPS QI and EMS QI initiatives, report writing training).**

A strong organizational commitment and effort towards improving the timeliness and accuracy of data collection was initiated during this reporting period and continues. Examples include:

- Work by a PAT to design and implement an occupancy database module within the OnSceneRMS software program.
- Creation of three PATs to review all EMS charts related to cardiac arrest, heart attack, and airway management to identify any gaps in training and/or equipment.
- Dissemination by Ops-QI of steps to improve the quality and accuracy of fire report writing.

7. **Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management with the promise of engaging personnel in more meaningful business performance outcomes.**

Lead by the Human Resources Division, the District executed the development and initial rollout of its talent management program. Executive staff approved a related multi-year program plan with input from the Union and non-Union staff who attended related training classes. As a result, a series of forums were held throughout the organization to educate employees on the various components of the talent management program, and to create a shared vision of what talent should mean for TVF&R's future leaders. The final step of the development process will be finalization of the charter for the committee established to move the effort forward and implement the identified program components.

CHALLENGES

While the value and content of the Strategic Plan is increasingly well understood at the supervisory and management level of the organization, there is a continued need to make it relevant broadly throughout the organization. Many employees struggle to understand in its current format, and how it relates to their job. This is problematic when the Strategic Plan is supposed to guide budgeting and goal setting processes.

Building bench strength remains a challenge. Talent management and leadership development need to be a high priority in order to fill the gaps created by a series of promotions over the last two years. Looking forward, the likelihood of key retirements means this issue will only grow in importance.

The District's commitment to innovation is fundamental to TVF&R's success, but it comes at a cost. Balancing the demands of current programs and processes while exploring implementing new ones will always stretch resources and staff. A sustainable business environment requires the demands of both be considered.

Finally, the need remains to continue explaining and reinforcing the goals and rationale for Integrated Operations. There are still employees, particularly on the line, who don't understand the aim and advantage of this approach.

OPPORTUNITIES

The successful deployment of the PulsePoint mobile application highlights opportunities associated with consumer-based technology solutions. Others should be researched or developed and then promoted.

Establishing a shared vision for the District requires a shared vocabulary. All levels of the organization need to be engaged to ensure an understanding of the definition and relevance of terms such as craftsmanship, innovation, and excellence.

Strategic Plan, continued

THE 2013 CALL FOR ACTION

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

1. Improve divisional business analysis processes; emphasize on measureable outcomes, and accuracy and timeliness of data collection.
2. Keep personnel informed on significant organizational changes and innovative efforts, particularly as they pertain to the District's focus on prevention, preparedness, and response.
3. Ensure that efforts towards innovation are directly tied to the relevance and long-term viability of the District.
4. Reinforce the importance of individual responsibility and craftsmanship; make the connection to the Chief's Bulls-eye, the Strategic Plan, performance reviews, and the budget process.
5. Manage successful implementation of organizational change initiatives; maintain once implemented.
6. Institutionalize a competency-based program that focuses on recruitment, leadership growth, and talent management.

Goal VII:	Leverage use of existing resources and seek efficiencies for the greatest community good.	Trend
		 No Change

ANALYSIS OF TARGETED OUTCOMES

A. Developed and maintained partnerships that create efficiencies.

Partnerships help further the efficiency of District operations in a variety of ways, such as reducing costs, providing access to information, and committing additional resources to projects of shared interest. Examples from current partnerships include:

- Supply staff continues to participate in the Regional Logistics Group where opportunities for group purchasing are realized, and product and vendor information is shared.
- Corporate sponsors continue to underwrite public safety marketing campaigns and the Multi-Family Housing Reduction Program.
- New collaborations with cities, counties, special districts, schools, state agencies, non-profits, and private businesses are advancing the District's commitment to risk reduction by focusing on a wide variety of projects including:
 - Transportation improvements
 - Education and training programs
 - Safety reviews and interventions
 - Code enforcement

Strategic Plan, continued

B. Pursued state, federal, and foundation grants for strategic service enhancements.

This outcome is driven foremost by the value of activity the District is able to fund with grant awards. Significant grant activity occurred during the reporting period; examples of which include:

- The federal 2010 Staffing for Adequate Fire and Emergency Response (SAFER) Grant provides funding for nine firefighters through mid-May 2013. At that time, costs will be borne by the General Fund. The additional firefighters allow for four-person staffing on all suppression units, thereby improving a variety of operational functions including the ability to conduct effective, timely, and safe search operations and provide a sustained water supply.
- In July 2012, the District was awarded the federal 2011 SAFER Recruitment and Retention grant for a Volunteer Program needs assessment. A portion of the award will be used to examine cooperative models for recruitment and retention activities with mutual aid agencies.
- State Homeland Security Grant funds allowed members of TVF&R's technical rescue team to participate in a full-scale, joint urban search and rescue exercise in May 2012. Along with four other Oregon teams, TVF&R personnel were able to test and evaluate capabilities around coordinated deployment, mobilization, and rescue tactics.
- The federal 2013 Hazardous Materials Emergency Preparedness Grant, awarded through the State in October 2012, will allow the Hazardous Materials Team to conduct a training designed to increase their ability to rapidly determine the correct course of action for safe and efficient response.

C. Developed greater financial diversification.

As measured by the percentage of the annual budget derived from sources other than property tax, progress on this outcome remains very limited; however, efforts are being made. The fleet enterprise model continues to be very positive, and additional departments in Clackamas County are considering participation. Health care reform holds some promise, but the District is focusing early work in this area on demonstrating to the larger health care system the benefits of working with an EMS provider.

D. Increased environmentally friendly practices and behaviors for daily operations.

The District's first Green House Gas Inventory provided an additional baseline against which this outcome can be measured. When combined with the 2011 Energy Audit, metrics are now in place to prioritize and measure the impact of energy conservation projects. Recognition of the District's energy conservation investments in Stations 50, 53, 58, and 59 was received in calendar year 2012 in the form of state tax credits and incentives totaling \$157,000. Introduction of virtual meeting technology allows multiple District locations and other entities to meet without traveling to a common location. The migration to more paperless work flows continues.

E. Demonstrated cost control and reduction strategies.

Leadership focus associated with this outcome is driving a cultural shift at TVF&R toward strategies designed to extend the life cycles of equipment and apparatus, as well as fixed infrastructure. The recent re-evaluation of the long range fleet replacement plan (more information below) is an example.

The Materials and Services portion of the District's General Fund budget makes evident the combined efforts of managers to control costs. From fiscal years 2005 through 2009, actual spending increased between five and seven percent annually. By contrast, there was a small overall decline over the three year period of fiscal years 2010 through 2012.

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

1. Encourage innovative ideas and partnerships to achieve financial diversification, cost control, and service enhancements.

As previously mentioned under Outcome C, health care reform presents potential for the District that may include opportunities for financial diversification. However, even more than financial diversification, changes in how health care is delivered presents the District with an opportunity to remain responsive and relevant to the communities it serves. Conversations focused on innovative pilot projects were initiated with health care partners.

Examples of cost control and reduction strategies employed during this review period include:

- Effective fleet maintenance scheduling has extended the useful life of District apparatus resulting in a re-evaluation of the long range fleet replacement plan.
- Replacement of the mobile data computers (MDCs) in all apparatus allows for updates to be performed nightly utilizing the wireless network. In addition to increasing the frequency of updates, this approach represents a significant time savings over the previous staff-intensive process of quarterly manual updates. By opting to stay with the same hardware provider, the final MDC purchase saved the District approximately \$36,000 in purchase price and 270 staff hours of installation time.
- Use of inventory data available through the MUNIS financial systems made it possible to identify “the lowest cost per unit” pricing among several companies competing to supply all chemical and other custodial supplies to the District.

As described in the Goal I and II Report Cards above, the District’s Community Risk Reductions efforts are providing focused service enhancement projects aimed at enhancing the safety of the public.

2. Establish District goals to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

While progress on establishing District goals in this area has been limited, work continues on a variety of sustainability-focused initiatives:

- Recommendations from the 2011 Energy Audit are being phased in over several years. Funds are in place to replace three heating, ventilation, and/or air conditioning (HVAC) units with more efficient units, as well as upgrading lighting systems in several fire stations, the Training Center, and the Fleet building. In response to another audit finding, existing HVAC and solar water units are being “re-commissioned” to ensure their energy use and output is as efficient as possible.
- Idle Reduction Technology (IRT) has been added to the requirements for future TVF&R apparatus. IRT responds to the need to power a wide array of electronics within an apparatus while at an emergency scene. Rather than relying on the main diesel chassis engine, it shuts down when demand is cut over to a much smaller three cylinder auxiliary power unit. The process is entirely automated and results in reduced apparatus engine use and fuel consumption.
- Significant efforts are being made to efficiently manage surplus, beginning with internal marketing of items to encourage reuse versus buying new. When materials are deemed unusable for District purposes, outreach occurs to local fire and non-profit agencies. This allows the receiving agency an opportunity to obtain items at a significant cost savings, while also saving the District in labor costs associated with moving and storing the items.

Strategic Plan, continued

3. Seek opportunities to advance electronic integration with external partner agencies' systems.

An ambitious effort to expand the access and potential of the District's geospatial information system (GIS) is underway. Key goals of the project include: development of a strategic plan for the District's use of GIS and establishment of a common operational platform that provides ease of access for an expanded group of users to a wide variety of internal and external data sets (e.g., response data, demographics, utilities, financial information, etc.).

4. Track and analyze the impact of efficiency efforts.

As previously mentioned, the District has now completed two studies that benchmark its energy use: the 2011 Energy Audit and the 2012 Greenhouse Gas Inventory. These studies can be used to prioritize energy conservation investments and, provided they are periodically updated, should also highlight the impact of these projects.

Better data analysis utilizing information provided by the MUNIS financial system is making it possible to both guide and monitor business decisions. For example, Facilities now ties assets to work orders to track the cost of maintaining that asset versus replacing that asset once it becomes too expensive to maintain.

As described in the Goal IV Report Card above, data is also providing an increasingly clear picture of the impact of the District's efforts to more proactively engage and support personnel who have experienced an on-the-job injury.

CHALLENGES

When the push for efficiency involves multiple players and strong financial pressures, there is both organizational risk as well as opportunity. Such is the case for the District's involvement in health care reform. With over 80 percent of emergency incidents involving some form of EMS response, it is abundantly clear that TVF&R is active in the delivery of health services. The challenge is to make the District's role clear to other more traditionally recognized players, such as hospitals, medical providers, and insurance companies. Key to the District's success will be continued openness and creativity regarding how its proven basic/advance life support (ALS and BLS) expertise is utilized.

The continuation of a constrained financial environment means that existing cooperative ventures and partnerships are also under pressure. Difficult budget decisions at the Washington County 9-1-1 agency (WCCCA) and the recent restructuring of the organization supporting public agency sustainability efforts in Washington County provide examples of intergovernmental efforts working through tough times. These are just two of a long list of cooperative efforts in which the District participates and from which it benefits. As budget pressures increase, the challenge is valuing and advocating for the non-monetary efficiencies that these linkages provide.

With many of the District's environmental sustainability objectives also advancing financial sustainability goals, there is a need to introduce a new level of coordination and focus to these efforts. A key objective should be assessing the impact of energy conservation efforts against the findings of the 2011 Energy Audit and the 2012 Greenhouse Gas Inventory. Attention should also be paid to advancing some of the behavior change advocated for by the Fire Chief, such as recycling and energy conservation.

OPPORTUNITIES

The Training Division is actively recruiting neighboring departments to engage in a more cooperative approach to training. Immediate priorities include: understanding the differences and similarities of programs, better alignment of training schedules, and establishing more common training procedures. Going forward, opportunities exist to share and better utilize training staff and facilities.

Strategic Plan, continued

With four metro area departments now contracting with TVF&R to receive standardized apparatus maintenance services and continued interest from other agencies, discussions are now beginning about alternative ways to resource the need for reserve apparatus. The objective would be to increase the utilization rate for any vehicle in a reserved status.

The District has engaged directly with SAIF Corporation, the workers' compensation insurer, over concerns about their service provision, premium costs, and the general need for better communication. An initial meeting involved leadership from SAIF, the Fire Chief's Office, and Local 1660. One tangible outcome was the identification of a single attorney to handle all TVF&R cases. Continued attention to this relationship should help SAIF understand TVF&R's culture and work ethic.

THE 2013 CALL FOR ACTION

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

1. Encourage innovative ideas and partnerships to achieve revenue diversification, cost control, and service enhancements.
2. Establish District goals and enhance internal coordination efforts to guide the implementation of sustainable practices in acquisition, operation, and disposal of resources.

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

ANALYSIS OF TARGETED OUTCOMES

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

The District continued to meet its goal of maintaining five months of operating funds in the General Fund. Transfers from the General Fund to reserve funds increased in fiscal year 2011-12, reducing the average months of fund balance held at the end of the fiscal year. This was done in order to allow future flexibility in reducing transfers to capital reserve funds in the projected near future, as a decline in the growth of property tax revenue is expected to continue. Property tax revenue increased by 4.3 percent in fiscal year 2008-09, as compared to a 1.9 percent growth rate in fiscal year 2011-12 (see Figure 8.1 below).

Strategic Plan, continued

Table 8.1 Months of Fund Balance

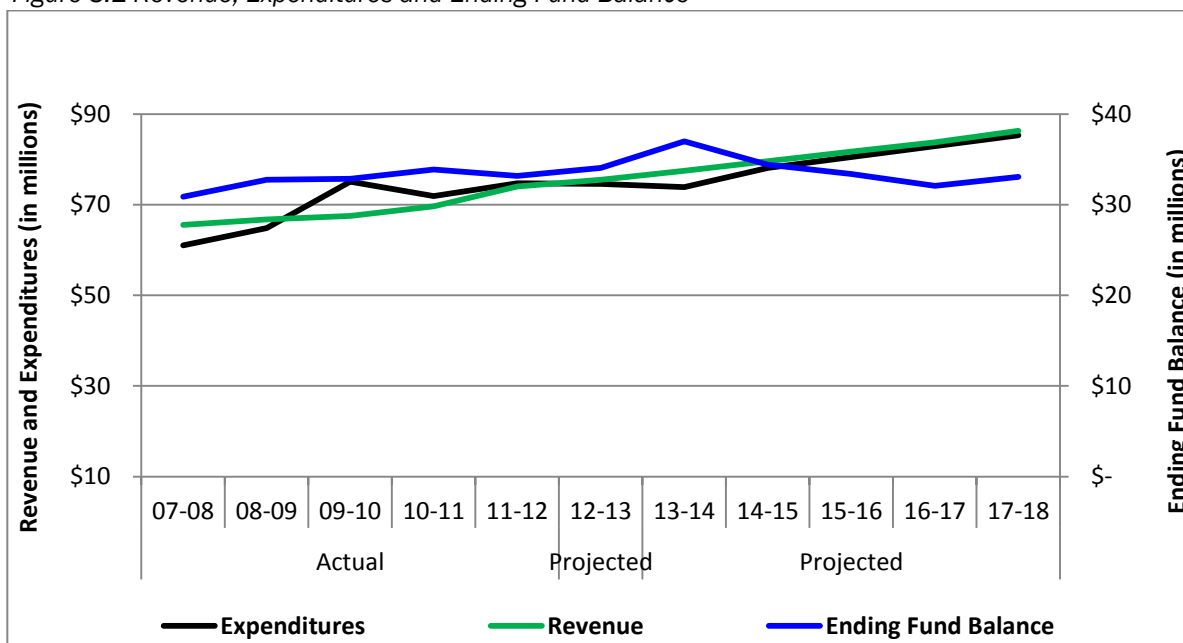
	2008-09 Actual	2009-10 Actual	2010-11 Actual	2011-12 Actual
Beginning Fund Balance	30,880,694	32,752,110	32,870,970	33,873,850
Property Tax Revenue	65,060,487	67,867,374	70,775,306	72,127,769
Investment & Interest Income	610,134	202,263	180,535	178,919
Charges for Services	728,157	583,312	763,085	1,308,643
Insurance Refunds	230,529	415,446	655,797	179,479
Miscellaneous	104,683	220,507	140,766	215,498
Total Revenue	97,614,684	102,041,012	105,386,459	107,884,158
Personnel Services	53,795,595	57,031,104	60,203,978	61,740,442
Materials & Services	7,801,526	7,457,909	7,783,312	7,509,188
Transfers Out	3,265,453	4,681,029	3,525,319	5,469,475
Total Expenditures	64,862,574	69,170,042	71,512,609	74,719,105
Ending Fund Balance	32,752,110	32,870,970	33,873,850	33,165,053
Months of Fund Balance	6.1	5.7	5.7	5.3

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

During fiscal year 2011-12, revenues, excluding beginning fund balance, increased a little over two percent, while expenditures (excluding transfers), increased a little less than two percent. This is one indicator that the District is maintaining expenditure growth in line with revenues. While a balance was maintained collectively in the Personnel Services and Materials and Services categories from one year to the next, it should be noted that Personnel Services, which is the District's greatest expenditure, grew by 2.6 percent and is anticipated to grow by an estimated 3.0 percent in fiscal year 2012-13. Long-range forecasts indicate additional economic pressures from such sources as Oregon's Public Employee Retirement System (PERS) rate increases and unknown insurance escalations. The District has planned for this by setting aside reserves for the PERS increases and will begin using the reserves in the 2013-14 fiscal year to help alleviate the significant cost increase.

Strategic Plan, continued

Figure 8.1 Revenue, Expenditures and Ending Fund Balance



C. Measured actual financial performance against the financial modeling and forecasting tools, and adequate plans in place for various fluctuations.

As anticipated and forecast for the past several years, the PERS actuarial valuation for the year ending December 31, 2011 was released in October 2012, with expected large increases in rates stated for the 2013-15 biennium and then again for the 2015-17 biennium. Designated funds that have been set aside for the past several years for this purpose will begin to be used in the 2013-14 fiscal year. This will allow the General Fund to slowly implement the cost increases on a budgetary basis.

Revenues have been modeled throughout the recession and the Fire Chief's Office has its eye on assessed value stalls in the metro area. Financial modeling created opportunities for collaboration and strategizing with other local governments, allowing for development of economic and forecast effects of competing ballot measures.

D. Preserved the District Moody's Aaa bond rating.

There has been no change in the Moody's bond rating in the past year, nor has there been reason to have it evaluated. The District continued to hold the highest rating available. The District complied with required disclosures to the national bond market.

E. Developed and maintained financial forecasts that include long-term financing and levy plans; long-term equipment, apparatus, facility maintenance and replacement plans; and the modifications needed to serve the District's changing population and service roles.

The District built forecasts for capital and bond expenditures, facilities, fleet and apparatus replacement, IT and communications plans, small-capital equipment for operations, and salary and staffing to monitor the anticipated economic outflows. Economic forecasts, property tax and assessed valuation forecasts were used to analyze economic inflows. While forecasts have been used for years, continued questioning and refinement allow for better decision-making. Budget managers have redefined the long-term fleet and facilities forecasts, resulting in improved long-term planning efforts.

Strategic Plan, continued

PROGRESS TOWARD 2012 CALLS FOR ACTION

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

Outreach efforts were focused on flagging assessed valuations in TVF&R's service area, which is an emerging issue affecting all local governments. TVF&R's unique visualization of the economic risks of the Oregon property tax data were shared with all cities and counties in the service area, as well as throughout the state. This allows TVF&R to be part of a state-wide solution and is beneficial to local governments.

TVF&R engaged proactively with other providers in the Oregon health care system to ensure its unique role in first-line medical services is considered and its standing resources are utilized to the best advantage as the system evolves to meet federal reform initiatives.

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

Budget reports derived from the MUNIS business integration software were refined, allowing for easy access to the critical information that affects each budget manager's daily purchasing decisions.

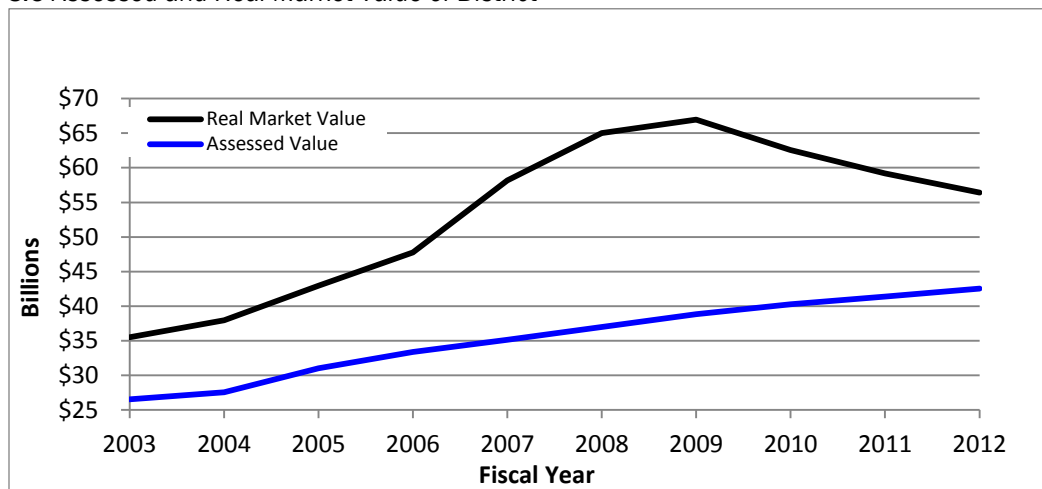
3. **Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.**

The negotiation session, which concluded in June 2012, resulted in successful interest-based bargaining between management and the Union.

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

When measured by county assessors as of January 1, 2012 for the 2012-13 fiscal year, the District's real market growth rate for fiscal year 2012-13 continued to decline. While assessed value (AV) of each individual property in the service area could increase by law by three percent a year until reaching real market value (RMV), properties that are near a 100 percent RMV to AV ratio are expected to constrain AV growth. This is particularly true in Clackamas County, where a larger proportion of properties' assessed values were near or at RMV as of the 2011 assessment data. The District's investigation into predictive tools and analytics assisted the District and other local governments to better predict this revenue stream.

Figure 8.3 Assessed and Real Market Value of District



Strategic Plan, continued

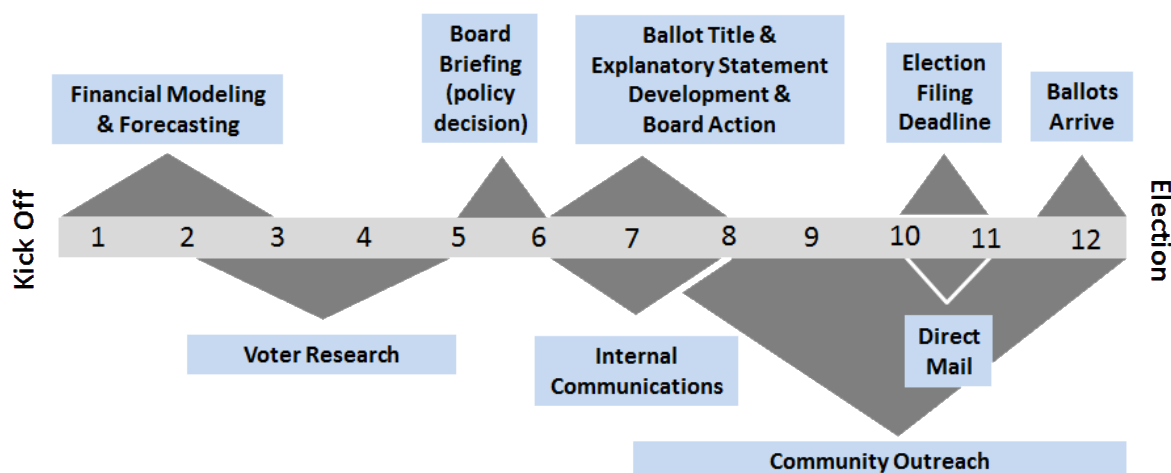
5. Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery.)

Significant adjustments were developed in the fleet long-term plan, which will reduce ongoing replacement costs in November 2017. Continued refinement on an ongoing basis by all departments enhanced the long-term capital plans focus.

6. Pro-actively plan and message for levy elections and debt financing.

Efforts are ongoing to study levy needs, public sentiment, other financial options to a levy, and the balance against the desire to increase. The District has embarked on the initial steps of the local option levy planning timeline to include executing voter research and communication strategies in the 2013-14 fiscal year (see Figure 8.4).

Figure 8.4 Local Option Levy Planning Timeline



No debt financing elections are currently planned in the next decade. The District has been conservative with the amount of debt levied on the public. Given the number of government agencies in the District's service area, the District must be mindful of how chosen actions could affect other local governments' revenue streams. Only recently, with prompting from the District's leadership, have local governments begun to understand the extent compression is adversely impacting local revenue

CHALLENGES

Forecasted increases in PERS rates, along with forecasted increases in health care costs, dispatch center user fees, and the consumer price index (CPI) are all above revenue trends.

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

The labor contract finalized as of July 1, 2012 is a critical component of District and employee financial stability. The District and the Union must continue to work collaboratively to ensure commitments are sustainable into the future.

Strategic Plan, continued

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

With two major grant projects in progress, audit scrutiny increased significantly. As a result, the District is working to meet recommendations from the auditors to increase compliance with federal grant laws.

OPPORTUNITIES

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

One benefit of the District's long-standing forecasting practices is that reserves are in place to offset the anticipated PERS increases for the 2013-15 biennium.

The District paid out vested benefits and closed out the 1998 Volunteer Length of Service Awards Program, a defined contribution plan, which was expensive to administer. This allows the District to reset it to be a defined contribution plan with much less anticipated liability in the long run.

THE 2013 CALL FOR ACTION

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

1. Develop outreach efforts to promote awareness of the value of service provided by the District and its performance.
2. Expand reporting mechanisms that can be easily understood and shared among personnel and budget managers, thereby communicating the financial "health" of the District and allowing the managers to effect positive financial change.
3. Maintain collaboration with Union leadership while managing overall organizational labor costs to preserve financial stability.
4. Build out several scenarios around various community economic risks to specifically understand, plan, and prepare for potential impacts to service objectives.
5. Develop and incorporate divisional components into long-term capital plans to support the overall District financial forecast (recognizing that the District must proactively adjust them as it adjusts its service delivery.)
6. Pro-actively plan and message for levy elections and debt financing.
7. Expand understanding of federal grant compliance. Train program managers to recognize the required roles and necessary contributions in each grant opportunity to ensure the District's ability to participate in future revenue streams.

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Budget Policies

OPERATING BUDGET POLICIES

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

- The District will maintain high service levels in emergency services operations, which include responses to fire and medical emergencies. These services receive the highest priority for funding.
- The District will avoid adopting budgetary procedures that result in balancing current operational costs at the expense of future years' operations.
- The District will maintain a budgetary control system to ensure compliance with the adopted budget, especially with regard to State of Oregon Budget Law, and will prepare regular reports comparing actual revenues and expenditures to budgeted amounts. The Board receives monthly "budget to actual" financial statements on the funds and programs.
- Performance measurement and productivity indicators shall be integrated into the budget as outlined in stated goals and objectives. The Divisions then must report regularly to the Fire Chief/Administrator on the status of these goals. The budget highlights key performance objectives and performance against the District's prior goals. The budget is designed to educate the community about TVF&R's objectives, priorities, and the goals set for the organization. It is also designed to serve the needs of District employees by providing budgetary accounts and descriptions of funded programs.
- The District's **balanced budget policy** is that a budget is considered balanced when the funds' total resources of beginning fund balance, revenues, and other financing sources are equal to the total of expenditures, other financing uses, and ending fund balance.

THE BUDGET AS A POLICY DOCUMENT

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

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

The 2013-14 annual budget is designed to reflect the District's **Strategic Plan** for the 2013-14 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."

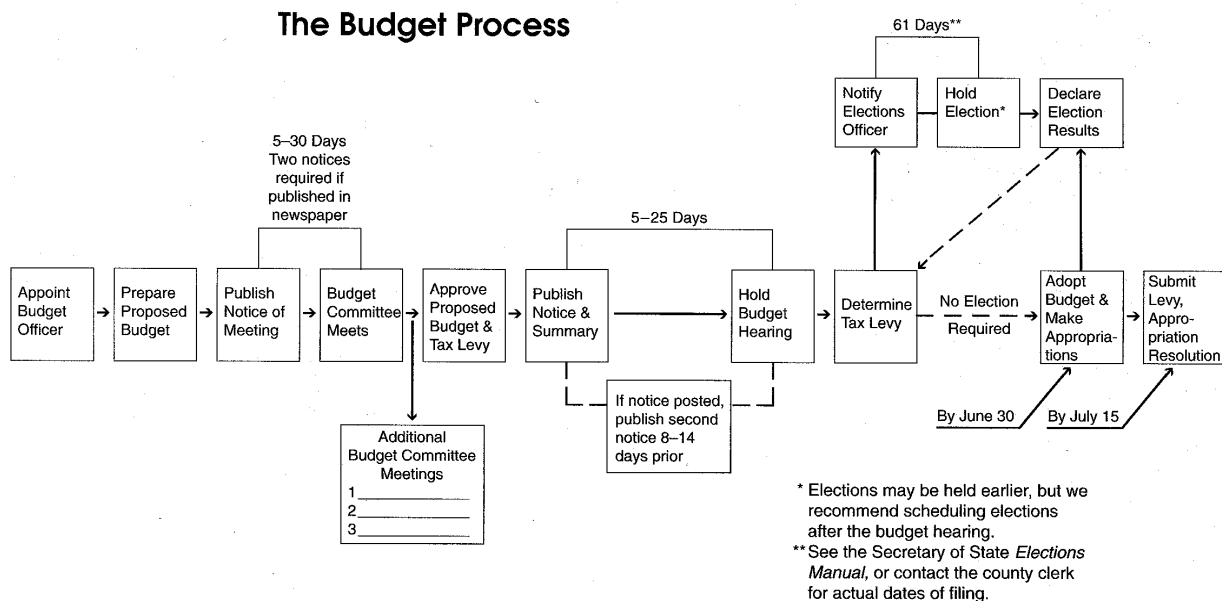
Accounting and budget policies are similar to the prior year. The **strategic goals and outcomes** provide a measurable tool for directing the plans and programs that have been set in place. The most significant plans or programs are outlined within individual divisions or program budgets. During the 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 2012**, when **planning sessions** were held between Assistant Chiefs, Division Chiefs, Directors, and Budget and Union Managers. Here, programs and plans were outlined, and strategies for implementing these programs were developed. These plans were refined in the following months, and goals and objectives were developed for each worksite location, department, and program. During this time, **forms and budget preparation information** were distributed. The Executive Staff discussed proposed new programs or personnel with the Budget Officer for overall planning and directions.

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

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



BUDGET CALENDAR

September	▪ Strategic Plan Report Card Assessment
October - December	▪ Revenue forecasting ▪ Capital planning ▪ Bond modeling ▪ Strategic plan validation ▪ Budget forecast to managers
January	▪ Budget packets and instructions available to Station Captains and Department Heads online at SharePoint site ▪ Budgets, accomplishments, and performance objectives due to Assistant Chiefs
February – March	▪ Internal budget reviews ▪ Budget Officer reviews budgets ▪ Station and department budgets, accomplishments, and performance objectives reviewed by Assistant Chiefs and submitted to Budget Officer ▪ Finance Division inputs budgets and returns to Department Heads for review ▪ Internal Budget Committee meetings
April	▪ Budget closed for changes ▪ Finance Division prepares draft budget document for Budget Committee Meeting
May	▪ Budget draft document distributed in early May ▪ Publish Notice of Budget Committee Meeting in newspaper and on tvfr.com ▪ Budget Committee Meeting is held
June	▪ Publish Notice of Budget Hearing in newspaper ▪ Budget Hearing is held to adopt budget and levy taxes
July	▪ Tax levy certified by court clerks of Washington, Clackamas, and Multnomah counties ▪ Budgets delivered to citizens and government agencies

BUDGET ADOPTION

A **final budget** was developed in **April of 2013**. From this adjusted data, the Finance Division prepared the annual budget document, which was then assembled for presentation to the **Budget Committee** after being reviewed by the Fire Chief's Office. Changes to the budget due to new information and Budget Committee recommendations may be incorporated through the **June 25, 2013 adoption of the budget** by the governing Board.

BUDGET AMENDMENTS

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

Budget Policies, continued

SUPPLEMENTAL BUDGETS

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

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

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

THE BUDGET DOCUMENT AS AN OPERATIONAL GUIDE

It has been the philosophy of the Board of Directors to have sufficient resources on hand at the beginning of the fiscal year to carry the District up to the time when tax turnovers are received from the county tax assessors' offices. This tax collection turnover generally begins in the third week of November. The District anticipates that it will receive approximately **93.7** cents of each tax dollar in the year in which it is levied.

The District's operations are generally accounted for as departments within the General Fund. The District accounts for its program operations under four directorates, which then have department cost centers that range from individual stations to support departments. The cost centers related to Integrated Operations are grouped by the three Operating Centers for budget presentation purposes. The individual cost centers included in the jurisdiction of each Operating Center are included for day-to-day management by the individual captains and program managers, who are responsible for their assigned budgets. Each manager will also manage capital requests from the capital funds ranging from the Apparatus Fund to the Capital Projects Fund. The summary of requirements from these funds is shown in the cost center line item budget, but the budget document explains the capital utilization in the specific fund area of the budget.

THE BUDGET AS A FINANCIAL PLAN

The budget document was developed to serve as the **financial plan** required to carry out the goals and objectives for the ensuing fiscal year. It is intended to provide financial guidelines for programs and functions within the Fire District. Separate summary pages are presented for these areas and each summary page includes data for:

- **Personnel Services** - includes the salaries and fringe benefits of full-time and part-time employees.
- **Materials and Services** - includes supplies, maintenance and repairs, rent, utilities, and contracts for professional services, such as for the District's supervising physician, communication or IT professionals, legal counsel, audits, and insurance.
- **Capital Outlay** - includes the costs of land, buildings and improvements, furniture, and equipment.
- **Other Expenditures** - includes special appropriations not included in the above categories such as interfund operating transfers, debt service, and contingency funds.

Budget Policies, continued

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

Important parts of TVF&R's financial system, but which are not parts of the budget process, are the **Capital Assets Account Group** and the **Long-Term Debt Account Group**. Capital assets for the District total over \$73 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 that 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 basis of accounting described above is 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 those funds, 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 that are not accounted for in other funds. It is considered a major fund.

Sources of Funds	Use of Funds
▪ Property taxes ▪ Interest on surplus cash and investments ▪ Miscellaneous and other revenues	▪ Board of Directors and Civil Service Commission ▪ Emergency Management ▪ Command and Business Operations ▪ Human Resources ▪ Planning ▪ Logistics ▪ Media Services ▪ Finance ▪ Integrated Operations ▪ EMS/Health/Wellness ▪ Training/Safety ▪ Transfers to Other Funds

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

DEBT SERVICE FUND

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

Sources of Funds	Use of Funds
▪ Property taxes ▪ Interest on invested funds	▪ 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
▪ Transfers from other District funds ▪ Earned interest from invested surplus cash ▪ Sales of surplus apparatus	▪ Purchase of emergency response vehicles, including fire and rescue apparatus and hazardous materials vehicles.

This fund was established to accumulate funds for the purchase of high cost apparatus, which includes fire engines, fire trucks, heavy brush units, hazardous materials and other specialized response units such as emergency medical, high angle, water, and cave-in rescue units. Resources are supplied by beginning working capital, transfers from the General Fund with property tax resources provided from the local option levy, sales of surplus apparatus, and interest on invested funds. The District's proposed budget for 2013-14 reflects continued usage of general obligation bond proceeds in the Capital Projects Fund to fund those apparatus, rather than from the Apparatus Fund.

CAPITAL IMPROVEMENTS FUND

The **Capital Improvements Fund** accounts for the resources provided for and expenditures related to capital assets having a useful life of more than one year and a dollar value in excess of a predetermined amount.

Sources of Funds	Use of Funds
▪ Transfers from other funds ▪ Interest on invested surplus cash ▪ Revenues from sales of surplus property	▪ 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 impacts, 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
▪ Intergovernmental revenues	▪ Disaster preparedness

GRANTS FUND

Sources of Funds	Use of Funds
▪ Grant revenues	▪ 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
▪ Transfers from other District funds	▪ 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
▪ Transfers from other District funds ▪ Interest on invested surplus cash ▪ Sales of surplus buildings and property	▪ Major infrastructure repairs and maintenance ▪ Future station construction

Budget Policies, continued

CAPITAL PROJECTS FUND

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

Sources of Funds	Use of Funds
▪ Proceeds from debt issuance ▪ Interest revenue	▪ Land for fire stations, new fire stations, and seismic reconstruction of other stations and Operating Centers, and emergency response apparatus

INSURANCE FUND

The **Insurance Fund** was established for the purpose of accounting for revenues and expenses for claims associated with insurance retention and risk management.

Sources of Funds	Use of Funds
▪ Proceeds from claims handling ▪ Interest earned from invested cash	▪ Satisfy claims presented ▪ Claims handling administrative costs ▪ Safety requirements

PENSION TRUST FUND

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

Sources of Funds	Use of Funds
▪ Transfers from the General Fund	▪ Retiree benefit payments ▪ Investment purchases ▪ General benefits administration

VOLUNTEER LOSAP FUND

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

Sources of Funds	Use of Funds
▪ Interest on invested funds ▪ Transfers from the General Fund ▪ Gains and losses on investments (realized and unrealized)	▪ Retiree benefit payments ▪ Investment purchases ▪ General benefits administration

CAPITAL PROGRAM

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

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

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

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

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

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

Because the strategic goal of **"Ensure ongoing financial and business operations stability and predictability"** drives the District's financial planning policies, long-term financial forecasts are regularly prepared that consider funding sources, personnel, and capital infrastructure needs, among other areas. The District has utilized this planning process for apparatus, station construction, and other capital requirements to set aside reserve funds for these ongoing projects. Because of the costs of these items, the capital budget could range from a low of \$0.8 million a year to over \$15 million a year. Accordingly, the District plans funding on a multi-year plan to ensure citizens' needs are met.

Budget Policies, continued

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

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

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

POLICY STATEMENT

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

Specific budgetary and operating policies are as follows:

Apparatus Policies:

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

Facility Policies:

1. Construct fire stations according 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 areas develop.
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, repair, and maintenance.

Equipment Policies:

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

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

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

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

RELATIONSHIP OF CAPITAL BUDGET TO ANNUAL OPERATING BUDGET

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

Budget Policies, continued

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

Specific considerations are as follows:

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

CAPITAL PROJECT SUMMARY

The summary of 2013-14 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	2013-14
Capital Improvements Fund	
Training Center Prop	\$17,382
Building and Improvements	40,000
Vehicles and Apparatus	93,000
Firefighting Equipment	32,500
Office Equipment and Furniture	18,800
Building Equipment	36,000
Physical Fitness Equipment	15,000
Shop Equipment	33,000
Communications Equipment	23,520
Data Processing Software	250,423
Computer Equipment	241,725
Total Capital Improvements Fund	801,350
Property and Building Fund	
Building and Improvements	189,200
Total Property and Building Fund	189,200
Capital Projects Fund	
Land	2,500,000
Building and Improvements	9,600,000
Fire Apparatus	330,000
Total Capital Projects Fund	12,430,000
Total Capital Outlay for 2013-14	\$13,420,550

DEBT POLICIES

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

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

Specific **debt policies** are:

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

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Salary Administration

REPRESENTED EMPLOYEES

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

NON-REPRESENTED EMPLOYEES

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

Components of Salary Administration

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

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

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

Salary Administration, continued

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

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

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

Salary Administration, continued

PERFORMANCE MATRIX

Rating	Increase by Position in Range			
	1 st Quartile	2 nd Quartile	3 rd Quartile	4 th Quartile
Exceptional Achievement	7-8%	6-8%	5-7%	4-6%*
Expectations Exceeded	6-6.9%	5-5.9%	4-4.9%	3-3.9%*
Expectations Met	4-5.9%	3-4.9%	2-3.9%	1-2.9%*
Expectations Almost Attained	0-2%	0-2%	0-2%	0-1%
Below Expectations	0%	0%	0%	0%

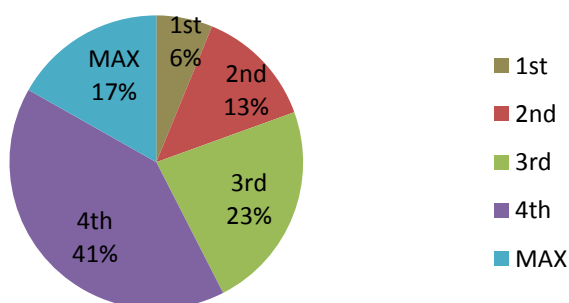
*Not to exceed range maximum

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

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

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

Non-Union Staff Placement in Range By Quartile (As of June 30, 2013)



Salary Administration, continued

NON-REPRESENTED MANAGER MONTHLY SALARY GRADE CHART (JULY 1, 2013 – JUNE 30, 2014)

Grade	Min	Mid	Max	Position
5	9,136	10,748	12,360	Deputy Chief
4	8,701	10,236	11,771	Assistant Chief, Chief Financial Officer
3	8,287	9,749	11,211	
2	7,892	9,285	10,678	Controller, Division Chief, Emergency Management Director, Fire Marshal, Human Resources Director, Logistics Director, Planning Chief
1 (40 hr.)	7,517	8,843	10,169	Assistant Fire Marshal, Battalion Chief (Day), Public Affairs Chief, Public Education Chief Officer
1 (53 hr.)	7,370	8,671	9,972	Battalion Chief (Line)

30% width, Grades M1 (40hr) to M5 separated by 5%, Midpoint of Grade M1 calculated as 2.1% above 2012 Grade M1 Midpoint

NON-REPRESENTED ADMINISTRATION SUPPORT MONTHLY SALARY GRADE CHART (JULY 1, 2013 – JUNE 30, 2014)

Grade	Min	Mid	Max	Position
13	7,139	8,399	9,659	IT Manager
12	6,641	7,813	8,985	Construction Projects Manager, Financial Operations Manager
11	6,178	7,268	8,358	Facilities Operations Manager, Fleet Services Manager, Human Resources Manager, Network Engineer, OHS Program Manager, Public Affairs Manager, Senior Database Administrator, Senior Systems Administrator
10	5,747	6,761	7,775	Business Manager, Emergency Management Program Manager, Management Analyst, Media Services Manager, Purchasing Manager/Contracts Administrator, Supply Manager
9	5,346	6,289	7,232	Communications Supervisor, Fleet Technician Supervisor, Payroll Manager, Senior Benefits Administrator, Systems Administrator II
8	4,973	5,850	6,728	Data Analyst, Financial Systems Analyst, HR Data Analyst, Media Producer, Nurse II, Program Planner, Public Affairs Officer, Systems Administrator
7	4,626	5,442	6,258	Communications Technician, Facilities Maintenance Lead Technician, Facilities Maintenance Technician (LME), Fleet Technician, Nurse, Senior Employment Coordinator
6	4,303	5,062	5,821	Facilities Maintenance Technician, Service Desk Specialist, Wellness Program Coordinator
5	4,003	4,709	5,415	EMS Specialist, Executive Assistant, GIS Specialist, Records Analyst, Supply Operations Supervisor
4	3,723	4,380	5,037	Accounting Specialist, Communications Program Assistant, OHS Program Assistant, Operations Technician, Senior Payroll Accounting Specialist
3	3,463	4,074	4,685	Apparatus Maintenance Assistant, Facilities Maintenance. Administrative Specialist, Fleet Parts & Small Engine Technician, Human Resources Assistant, Lead Administrative Assistant-Fire Prevention, Logistics Assistant, Respiratory and Emergency Equipment Technician, Response Aid Program Specialist, Training Division Specialist
2	3,222	3,790	4,359	Administrative Assistant II, Code Enforcement Program Assistant, Supply Specialist
1	2,997	3,526	4,055	Administrative Assistant, Customer Service Clerk, Fleet Utility Worker, Maintenance Utility Worker, Supply Assistant

30% width, Grades separated by 7.5%, Midpoint of Grade 1 calculated as 2.1% above 2012 Grade 1 Midpoint.

Salary Administration, continued

BARGAINING UNIT EMPLOYEES HOURLY AND MONTHLY WAGE SCHEDULES (JULY 1, 2013 – JUNE 30, 2014)

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

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	19.4144	22.6760	23.8563	25.0368	26.2948	27.6305
Monthly	4,363.58	5,096.67	5,361.95	5,627.26	5,910.03	6,210.24
Engineer	20.7345	24.1826	25.4406	26.7608	28.1121	29.4788
Monthly	4,660.29	5,435.29	5,718.03	6,014.75	6,318.47	6,625.66
Lieutenant	22.3498	26.1085	27.5219	28.8264	30.3486	31.8397
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Captain	24.6330	28.7488	30.2709	31.7774	33.4393	35.0391
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	1.9414	2.2676	2.3856	2.5037	2.6295	2.7631
Monthly	436.36	509.67	536.19	562.73	591.00	621.02
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.1649	1.3606	1.4314	1.5022	1.5777	1.6578
Monthly	261.81	305.80	321.72	337.64	354.60	372.61
Hazmat Tech (4%)	0.7766	0.9070	0.9543	1.0015	1.0518	1.1052
Monthly	174.54	203.87	214.48	225.09	236.40	248.41
FTO (3%)	0.5824	0.6803	0.7157	0.7511	0.7888	0.8289
Monthly	130.91	152.90	160.86	168.82	177.30	186.31
Internship FTO (1%)	0.1941	0.2268	0.2386	0.2504	0.2629	0.2763
Monthly	43.64	50.97	53.62	56.27	59.10	62.10

40-HOUR SCHEDULE

Classification	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
Firefighter	25.1735	29.4027	30.9331	32.4637	34.0950	35.8269
Monthly	4,363.58	5,096.67	5,361.95	5,627.26	5,910.03	6,210.24
Engineer	26.8852	31.3562	32.9874	34.6991	36.4513	38.2235
Monthly	4,660.29	5,435.29	5,718.03	6,014.75	6,318.47	6,625.66
Lieutenant	28.9797	33.8534	35.6860	37.3776	39.3513	41.2847
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Captain	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Fire Inspector	Entry level Fire Inspector starts at 3 Year Pay			34.6991	36.4513	38.2235
Monthly				6,014.75	6,318.47	6,625.66
Deputy Fire Marshal 1	28.9797	33.8534	35.6860	37.3776	39.3513	41.2847
Monthly	5,023.35	5,868.15	6,185.82	6,479.03	6,821.16	7,156.28
Deputy Fire Marshal 2	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
HazMat Specialist	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Plans Examiner	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39
Training Officer	31.9401	37.2769	39.2505	41.2039	43.3588	45.4332
Monthly	5,536.50	6,461.58	6,803.69	7,142.29	7,515.81	7,875.39

All Premiums based on Firefighter position

Premiums	Entry	1 Year	2 Years	3 Years	4 Years	5 Years
PM (10%)	2.5174	2.9403	3.0933	3.2464	3.4095	3.5827
Monthly	436.36	509.67	536.19	562.73	591.00	621.02
Hazmat Spec (6%), Tech Rescue (6%), or Water Rescue (6%)	1.5104	1.7642	1.8560	1.9478	2.0457	2.1496
Monthly	261.81	305.80	321.72	337.64	354.60	372.61
Hazmat Tech (4%)	1.0069	1.1761	1.2373	1.2985	1.3638	1.4331
Monthly	174.54	203.87	214.48	225.09	236.40	248.41
FTO (3%)	0.7552	0.8821	0.9280	0.9739	1.0229	1.0748
Monthly	130.91	152.90	160.86	168.82	177.30	186.31
Internship FTO (1%)	0.3194	0.3728	0.3925	0.4120	0.4336	0.4543
Monthly	55.37	64.62	68.04	71.42	75.16	78.75

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General Fund

Fund 10

FUND DESCRIPTION

The **General Fund** budget is the operations budget for the District and is presented in this document by organizational totals first, followed by combined programs and departments. The individual cost centers are generally combined as they are operationally organized. Within each of the units, the following categories are presented where appropriate: **Personnel Services, Materials and Services, Capital Outlay, Contingency, Transfers, and Ending Fund Balance.**

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$60,203,978	\$61,740,442	\$68,595,926	\$72,706,232
Materials and Services	7,783,313	7,509,188	9,461,151	9,433,992
Operating Transfers Out	3,525,319	5,469,475	3,558,592	2,629,647
Operating Contingency			5,075,119	5,180,265
Ending Fund Balance	33,873,849	33,165,053	21,062,473	19,284,045
Total Expenditures	\$105,386,459	\$107,884,158	\$107,753,261	\$109,234,181

2013-14 SIGNIFICANT CHANGES

The General Fund **personnel** strength for the 2013-14 fiscal year is budgeted at **463.67** full-time equivalent (FTE) positions, an increase of 14.28 positions. Nine firefighter positions funded for two years through May 12, 2013 as part of a grant in the Grant Fund are transferred to the General Fund for funding. The grant award requires the District to fund the positions a third year as part of the matching condition of the grant. The District has incorporated the positions into the long-term financial plan and local option levy election planning process due to the response benefits of the fourth firefighter positions at the three fire stations as a result of the additional firefighters.

In addition, the District has added 2.43 firefighter equivalent positions in the Relief Pool to fund scheduled shifts off, offset by the transfer of two light duty positions to Integrated Operations; an increase to full-time from half-time for the Behavioral Health Specialist for firefighters; a position in the Volunteer Program to begin on January 1, 2014; a one-year position for the Occupational Health Program to assist in management of and record management the increased demands of the program; a Public Affairs Manager position in the Fire Chief's Office; and changes in the recruit training full-time equivalent employees of 0.65, reflecting less scheduled time for the scheduled academy by one week.

Within Materials and Services, expenditures were intentionally tightly controlled to assist in managing increased personnel costs with a forecasted moderate property tax revenue increase. Within Informational Technology, accounts 5340 and 5367 were redistributed after analyzing the changed nature of Information Technology spending and movement to more cloud-based and subscription-based systems.

The District's labor contract wage increase of 2.1% for the period beginning July 1, 2013 is tied to CPI-W and a commensurate increase in the ranges of Non-Union personnel is budgeted for 2013-14. Union medical insurance is budgeted to nearly the maximum allowed in the contract, although in prior years, Union management of this insurance has resulted in less than contract maximum. The District continues its practice of budgeting Non-Union wages and benefits at expected actual costs and Union positions at top step to facilitate the transfer and filling of all shifts. In addition, for the past several years, the District has charged itself a higher budgetary amount for its PERS rate in preparation for the next few bienniums' rate increases. The difference was added to the PERS Rate Reserve Fund. For 2013-14, the District has budgeted less than actual blended PERS rate with the mix of actual employees and expects to begin to draw on the reserve fund. The reserve fund was planned to be utilized beginning in the 2013-2014 biennium to more slowly implement, on a budgetary basis, the significant rate increases forecasted for future bienniums. The District has not

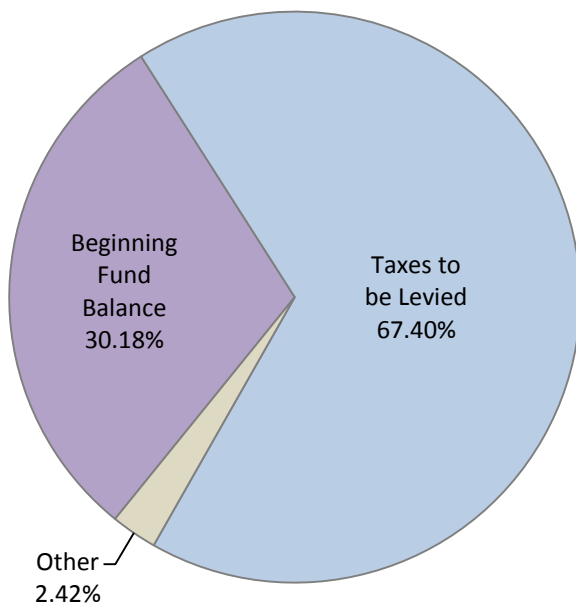
General Fund, continued

incorporated any potential savings from the current legislative session into the current 2013-14 budget at this time.

Operating transfers out were budgeted at a decrease as a means to protect the ending General Fund balance due to the funding requirements of the nine firefighters previously added through grant funding. The transfers are primarily made to fund future board approved capital needs for apparatus, and equipment and station infrastructure beyond capital bond funded projects.

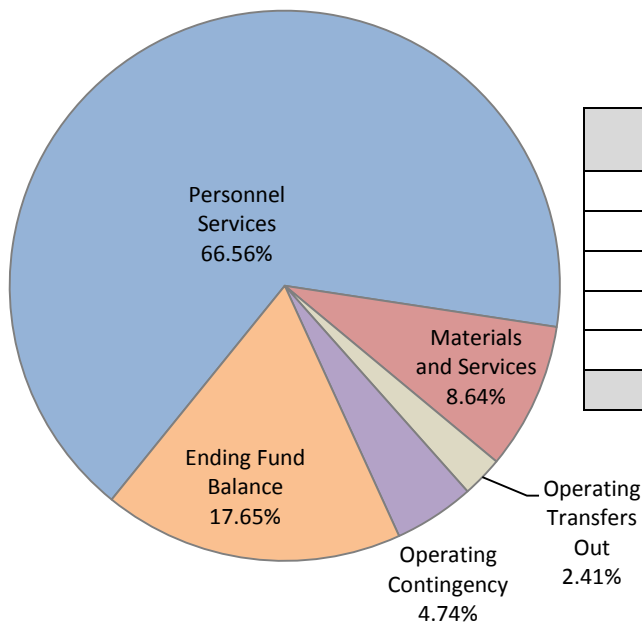
General Fund, continued

GENERAL FUND RESOURCES BY BUDGET CATEGORY



Resources	2013-14 Budget	Percent of Budget
Beginning Fund Balance	\$32,902,059	30.18%
Taxes to be Levied	73,483,800	67.40%
Previously Levied Taxes	1,121,684	1.03%
Taxes in Lieu of Property Taxes	13,703	.01%
Interest on Investments	163,451	.15%
Interest on Property Tax	16,364	.02%
Program Revenue	933,936	.86%
Regional Hazmat Responses	12,500	.01%
Special Service Charges	2,896	.00%
Training Classes	40,710	.04%
Rental Income	72,000	.07%
Insurance Refunds	186,731	.17%
Donations & Grants	697	.00%
Miscellaneous Revenue	83,650	.08%
Transfers In from Other Funds	200,000	.18%
Total Resources	\$109,234,181	100.00%

GENERAL FUND REQUIREMENTS BY BUDGET CATEGORY



Requirements	2013-14 Budget	Percent of Budget
Personnel Services	\$72,706,232	66.56%
Materials and Services	9,433,992	8.64%
Operating Transfers Out	2,629,647	2.41%
Operating Contingency	5,180,265	4.74%
Ending Fund Balance	19,284,045	17.65%
Total Requirements	\$109,234,181	100.00%

General Fund, continued

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

Requirements	Personnel Costs	Materials & Services	Other	2013-14 Budget
Command Directorate				
Board of Directors	\$1,000	\$101,400		\$102,400
Civil Service Commission	59,063	29,846		88,909
Fire Chief's Office	2,059,832	855,819		2,915,651
Emergency Management	159,881	11,657		171,538
Total Command Directorate	2,279,776	998,722		3,278,498
Business Operations Directorate				
Human Resources	967,734	144,135		1,111,869
Planning	729,119	304,054		1,033,173
Logistics	322,977	40,041		363,018
Fleet Maintenance	1,642,160	608,557		2,250,717
Facilities Maintenance	914,777	171,186		1,085,963
Information Technology	1,116,838	865,972		1,982,810
Communications	450,687	1,909,639		2,360,326
Supply	527,784	140,589		668,373
Media Services	281,506	18,895		300,401
Total Business Operations Directorate	6,953,582	4,203,068		11,156,650
Finance Directorate				
Finance	1,248,697	495,979		1,744,676
Total Finance Directorate	1,248,697	495,979		1,744,676
Integrated Operations Directorate				
Integrated Operations Administration	482,628	403,160		885,788
North Integrated Operations	19,903,228	894,856		20,798,084
Central Integrated Operations	16,854,911	579,305		17,434,216
South Integrated Operations	13,858,410	622,509		14,480,919
EMS / Health / Wellness	1,654,231	546,980		2,201,211
Training/Safety	1,435,953	365,419		1,801,372
External Training	29,926	7,632		37,558
Recruits	911,640	141,467		1,053,107
Volunteer Program	138,593	170,145		308,738
Relief Pool Personnel	6,954,657	4,750		6,959,407
Total Integrated Operations Directorate	62,224,177	3,736,223		65,960,400
Non-Organizational				
Operating Transfers Out			\$2,629,647	2,629,647
Operating Contingency			5,180,265	5,180,265
Ending Fund Balance			19,284,045	19,284,045
Total Requirements	\$72,706,232	\$9,433,992	\$27,093,957	\$109,234,181

General Fund, continued

GENERAL FUND PERSONNEL SUMMARY

Program	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget	Increase (Decrease)
Command Directorate					
Fire Chief's Office	12.00	11.00	10.00	11.00	1.00
Emergency Management	1.00	1.00	1.00	1.00	0.00
Total Command Directorate	13.00	12.00	11.00	12.00	1.00
Business Operations Directorate					
Human Resources	6.00	6.00	6.00	6.00	0.00
Planning	5.00	5.00	5.00	5.00	0.00
Logistics	3.00	2.00	2.00	2.00	0.00
Fleet Maintenance	11.00	15.25	14.25	14.25	0.00
Facility Maintenance	8.00	8.00	8.00	8.00	0.00
Information Technology	9.00	9.00	8.00	8.00	0.00
Communications	4.00	4.00	4.00	4.00	0.00
Supply	5.00	4.50	5.50	5.50	0.00
Media Services	2.00	2.00	2.00	2.00	0.00
Total Business Operations Directorate	53.00	55.75	54.75	54.75	0.00
Finance Directorate					
Finance	9.50	9.50	9.50	9.50	0.00
Total Finance Directorate	9.50	9.50	9.50	9.50	0.00
Integrated Operations Directorate					
Volunteer Program	0.00	0.00	0.00	1.00	1.00
North Integrated Operations	13.00	13.00	14.00	13.38	(.62)
Station 60 (Cornell Road)	9.00	9.00	9.00	12.00	3.00
Station 61 (Butner Road)	14.00	14.00	13.00	13.00	0.00
Station 62 (Aloha)	13.00	13.00	14.00	14.00	0.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00	0.00
Station 65 (West Slope)	12.00	12.00	12.00	12.00	0.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00	0.00
Station 67 (Farmington Road)	25.00	25.00	25.00	25.00	0.00
Station 68 (Oak Hills) ⁽¹⁾	9.00	9.00	9.00	12.00	3.00
Central Integrated Operations	13.50	13.50	13.50	14.50	1.00
Station 33 (Sherwood)	12.00	12.00	12.00	12.00	0.00
Station 35 (King City)	14.00	14.00	14.00	14.00	0.00
Station 50 (Walnut)	13.00	13.00	13.00	13.00	0.00
Station 51 (Tigard)	24.00	24.00	24.00	24.00	0.00
Station 53 (Progress)	14.00	14.00	14.00	14.00	0.00
Station 69 (Cooper Mountain) ⁽¹⁾	9.00	9.00	9.00	12.00	3.00
South Integrated Operations	12.38	12.38	12.38	12.00	(.38)
Station 34 (Tualatin)	12.00	12.00	13.00	13.00	0.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00	0.00
Station 56 (Elligsen Road)	13.00	13.00	12.00	12.00	0.00
Station 57 (Mountain Road)	12.00	12.00	12.00	12.00	0.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00	0.00
Station 59 (Willamette)	12.00	12.00	12.00	12.00	0.00
EMS / Health / Wellness	9.00	8.50	8.50	10.00	1.50
Training/Safety, External Training	8.00	8.00	9.00	9.00	0.00
Recruits	7.00	7.50	7.19	6.54	(0.65)
Integrated Operations Admin. (reorganized)	0.00	0.00	0.00	2.00	2.00
Relief Pool Personnel	42.00	42.00	44.57	45.00	0.43
Total Integrated Operations Directorate	371.88	369.88	374.14	386.42	13.28
Total Full-Time Equivalents (FTE)	447.38	447.13	449.39	463.67	14.28

⁽¹⁾ These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

General Fund, continued

NON-ORGANIZATIONAL

Operating Transfers

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

Fund	2013-14 Budget
General Fund	\$ 200,000
Capital Improvements Fund	1,228,534
Emergency Management Fund	57,239
Property and Building Fund	1,000,000
Pension Trust Fund	343,874
Total Transfers	\$2,829,647

Because it is critical to maintain ending fund balance at five full months of expenditures, the District will elect to not fully fund transfers out to the reserve funds if property tax collections are below targeted levels needed. The General Fund is scheduled to receive a transfer from the Grant Fund to close out matching funding previously transferred to the Grant Fund.

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 2013-14, the District expects remaining contingency will revert ending fund balance to carryover as beginning fund balance in fiscal year 2014-15.

Ending Fund Balance

The Ending Fund Balance is budgeted at \$19,284,045. 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 2014-15 fiscal year.

General Fund, continued

Historical Data				Budget for Next Year 2013-14		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Revised Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 32,870,970	\$ 33,873,849	\$ 33,103,408	Beginning Fund Balance	\$ 32,902,059	\$ 32,902,059	\$ 32,902,059
1,915,434	1,078,128	1,792,818	Previously Levied Taxes	1,121,684	1,121,684	1,121,684
829	13,171	862	Taxes in Lieu of Property Tax	13,703	13,703	13,703
160,927	162,637	164,556	Interest on Investments	163,451	163,451	163,451
19,608	16,283	20,050	Interest on Property Tax	16,364	16,364	16,364
464,662	1,030,422	935,886	Program Revenue	933,936	933,936	933,936
75,487	34,274	12,500	Regional HazMat Response	12,500	12,500	12,500
58,856	65,593	56,690	Special Service Charges	2,896	2,896	2,896
39,078	2,135	28,710	Training Classes	40,710	40,710	40,710
125,002	176,220	120,000	Rental Income	72,000	72,000	72,000
655,797	179,479	154,791	Insurance Refund	186,731	186,731	186,731
62,016	670		Donations and Grants	697	697	697
850			Surplus Property			
			Transfers In	200,000	200,000	200,000
77,900	214,828	2,500	Miscellaneous	83,650	83,650	83,650
			Total Resources,			
36,527,416	36,847,688	36,392,771	Except Taxes to be Levied	35,750,381	35,750,381	35,750,381
		71,360,490	Taxes Necessary to Balance	73,483,800	73,483,800	73,483,800
68,859,043	71,036,470		Taxes Collected in Year Levied			
<u>\$ 105,386,459</u>	<u>\$ 107,884,158</u>	<u>\$ 107,753,261</u>	Total Resources	<u>\$ 109,234,181</u>	<u>\$ 109,234,181</u>	<u>\$ 109,234,181</u>

Historical Data				Budget for Next Year 2013-2014		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Revised Budget This Year 2012-13	Requirements	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 60,203,978	\$ 61,740,442	\$ 68,595,926	Personnel Services	\$ 72,650,259	\$ 72,650,259	\$ 72,706,232
7,783,313	7,509,188	9,461,151	Materials and Services	9,418,128	9,418,128	9,433,992
3,525,319	5,469,475	3,558,592	Operating Transfers Out	2,629,647	2,629,647	2,629,647
		5,075,119	Operating Contingency	5,252,102	5,252,102	5,180,265
33,873,849	33,165,053	21,062,473	Ending Fund Balance	19,284,045	19,284,045	19,284,045
<u>\$ 105,386,459</u>	<u>\$ 107,884,158</u>	<u>\$ 107,753,261</u>	Total Requirements	<u>\$ 109,234,181</u>	<u>\$ 109,234,181</u>	<u>\$ 109,234,181</u>

General Fund, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
5001 Salaries & Wages Union	22,029,706	21,699,119	24,279,246	25,763,579	25,763,579	25,763,579
5002 Salaries & Wages Nonunion	7,662,464	7,908,534	8,628,341	9,012,309	9,012,309	9,017,449
5003 Vacation Taken Union	2,917,082	3,010,125	3,112,693	3,317,292	3,317,292	3,317,292
5004 Vacation Taken Nonunion	520,001	618,217	657,614	685,152	685,152	685,528
5005 Sick Leave Taken Union	792,158	630,425	836,009	813,119	813,119	813,119
5006 Sick Taken Nonunion	166,981	161,973	131,290	137,077	137,077	137,153
5007 Personal Leave Taken Union	282,072	293,486	311,342	330,549	330,549	330,549
5008 Personal Leave Taken Nonunion	42,073	43,162	56,265	58,777	58,777	58,809
5010 Comp Taken Nonunion	23,869	16,753				
5015 Vacation Sold	44,597	167,717	366,889	287,513	287,513	287,719
5016 Vacation Sold at Retirement	35,879	112,526	171,714	103,736	103,736	103,736
5017 PEHP Vac Sold at Retirement	46,539	159,161	327,163	95,513	95,513	95,513
5018 Comp Time Sold Union		4,268				
5020 Deferred Comp Match Union	841,328	863,196	1,122,253	1,189,685	1,189,685	1,189,685
5021 Deferred Comp Match Nonunion	141,828	283,900	386,452	402,373	402,373	449,074
5041 Severance Pay	10,000					
5054 Other/FTO Premium			1,304			
5101 Vacation Relief	2,991,307	3,061,023	3,011,453	3,211,006	3,211,006	3,211,006
5102 Duty Chief Relief	239,292	255,082	277,948	299,966	299,966	299,966
5105 Sick Relief	651,672	541,736	735,144	678,865	678,865	678,865
5106 On the Job Injury Relief	125,542	136,477	168,034	178,490	178,490	178,490
5107 Short Term Disability Relief	72,327	75,771	112,383	105,031	105,031	105,031
5110 Personal Leave Relief	365,980	362,786	380,697	424,294	424,294	424,294
5115 Vacant Slot Relief	369,651	262,579				
5118 Standby Overtime	27,886	27,696	28,878	32,284	32,284	32,284
5120 Overtime Union	882,648	980,409	783,642	876,617	876,617	876,617
5121 Overtime Nonunion	31,174	42,920	40,050	40,498	40,498	40,498
5123 Comp Time Sold Nonunion	304					
5150 Pension Benefit				30,000	30,000	30,000
5201 PERS Taxes	7,538,263	7,944,857	9,119,981	10,325,011	10,325,011	10,327,338
5203 FICA/MEDI	2,938,170	2,916,561	3,495,295	3,680,633	3,680,633	3,681,461
5206 Worker's Comp	1,253,216	1,207,432	1,380,797	1,456,186	1,456,186	1,456,382
5207 TriMet/Wilsonville Tax	266,393	276,459	320,654	342,871	342,871	342,947
5208 OR Worker's Benefit Fund Tax	14,392	14,575	19,118	23,473	23,473	23,473
5210 Medical Ins Union	4,994,951	5,590,958	6,004,410	6,234,788	6,234,788	6,234,788
5211 Medical Ins Nonunion	1,086,420	1,237,616	1,333,371	1,515,303	1,515,303	1,515,303
5220 Post Retire Ins Union	193,750	189,600	198,123	208,607	208,607	208,607
5221 Post Retire Ins Nonunion	87,014	92,017	97,650	103,500	103,500	103,500
5230 Dental Ins Nonunion	152,588	165,819	181,139	191,652	191,652	191,652
5240 Life/Disability Insurance	97,958	91,895	123,681	139,752	139,752	139,767
5250 Unemployment Insurance	9,531	6,793	12,000	18,000	18,000	18,000
5260 Employee Assist Insurance	9,698	10,440	11,880	11,880	11,880	11,880
5270 Uniform Allowance	125,190	164,999	217,233	188,998	188,998	188,998
5280 Physical Exams/Shots	15					
5290 Employee Tuition Reimburse	60,150	51,862	90,790	52,480	52,480	52,480
5295 Vehicle/Cell Allowance	61,920	59,520	63,000	83,400	83,400	83,400

General Fund, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
Total Personnel Services	60,203,979	61,740,442	68,595,926	72,650,259	72,650,259	72,706,232
5300 Office Supplies	35,850	29,832	41,700	40,285	40,285	40,285
5301 Special Department Supplies	156,422	157,039	236,696	201,060	201,060	201,060
5302 Training Supplies	66,114	66,833	86,482	107,899	107,899	107,899
5303 Physical Fitness	8,958	11,787	12,000	12,000	12,000	12,000
5304 Hydrant Maintenance		1,199	2,150	4,060	4,060	4,060
5305 Fire Extinguisher	5,238	5,155	6,100	6,995	6,995	6,995
5306 Photography Supplies & Process	297	78	200	300	300	300
5307 Smoke Detector Program	2,547	3,947	6,300	6,300	6,300	6,300
5311 Haz Mat Response Materials	103	2,537	3,300	3,000	3,000	3,000
5320 EMS Supplies	279,440	258,514	338,775	338,690	338,690	338,690
5321 Fire Fighting Supplies	75,239	76,144	121,294	146,050	146,050	146,050
5325 Protective Clothing	129,277	129,957	161,598	326,405	326,405	326,405
5330 Noncapital Furniture & Equip	133,913	125,993	173,492	176,307	176,307	177,036
5340 Software Licenses/Upgrade/Host	13,354	14,859	11,872	483,098	483,098	483,098
5350 Apparatus Fuel/Lubricants	320,740	385,978	425,740	402,496	402,496	402,496
5361 M&R Bldg/Bldg Equip & Improv	751,329	610,308	770,404	724,721	724,721	724,721
5362 Storage Tank Expense		1,250				
5363 Vehicle Maintenance	339,918	443,520	517,506	436,379	436,379	436,379
5364 M&R Fire Comm Equip	31,192	22,489	32,316	17,804	17,804	17,075
5365 M&R Firefight Equip	83,894	56,546	108,551	107,502	107,502	107,502
5366 M&R EMS Equip	24,825	29,265	42,536	32,077	32,077	32,077
5367 M&R Office Equip	81,376	90,312	98,555	96,756	96,756	96,756
5368 M&R Computer & Network Hdwe	444,399	410,576	544,358	132,237	132,237	132,237
5400 Insurance Premium	268,969	315,929	328,626	358,950	358,950	358,950
5410 General Legal	187,595	171,779	215,600	225,000	225,000	225,000
5411 Collective Bargaining	12,232	15,186	20,000	15,000	15,000	15,000
5412 Audit & Related Filing Fees	27,034	12,905	46,000	45,000	45,000	45,000
5413 Consultant Fees	138,750	122,489	169,100	175,504	175,504	175,504
5414 Other Professional Services	559,591	396,158	805,372	767,400	767,400	767,400
5415 Printing	36,912	21,875	43,100	47,810	47,810	47,810
5416 Custodial & Bldg Services	106,546	112,230	145,069	165,034	165,034	165,034
5417 Temporary Services	151,448	72,870	104,892	81,536	81,536	94,640
5418 Trustee/Administrative Fees	24,744	26,859	32,800	33,600	33,600	33,600
5419 Chaplains Reimbursement	15,822	16,981				
5420 Dispatch	1,393,250	1,526,037	1,579,995	1,598,022	1,598,022	1,598,022
5421 BOD Allowance	6,450	4,750	6,000	6,000	6,000	6,000
5430 Telephone	288,605	230,024	259,568	223,648	223,648	226,408
5432 Natural Gas	122,463	116,376	143,943	143,032	143,032	143,032
5433 Electricity	391,119	400,834	436,475	465,441	465,441	465,441
5434 Water/Sewer	126,156	131,492	141,190	156,436	156,436	156,436
5436 Garbage	47,412	48,922	55,714	58,934	58,934	58,934
5437 Cable Access	250,056	225,552	229,774	215,470	215,470	215,470
5445 Rent/Lease of Building	97,447	101,806	104,652	5,000	5,000	5,000
5450 Rental of Equip	7,791	7,154	12,790	18,920	18,920	18,920
5461 External Training	59,217	69,049	92,314	98,036	98,036	98,036

General Fund, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
5462 Travel and Per Diem	114,955	98,755	160,488	162,812	162,812	162,812
5471 Citizen Awards	2,691	4,081	4,100	6,200	6,200	6,200
5472 Employee Recog & Awards	10,993	16,564	19,904	24,590	24,590	24,590
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5474 Volunteer Awards Banquet	7,558	9,175	9,500	9,500	9,500	9,500
5480 Community/Open House/Outreach	10,341	12,221	19,270	25,950	25,950	25,950
5481 Community Education Materials	25,848	22,543	32,869	39,701	39,701	39,701
5484 Postage UPS & Shipping	38,110	38,623	47,099	63,176	63,176	63,176
5500 Dues & Subscriptions	42,599	52,836	56,018	61,865	61,865	61,865
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing	35,653	4,816	41,817	12,020	12,020	12,020
5570 Misc Business Exp	50,815	47,254	58,652	60,624	60,624	60,624
5571 Planning Retreat Expense	3,404	4,089	7,650	9,950	9,950	9,950
5572 Advertis/Public Notice	43,515	40,482	56,500	56,150	56,150	56,150
5573 Inventory Over/Short/Obsolete	(4,431)	1,545	6,000	4,000	4,000	4,000
5574 Elections Expense	58,361		80,000	60,000	60,000	60,000
5575 Laundry/Repair Expense	30,866	66,824	125,385	94,396	94,396	94,396
Total Materials & Services	7,783,312	7,509,188	9,461,151	9,418,128	9,418,128	9,433,992
5800 Transfers Out	3,525,319	5,469,475	3,558,592	2,629,647	2,629,647	2,629,647
Total Op Transfer Out	3,525,319	5,469,475	3,558,592	2,629,647	2,629,647	2,629,647
5900 Contingency			5,075,119	5,252,102	5,252,102	5,180,265
Total Contingency			5,075,119	5,252,102	5,252,102	5,180,265
5999 Budgeted Ending Fund Balance	33,873,849	33,165,053	21,062,473	19,284,045	19,284,045	19,284,045
Total Ending Fund Bal	33,873,849	33,165,053	21,062,473	19,284,045	19,284,045	19,284,045
Total General Fund	105,386,459	107,884,158	107,753,261	109,234,181	109,234,181	109,234,181

Board of Directors

Fund 10 • Directorate 01 • Division 10 • Department 120

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services		\$1,018	\$1,000	\$1,000
Materials and Services	\$92,679	36,300	118,820	101,400
Total Expenditures	\$92,679	\$37,318	\$119,820	\$102,400

2013-14 SIGNIFICANT CHANGES

The significant item in this budget is due to budgeting election expenses. Within Materials and Services, election costs for one election are estimated and included as the District plans to address the current Local Option Levy at the May 2014 election. Consultant fees of \$12,000 are budgeted for legislative expenses. Additional budgeted expenses include \$3,000 legal expenses for monthly Board meetings and workshops, \$6,000 allowance for Board member meeting reimbursements, \$2,900 for Board Member conference registrations, \$7,250 in travel and per diem, and \$2,000 for dues and subscriptions for District membership fees to the Special Districts Association of Oregon and the Oregon Fire District Directors Association, among others. Board Member external training and travel and per diem were increased to allow for out-of-state travel, which had been curtailed significantly through the economic downturn.

STATUS OF 2012-13 SERVICE MEASURES

- Provide policy direction to the District.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Board Policy review, input at Board and Budget Committee meetings, and action upon request.
Status or Outcome: Board Policies are reviewed by the Board of Directors on a monthly basis, at which point they are revised or approved with no changes. Staff has worked diligently over the past two years to update all of the Board Policy sections; therefore, reviews will now be conducted on a biennial schedule unless interim changes are needed.

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

Goal(s)/Call(s) for Action: VII; VIII
Service Type(s): Essential
Measured By: Participation in phase II of the process with regional partners focusing on unincorporated urbanized areas.
Status or Outcome: The Washington County urbanization process has largely concluded and no longer requires TVF&R Board of Directors direction or action.

Board of Directors, continued

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: III; VII; VIII
Budget Impact: Resource neutral
Duration: Year 2 of 5
Budget Description: None
Partner(s): Washington County Consolidated Communications Agency (WCCCA), C800, Office of Consolidated Emergency Management (OCEM), Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties.
Status or Outcome: Regional coordination continues. A comprehensive study by GEOCOM Consulting has been commissioned to understand the regional radio, regional CAD, and regional dispatch center possibilities. In addition, the Regional Disaster Preparedness Organization (RDPO) has assumed control over the entire Urban Areas Security Initiative (UASI) process, allowing for greater coordination. Finally, significant progress has been made on the Multi-Agency Coordination System (MACS) through both the RDPO and the Office of Consolidated Emergency Management (OCEM).

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Elections took place in May for Positions 1 (currently Robert Wyffels), 2 (currently Clark Balfour), and 3 (currently Gordon Hovies). All incumbents were re-elected.
- Board of Director officer appointments were made: Robert Wyffels, President; Randy Lauer, Vice President; and Gordon Hovies, Secretary/Treasurer.
- Board Members participated at a joint meeting with Clackamas County and a joint barbeque with the City of Tualatin at Station 34.

2013-14 SERVICE MEASURES

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

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

- **Provide strategic direction and policy position** on regional economic, taxation, and land use issues that have an impact on the District.

Goal(s)/Call(s) for Action: VII; VIII
Service Type(s): Essential
Measured By: Participation in local, regional, and state forums that allows for the direct interaction and subsequent policy position statement on economic, taxation, and land use processes.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: III; VII; VIII
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: None
Partner(s): Washington County Consolidated Communications Agency (WCCCA), C800, Office of Consolidated Emergency Management (OCEM), Urban Areas Security Initiative (UASI) Points of Contact (POC), Washington, Clackamas, and Multnomah Counties



Board of Directors, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10120 General Fund						
5270 Uniform Allowance		1,018	1,000	1,000	1,000	1,000
Total Personnel Services		1,018	1,000	1,000	1,000	1,000
5300 Office Supplies	60	9	100	50	50	50
5301 Special Department Supplies	474	192	200	400	400	400
5306 Photography Supplies & Process	150					
5410 General Legal	2,619	2,476	3,600	3,000	3,000	3,000
5413 Consultant Fees	12,000	12,000	12,000	12,000	12,000	12,000
5414 Other Professional Services	5					
5415 Printing	18					
5421 BOD Allowance	6,450	4,750	6,000	6,000	6,000	6,000
5461 External Training	799	1,463	1,500	2,900	2,900	2,900
5462 Travel and Per Diem	1,915	4,002	4,000	7,250	7,250	7,250
5480 Community/Open House/Outreach	50					
5500 Dues & Subscriptions	500	3,500	2,000	2,000	2,000	2,000
5570 Misc Business Exp	4,704	4,581	5,220	3,900	3,900	3,900
5572 Advertis/Public Notice	4,575	3,327	4,200	3,900	3,900	3,900
5574 Elections Expense	58,361		80,000	60,000	60,000	60,000
Total Materials & Services	92,679	36,300	118,820	101,400	101,400	101,400
Total General Fund	92,679	37,318	119,820	102,400	102,400	102,400

Civil Service Commission

Fund 10 • Directorate 01 • Division 11 • Department 110

PROGRAM DESCRIPTION

This activity accounts for the District's employee Civil Service program. The budget supports the employment application processes, testing, job description reviews, 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	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$58,489	\$46,074	\$48,227	\$59,063
Materials and Services	21,833	18,658	21,406	29,846
Total Expenditures	\$80,322	\$64,732	\$69,633	\$88,909

2013-14 SIGNIFICANT CHANGES

The 2013-14 budget depicts an overall increase in personnel costs of \$10,836 due to the the cost of overtime relief for personnel participating in promotional interview processes. The District has planned to develop promotional lists for Battalion Chiefs, Captains, Deputy Fire Marshals, and Lieutenants, and to select firefighters for the spring 2014 recruit academy, among other processes.

Highlights within Materials and Services represent funding of \$14,006 in Other Professional Services for the contract with the Chief Examiner of \$9,576 and \$4,430 to administer the open and continuous testing process; and \$3,350 of Advertising/Public Notice accounts for advertising costs for Civil Service meeting Public Notices and job announcements. Account 5471, Citizen Awards, \$3,300, provides nominal awards for non-employee participants in the promotional and testing process. Miscellaneous Expenses, account 5570, in the amount of \$7,190, represents the anticipated number of meals provided to interview panels and assessment testers for all day interview panels.

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: I/5; V; VI
Service Type(s): Mandatory
Measured By: Equity measured in part by the number of instances of Commission or other regulatory or judicial body's action taken to address exam irregularities. Timeliness for promotional exams measured by ratio of actual duration between request and establishment of eligible list in relation to that established at the outset of the planning process.
Status or Outcome: Exams conducted in a manner that did not result in any actions taken before the Commission. Exams were conducted in a timely manner.

Civil Service Commission, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

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

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

Status or Outcome: Selection processes conducted in a manner that did not result in any actions taken before the Commission. Selection processes were conducted in a timely manner. Percent of newly hired/promoted employees completing trial service remains high.

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

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

Status or Outcome: While no actions have been taken to address inaccuracies in class specifications, there are several class specifications needing updates.

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VI
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: No direct budget impact expected, as this endeavor should be of mutual benefit to the District and Ergometrics.

Partner(s): None
Status or Outcome: Had initial discussion with researchers from Ergometrics to determine feasibility and scope. Agreed on objectives and parameters of project. Gathered data on employees and candidates and sent to researchers.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Rules revisions brought before the Commission for approval including reinsertion of disability appointment language and several housekeeping revisions.

Civil Service Commission, continued

2013-14 SERVICE MEASURES

	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12	Fiscal Year 2012-13 Estimated	Fiscal Year 2013-14 Projected
Number of Civil Service selection processes completed (Chief's interviews)	5	9	13	15	19
Number of Civil Service examinations (to develop eligible lists)	2	5	8	5	11
Number of Civil Service Commission meetings	7	5	4	3	5
Number of appeals heard before Commission	0	1	0	0	1
Number of actions taken by Commission or other entities to address exam or selection irregularities or inaccuracies in classification specifications	0	0	0	0	0
Time to establish eligible list (from kick-off meeting)*	--	--	--	--	90 days
Time to fill vacancies – entry level firefighter (from pulling list)*	--	--	--	175 days	170 days
Time to fill vacancies – all other Civil Service classifications (from department request) ¹	--	--	--	--	30 days
Number of classification specifications revised and approved by Commission	0	3	3	2	2
Percentage of employees hired into Civil Service classifications who completed trial service during period	92% (23/25)	86% (12/14)	88% (22/25)	92% (11/12)	92%
Percentage/number of Civil Service employees promoted who completed trial service during period	100% (12/12)	96% (22/23)	93% (14/15)	92% (11/12)	95%

¹ New service measures

- **Continue to design, develop, and conduct equitable, timely, and effective entrance and promotional examinations for Civil Service classifications to meet the needs of the District.** An anticipated increase in the number of exams necessary during the fiscal year, and related workload, creates a need for additional and temporary staff support in Human Resources during peak activity periods.

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

Civil Service Commission, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Continue to manage selection processes from eligible lists for Civil Service positions in an equitable manner with effective staffing outcomes.** An anticipated increase in the number of selection processes necessary to fill vacancies in the fiscal year creates a need for additional and temporary staff support in Human Resources for the employment function during peak periods.

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

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

Goal(s)/Call(s) for Action: I/5; V; VI
Service Type(s): Mandatory
Measured By: Accuracy measured in part by number of instances of Commission or other regulatory or judicial body's action taken to address inaccuracy in classification specifications.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VI
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: This is a continuation of change strategy begun last fiscal year. No direct budget impact expected.
Partner(s): None

- **Recruit new Civil Service Commissioner.**

Goal(s)/Calls for Action: VI
Budget Impact: Negligible
Duration: Year 1 of 1
Budget Description: Anticipated resignation of one Commissioner. Small budget impact as may involve interview panel.
Partner(s): Board of Directors

Civil Service Commission, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10110 General Fund						
5102 Duty Chief Relief	6,358	625	1,402	6,864	6,864	6,864
5120 Overtime Union	37,954	34,732	38,604	41,704	41,704	41,704
5121 Overtime Nonunion			800			
5201 PERS Taxes	8,434	7,281	4,919	7,198	7,198	7,198
5203 FICA/MEDI	3,304	2,431	1,885	2,479	2,479	2,479
5206 Worker's Comp	2,123	750	444	584	584	584
5207 TriMet/Wilsonville Tax	299	240	173	234	234	234
5208 OR Worker's Benefit Fund Tax	17	14				
Total Personnel Services	58,489	46,074	48,227	59,063	59,063	59,063
5410 General Legal	864		2,000	2,000	2,000	2,000
5414 Other Professional Services	15,613	12,800	13,934	14,006	14,006	14,006
5462 Travel and Per Diem		7				
5471 Citizen Awards	1,150	1,575	1,300	3,300	3,300	3,300
5570 Misc Business Exp	3,743	2,535	2,172	7,190	7,190	7,190
5572 Advertis/Public Notice	464	1,742	2,000	3,350	3,350	3,350
Total Materials & Services	21,833	18,658	21,406	29,846	29,846	29,846
Total General Fund	80,322	64,732	69,633	88,909	88,909	88,909

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Fire Chief's Office

Fund 10 • Directorate 01 • Division 15 • Department 150

PROGRAM DESCRIPTION

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

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$2,212,314	\$1,886,212	\$1,945,544	\$2,059,832
Materials and Services	409,802	624,332	832,426	855,819
Total Expenditures	\$2,622,116	\$2,510,544	\$2,777,970	\$2,915,651

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00
Assistant Chief	2.00	2.00	2.00	2.00
Executive Officer	1.00	0.00	0.00	0.00
Fire Marshal ¹	1.00	1.00	0.00	0.00
Business Manager	1.00	1.00	1.00	1.00
Partnership and Public Information Manager/Chief ²	1.00	1.00	1.00	1.00
Public Affairs Manager ³	0.00	0.00	0.00	1.00
Executive Assistant	1.00	1.00	1.00	2.00
Administrative Supervisor ⁴	1.00	1.00	1.00	0.00
Records Analyst	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	12.00	11.00	10.00	11.00

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

² Partnership and Public Information Manager reclassified to Public Affairs Chief, effective January 1, 2013.

³ Public Affairs Manager added, effective April 16, 2013.

⁴ Administrative Supervisor reclassified to Executive Assistant, effective November 1, 2012.

Fire Chief's Office, continued

2013-14 SIGNIFICANT CHANGES

The increase in Personnel Services for this budget reflects the addition of the Public Affairs Manager position in fiscal year 2013-14, in order to provide additional resources in managing the growing number of political and financial initiatives, offset in part by non-recurring retirement payments for two employees in fiscal year 2013.

Materials and Services increased due to increases in account 5361, Building Maintenance, as brick seal coating is included for 2013-14 for \$35,000; Electricity, Account 5433; and Postage, UPS, and Mailing, account 5484. The Command and Business Operations Center building costs are included in the Fire Chief's Office budget, including utility accounts, 5432, 5433, 5434, 5436; Custodial Services in account 5416 and Building Maintenance account 5361. Items included in Building Maintenance include external contracts for the heating system, UPS systems, HVAC, generator systems, window cleaning, and alarm and access entry monitoring. Account 5350 includes generator fuel expenses for the weekly running and testing of the facility's generators designed to keep the command center running 78 hours without external power. To meet regulations, the generators are cycled weekly. Within Materials and Services, General Legal, account 5410, provides funding for general counsel. Consultant fees in account 5413; provide for the District's fire service lobbying contract and legislative assistance; and account 5414, Professional Services, reflects funding for public attitude research, strategic planning, land use services, and other matters on issues as directed by the Board of Directors. Account 5484, Postage, contains \$29,000 for District-wide annual publication of "Safety Matters" and \$17,000 for informational mailings on the District's Local Option Levy.

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action:	I/1 and 3; III/1 and 2; VII/1
Service Type(s):	Management
Measured By:	Meeting attendance, active partnerships with specific positive financial/operational impacts.
Status or Outcome:	TVF&R continues to provide fleet services to Clackamas Fire District #1 (CFD1), and this past year included an addendum for communications services to install CFD1's new Mobile Data Computers (MDCs). The District provided input on proposed Washington County Major Street Transportation Improvement Program (MSTIP) road construction projects to help prioritize project funding. With Oregon's leadership role in healthcare reform, the District has increased its involvement in the Coordinated Care Organization (CCO) arena to include: participation in Health Share and related EMS activities and forums, and hiring a consultant and forming an executive team to assess and prioritize District involvement in future EMS and healthcare initiatives.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: I/1; VI/6; VII/1 and 2; VIII/5
Service Type(s): Management
Measured By: Adherence to the Capital Bond Projects calendar, and completion of identified projects on time and within budget.
Status or Outcome: Station 65 was completed on time and on budget. The Station 56/South Operating Center project continues and is expected to be on time and on budget. Station 68 (put on hold due to a Land Use Board of Appeals [LUBA] ruling and subsequent Washington County code change) is expected to again be underway in the fall of 2013, following a successful land use process. The next phase of planned improvements includes: Stations 51 and 52 (upgrade) and the rebuild of Station 35. Station 35 was originally scheduled to have operational and safety deficiencies corrected, but will be rebuilt due to long-term operational benefit and seismic concerns. Proactive community outreach has been a priority for all construction projects. A Bond Management Organizational structure was created and meets monthly to oversee and discuss the management, finance, logistics, and communication needs of all projects.

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

Goal(s)/Call(s) for Action: IV/1; VI/4
Service Type(s): Mandatory
Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.
Status or Outcome: The District's records management system includes progress toward the establishment of a TVF&R-specific Records Retention Schedule; management of records policies and procedures; creation of designated records storage, and education and training provided to District personnel. The system is led by the Records Analyst and a representative from each division has been appointed to serve as a member of the Records Management Committee.

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

Goal(s)/Call(s) for Action: I/5; IV/1; VI/5
Service Type(s): Essential
Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.
Status or Outcome: Fire Chief's Office staff continues to collect this information and route to the appropriate departments and personnel based upon type and severity of the reported event.

Fire Chief's Office, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Facilitate internal District communications.

Goal(s)/Call(s) for Action: I/7; VI/3
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.
Status or Outcome: The District's Internal Communications Plan continues to guide its communication efforts. Enhancements this year included audio files of Chief's Corner segments, a Fire Chief's Office message incorporated into Company Officer In-Services, and the online Bulletin Board. Additionally, this year's Managers Workshop was formatted so as to help create a shared understanding of District initiatives. A post-event survey indicated that 79% of the 33 participants rated the workshop good or excellent at "increasing situational awareness."

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: V
Budget Impact: Increase required
Duration: Year 2 of 5
Budget Description: Staff time, additional materials and supplies.
Partner(s): District-wide
Status or Outcome: The Goal 5 Taskforce that was established in the first year has made efforts towards the establishment of a multi-year plan that is aimed at accomplishing Strategic Goal V. This includes narrowing the scope of the priorities the taskforce believes to be the best return on investment for the organization. The completed work will be foundational for the multi-year plan and the impact the District intends to have in the future.

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: II; VI; VIII/1 and 6
Budget Impact: Increase required
Duration: Year 4 of 5
Budget Description: Costs associated with consulting and strategic planning services.
Partner(s): Integrated Operations, EMS/Health/Wellness, Planning, Finance, Human Resources, strategic external partners
Status or Outcome: An updated demographic study and spring public survey will be used to prioritize programs and ensure strategic communications with EMS integration/healthcare reform and Local Option Levy initiatives. The District's medical services role and value continues to be highlighted with external healthcare partners (and ultimately the public) via participation in potential pilot programs related to mental health, in-home wellness checks, EMS integration in Clackamas County (ambulance RFP), and Washington County through various efforts. This past year, the District assumed a leadership role in educating the state Legislature, counties and cities, and other government entities across the state about property tax compression and value loss. The District's ongoing property tax analysis has contributed to making property tax reform a talking point with the Oregon Senate Finance and Revenue Committee and League of Oregon Cities.

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

Goal(s)/Call(s) for Action: I/2, 3, and 6; II; III
Budget Impact: Increase required
Duration: Year 5 of 5
Budget Description: Staff time, additional materials, supplies, and equipment
Partner(s): Integrated Operations, Planning, Logistics, Emergency Management, Training/Safety, strategic external partners
Status or Outcome: Earned news media and social media communications continue to highlight fire and life safety preparedness. This past year, a significant effort was placed on cardiac survival to include community events, campaigns and news stories, and partnerships with local schools to promote the value of Hands-Only CPR. In addition, the District introduced Oregon's first PulsePoint mobile phone app, which allows citizens to sign up and respond to a CPR incident and provide the location of public access Automated External Defibrillators (AEDs). A sub-committee of OCEM developed an annual emergency preparedness schedule and resources to help coordinate emergency preparedness messaging across the county.

Fire Chief's Office, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action:	I/1, 2, 5, and 7; VI/1 and 5
Budget Impact:	Increase required
Duration:	Year 2 of 3
Budget Description:	Maintain funding in Integrated Operations for the Quality Improvement Committee to meet regularly. Increase in funding in Information Technology to upgrade the electronic reporting system (OnSceneRMS).
Partner(s):	Communications, Information Technology, Integrated Operations, Training
Status or Outcome:	The Integrated Operations Quality Improvement Committee (Ops QI) has been reviewing, correcting, and providing education for all fire reports (National Fire Incident Reporting System Series [NFIRS] 100) since January 2012, and will continue to do so indefinitely.

Ops QI has also coordinated and implemented education efforts in the following areas: 1) A review of OnSceneRMS's Standard Calls feature, which allows an agency to use a more "common" term for the user to select, that then populates the report with the accurate Incident Type. 2) Uploading incident "cheat sheets" to the Quick Tips area of OnSceneRMS, providing a brief reference tool for all users that they are able to access directly from the system. 3) Presenting an overview of fire reporting and what Ops QI has learned over the past year to all officers at Company Officer In-Services. 4) Distributed the first edition of an Ops QI newsletter, which provides education and information for various areas of Integrated Operations, but was largely focused on incident documentation for the first edition. 5) Initiated a new policy for incident report writing that establishes standard procedures for all reports.

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: IV/1; VI/4
Budget Impact: Increase
Duration: Year 2 of 3
Budget Description: Increase in funding in the North Operating Center (NOC), Command and Business Operations Center (CBOC), and Training Center to begin the implementation of a formalized records management system (shelving, storage cabinets, and standardized archival boxes).
Partner(s): All departments
Status or Outcome: A TVF&R Records Retention Schedule has been drafted and is being reviewed/customized with each department. Designated records storage areas for archived records have been created at both CBOC and NOC and will soon be customized with shelving. A records storage area has been created at the Training Center for the District's active training records, and which is more secure and less likely to suffer catastrophic water damage in the event of a plumbing malfunction or other significant event. Review of the District's record keeping practices continues and prior to the end of fiscal year 2012-13, planning will begin to start removing District records from Noble Warrant and transfer them to more appropriate records storage areas. Planning is also being conducted with divisions that are going through the move process, specific to records they need to retain/purge/transfer to archival storage. File structures and practices for both hard copy and electronic records are being reviewed pro-actively by the Records Analyst and as guidance is requested.



Fire Chief's Office, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action:	I; II; III; VI; VII; VIII
Budget Impact:	Increase required
Duration:	Year 1 of 4
Budget Description:	Increase in funding required in the Fire Chief's Office for consulting and integration services, and in Information Technology for hardware support (servers).
Partner(s):	Finance, Information Technology, Planning
Status or Outcome:	The District selected a consulting firm that, in coordination with a TVF&R Project Team, will build the foundation for the enterprise geospatial information management system (E-GIS). During the initial discovery process, it was determined that an investment in hardware (servers) to support E-GIS implementation was not needed at this time; instead efforts will be focused on the following areas in the coming year:

E-GIS Strategic Plan: Overall plan for how to build an E-GIS that identifies current capabilities, assists in defining the five year vision of desired capability, analyzes efficiency, obstacles, costs and benefits, and system design possibilities, and then produces a report recommending best approach.

Initial Capabilities Assessment: Tactical review of current hardware, software, data structures, staff, and connectivity that is relevant to integrated GeoInformation workflows.

Final Capabilities Assessment: Complete review and descriptions of current hardware, software, data structures, staff, and connectivity that support the E-GIS.

Vision and Scope: Description of the end state desired by the District to build geospatial information into all business processes of the department.

E-GIS Framework: The diagrammatic and technical description that defines how the hardware, software, data, staff, and connectivity will interrelate once the E-GIS is fully implemented.

E-GIS Roadmap: The tactical implementation plan that describes the design, purchasing phasing, costs, installation, training, and updating of the E-GIS.

Community Risk Metrics: Description of the current CR Metrics and identification of ways to create geospatial outputs for the existing metrics, and exploration of additional ways to metric integrated GeoInformation.

2013-14 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Reaccreditation Achieved ¹	✓	n/a	n/a	n/a	n/a
Accreditation Annual Report Submitted	n/a	✓	✓	✓	✓
Strategic Plan Update	✓	✓	✓	✓	✓
Long-Range Financial Forecast Update	✓	✓	✓	✓	✓
Demographic/Population Study Update	✓	✓	-	✓	✓
Public Attitude Survey Conducted ²	n/a	n/a	✓	✓	✓
<i>Percentage of Citizens Identifying TVF&R as Their Fire Department</i>	n/a	n/a	75%	75%	75%
<i>Percentage of Citizens Identifying TVF&R as Their EMS Provider</i>	n/a	n/a	53%	58%	60%
Ad Equivalency of News Stories Calculated	\$454,114	\$413,633	N/A ³	\$400,000	\$375,000
Community Academy Graduates	9	0	7	9	16

¹ Conducted every five years.

² Conducted every other year.

³ The District did not contract with an external vendor to track its traditional media coverage in 2011-12. See the District's Report Card (Goal 2) for a complete review of its social media, YouTube, and website performance.

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

Goal(s)/Call(s) for Action: I/1, 2, and 3; III/1 and 2; VII/1
Service Type(s): Management
Measured By: Meeting attendance, active partnerships with specific positive financial/operational impacts.

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

Goal(s)/Call(s) for Action: I/1; VI/6; VII/1 and 2; VIII/5
Service Type(s): Management
Measured By: Adherence to the Capital Bond Projects calendar, and completion of identified projects on time and within budget.

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

Goal(s)/Call(s) for Action: IV/1; VI/A and 4
Service Type(s): Mandatory
Measured By: Review of department records to ensure the appropriate storage, use, dissemination, destruction, and archival processes are followed.

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

Goal(s)/Call(s) for Action: I/5; IV/1; VI/5
Service Type(s): Essential
Measured By: Review of the data collected through near-miss, unusual event, injury and damage reporting, and investigations conducted as a result.

Fire Chief's Office, continued

2013-14 SERVICE MEASURES, CONTINUED

- Facilitate internal District communications.

Goal(s)/Call(s) for Action: I/7; VI/3
Service Type: Essential
Measured By: Strategic information platform(s), consistent messaging, employee engagement, and employee survey.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: V
Budget Impact: Increase required
Duration: Year 3 of 5
Budget Description: Staff time, additional materials, and supplies.
Partner(s): District-wide

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

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

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

Goal(s)/Call(s) for Action: I/1, 2, 5 and 7; VI/1 and 5
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Funding will be maintained in Integrated Operations for the monthly Operations Quality Improvement Committee (Ops QI) meetings. Modifications to OnSceneRMS will likely not be significant and can be supported by the system's annual maintenance costs.
Partner(s): Communications, Information Technology, Integrated Operations, Planning, Training

2013-14 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: IV/1; VI/4
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: HazMat Team records are currently being maintained both electronically and hard copy through various non-standard means. Research will be conducted with the HazMat Team, State of Oregon, and the OnSceneRMS developer to understand the reporting requirements and enhance the OnSceneRMS database to support this information, thus refining the records requirements. Additionally, with the implementation of dedicated records storage areas, the purchase of records tracking software will create efficiencies throughout the District, allowing archived records to be located quickly and easily, while also assisting in the coordination and planning of bulk records destruction.
Partner(s): All departments

- **Refine the District's risk management data collection process** – The District's current data collection process consists of Word documents that are saved to SharePoint document libraries, where information is manually entered into data fields for each report. This is a time-consuming and inefficient process for the collection, retention, and analysis of this information. Staff would like to explore integrating this information into the existing OnSceneRMS incident reporting system.

Goal(s)/Call(s) for Action: IV/1; VI/4 and 6; VII/1
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Efforts in the first year will be focused on injury and exposure reporting. Staff will determine if the current system meets the data collection needs. If the system does not, an increase in funding will be required for enhancements to OnSceneRMS. If the system does meet the current need, upgrades can be made utilizing the existing annual maintenance costs for the system.
Partner(s): EMS/Health/Wellness, Human Resources, Integrated Operations, Information Technology, Training & Safety

- **Coordinate and execute the District's next Local Option Levy request** – The May 2014 election has been established as the date for TVF&R's next Local Option Levy request. Fire Chief's Office staff, working with Planning and the Public Affairs Officers, has established a timeline for key tasks. Different staffing and funding scenarios have been identified and public attitude survey work is being initiated. A significant external awareness campaign is planned.

Goal(s)/Call(s) for Action: VIII/6
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Election expenses, public attitude polling, as well as the design, printing, and postage costs for a local option levy print piece.
Partner(s): Finance, Integrated Operations (Public Affairs Officers), Planning

Fire Chief's Office, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10150 General Fund						
5002 Salaries & Wages Nonunion	1,344,752	1,102,975	1,040,316	1,152,204	1,152,204	1,157,344
5004 Vacation Taken Nonunion	68,286	75,852	76,900	83,944	83,944	84,320
5006 Sick Taken Nonunion	14,554	17,325	15,380	16,792	16,792	16,868
5008 Personal Leave Taken Nonunion	5,517	2,688	6,591	7,199	7,199	7,231
5010 Comp Taken Nonunion	1,920	1,151				
5015 Vacation Sold	17,675	51,034	80,058	81,896	81,896	82,102
5016 Vacation Sold at Retirement			2,700			
5017 PEHP Vac Sold at Retirement			95,500			
5021 Deferred Comp Match Nonunion	36,246	50,663	55,286	58,802	58,802	63,812
5121 Overtime Nonunion	2,576	1,929	2,000	2,000	2,000	2,000
5201 PERS Taxes	249,794	259,362	258,476	306,181	306,181	308,508
5203 FICA/MEDI	89,913	82,176	99,065	109,155	109,155	109,983
5206 Worker's Comp	141,423	30,592	23,309	25,682	25,682	25,878
5207 TriMet/Wilsonville Tax	10,060	8,826	9,088	10,195	10,195	10,271
5208 OR Worker's Benefit Fund Tax	317	275	354	416	416	416
5211 Medical Ins Nonunion	145,735	133,891	113,634	126,942	126,942	126,942
5221 Post Retire Ins Nonunion	10,313	9,900	9,000	9,900	9,900	9,900
5230 Dental Ins Nonunion	19,635	17,525	15,543	15,589	15,589	15,589
5240 Life/Disability Insurance	11,804	10,100	11,904	12,773	12,773	12,788
5270 Uniform Allowance	3,299	1,808	2,000	2,000	2,000	2,000
5290 Employee Tuition Reimburse	11,566	1,500				
5295 Vehicle/Cell Allowance	26,930	26,640	28,440	23,880	23,880	23,880
Total Personnel Services	2,212,314	1,886,212	1,945,544	2,045,550	2,045,550	2,059,832
5300 Office Supplies	535	5,802	6,600	6,600	6,600	6,600
5301 Special Department Supplies	1,143	8,123	11,700	10,660	10,660	10,660
5305 Fire Extinguisher		65	100	100	100	100
5321 Fire Fighting Supplies	108	14		100	100	100
5325 Protective Clothing	2,778	108		100	100	100
5330 Noncapital Furniture & Equip	399	6,996	6,790	5,700	5,700	5,700
5340 Software Licenses/Upgrade/Host	21	158				
5350 Apparatus Fuel/Lubricants	4,293	8,866	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv		74,921	91,034	121,363	121,363	121,363
5367 M&R Office Equip	6,855	11,652	10,020	11,820	11,820	11,820
5400 Insurance Premium	2,096	2,517	3,850	3,700	3,700	3,700
5410 General Legal	184,112	169,304	210,000	210,000	210,000	210,000
5413 Consultant Fees	24,000	19,619	48,000	48,000	48,000	48,000
5414 Other Professional Services	54,084	45,914	138,270	86,560	86,560	86,560
5415 Printing	12,840	14,965	14,300	19,750	19,750	19,750
5416 Custodial & Bldg Services		48,302	51,890	57,346	57,346	57,346
5417 Temporary Services	125					
5432 Natural Gas		1,234	1,800	1,500	1,500	1,500
5433 Electricity		74,114	66,000	72,000	72,000	72,000
5434 Water/Sewer		10,614	11,400	11,400	11,400	11,400
5436 Garbage		2,867	2,940	2,940	2,940	2,940
5461 External Training	5,388	6,657	12,702	13,671	13,671	13,671

Fire Chief's Office, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10150 General Fund						
5462 Travel and Per Diem	29,191	14,081	24,050	29,050	29,050	29,050
5471 Citizen Awards	970	2,506	2,000	2,000	2,000	2,000
5472 Employee Recog & Awards	354	2,993	5,000	5,000	5,000	5,000
5480 Community/Open House/Outreach	358	3,474	1,500	3,000	3,000	3,000
5484 Postage UPS & Shipping	28,154	33,541	37,270	54,400	54,400	54,400
5500 Dues & Subscriptions	16,091	17,059	15,690	20,309	20,309	20,309
5502 Certifications & Licensing		624	520	250	250	250
5570 Misc Business Exp	6,113	3,003	5,000	4,500	4,500	4,500
5571 Planning Retreat Expense	1,551	2,363	3,000	3,000	3,000	3,000
5572 Advertis/Public Notice	28,244	31,880	40,000	40,000	40,000	40,000
Total Materials & Services	409,802	624,332	832,426	855,819	855,819	855,819
Total General Fund	2,622,116	2,510,544	2,777,970	2,901,369	2,901,369	2,915,651

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Emergency Management

Fund 10 • Directorate 01 • Division 75 • Department 750

PROGRAM DESCRIPTION

This cost center funds the District's Emergency Manager, who is tasked with maintaining organizational preparedness for catastrophic events through a combination of planning, training, exercises, building specific supplies for extended response, and developing and implementing seismic mitigation plans and procedures. The Emergency Manager works with counterparts in member cities, partner counties, and other partner agencies, and represents the District on the Washington County Office of Consolidated Emergency Management (OCEM) staff, which, effective July 1, 2013, will be the Washington County Emergency Management Cooperative (EMC). The Emergency Manager manages the District's Incident Management Team program, oversees deployment of the Mobile Command Center, and serves as the District's compliance officer for the National Incident Management System (NIMS). This position also participates in internal and external public education (preparedness and response), and maintains internal and external emergency management and related websites. The Emergency Manager reports to the Deputy Chief.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$136,684	\$151,001	\$159,030	\$159,881
Materials and Services	6,566	6,301	32,425	11,657
Total Expenditures	\$143,250	\$157,302	\$191,455	\$171,538

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Emergency Manager	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	1.00	1.00	1.00	1.00

2013-14 SIGNIFICANT CHANGES

Personnel Services reflects wage and benefit costs increases, as well as Union overtime for off-duty trainers and exercises for Incident Management Team members and city or county exercises. Materials and Services costs are decreased, reflecting a non-repeated expense in account 5301 for emergency preparedness due to shelf-life rotation of supplies purchased in 2012. Miscellaneous Expense reflects the costs of training/exercise-related food and refreshments.

2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: III
Service Types: Mandatory, Essential
Measured By: Participation in exercise development to incorporate TVF&R needs, in coordination with member cities and other local and state agencies; development of evaluation tools to capture measurable objectives; generation of Corrective Action Plan with defined action items and responsible parties.
Status or Outcome: Complete. Participated in countywide and District design process, focusing on District involvement in countywide and regional processes (e.g., MAC Group, Joint Information Center, Regional Logistics Support) rather than internally-focused exercise.

Emergency Management, continued

STATUS OF 2021-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: III/1
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: This will require employee time; primarily that of the District Emergency Manager, with input from Integrated Operations and Planning; it should not require specialized equipment.
Partners: Planning, Integrated Operations
Status or Outcome: Complete. Integrated information from District after-action reports and useful practices elsewhere; tool suggests preparedness indicators, identifies and suggests action items for existing gaps, and offers ready reference for decision-makers regarding current status and short- and long-term priorities.

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

Goal(s)/Call(s) for Action: III/4
Budget Impact: Moderate increase required
Duration: Year 3 of 3; third-year activities will focus on completing and opening new South Operating Center, with the new South BHQ and backup FOC.
Budget Description: Infrastructure will be part of capital bond projects; additional portable furniture and equipment are reflected in this budget; training/drills may generate overtime for some attendees (reflected in budget).
Partners: Information Technology, Communications, Facilities, Logistics Administration, Capital Bond, Integrated Operations, Media Services
Status or Outcome: May extend into early fiscal year 2014 for completion; provided input on BHQ/backup FOC needs (coordinating with Logistics and South Division Chief), worked with IT to incorporate new backup data center into District continuity of operations planning. Staff training and familiarization drills likely to extend into fiscal year 2014.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Participated in Oregon Resilience Plan development as member of Water-Wastewater working group: represented fire service (and, via Deputy Chief, incorporated OFCA input) and emergency management, developing realistic objectives and priorities for 50-year statewide seismic resilience roadmap. Process driven by Oregon House Resolution, overseen by Oregon Seismic Safety Policy Advisory Commission (OSSPAC: statutory standing committee); began in January 2012, concluded February 2013 with presentation to legislature.
- Member of US Department of Homeland Security Science & Technology's First Responder Resource Group (FRRG), tasked with identifying and prioritizing technology needs and assessing potential solutions. Served as Chair of Logistics Working Group and member of FRRG Steering Committee; led development of operational requirements for simulation tools for training and predictive modeling.

Emergency Management, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS, CONTINUED

- Member, State Crisis Standards of Care General Review Workgroup: overseen by Oregon Health Authority, the Crisis Care Guidance Project was established to follow up on identified needs from the 2009 H1N1 pandemic. Served on EMS/PSAP Workgroup fiscal years 2010-13; General Review Workgroup established in fiscal year 2012 to review products of EMS/PSAP and five other workgroups and generate comprehensive, internally consistent guidance for Oregon's healthcare sectors; final product (intended to be evolving resource) released in late fiscal year 2013.
- Coordinated presentation/implementation of new safety/security procedures for District facilities, covering workplace violence and personal safety, security, and situational awareness at and away from work; included developing/assembling content, materials, and schedule, coordinating and assisting in presentations to employees, incorporating material into updated workplace procedures, and establishing online and printed reference materials for employees.
- Introduced updated Incident Command System (ICS) forms for FOC and IMT use, replacing Word templates that had been difficult to work with; change addressed recurring exercise and real-incident findings and coincided with FEMA releasing new forms that were easier to use and less wildland-specific. Solicited and acted on input from FOC and IMT staff, replaced paper and online forms, conducted initial familiarization training.

2013-14 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Estimated	2012-13 Estimated	2013-14 Projected
State earthquake drill requirement met	✓	✓	✓	✓	✓
NIMS compliance requirements met	✓	✓	✓	✓	✓
Exercises/drills: small/single IMT	7	6	5	7	5
Exercises/drills: IMT+MCO or multi-IMT	3	1	2	3	2
District-wide exercise	✓	2	✓	✓	✓

- **Apply District preparedness evaluation process** to identify and prioritize needs and drive training/exercise types and scope.

Goal(s)/Call(s) for Action:

III

Service Types:

Mandatory, Essential

Measured By:

Focusing District preparedness activities (planning, training, exercising) on identified priorities, ideally with some degree of progress. This may include integrating various levels of District exercises (e.g., Fire Chief's Office tabletops, Operating Center Drills, and more complex exercises) around a single theme; it also may result in a "District exercise" done in phases to generate broader reach, rather than a single large event that involves fewer people and functions.

Emergency Management, continued

2013-14 CHANGE STRATEGIES

- **Implement developmental position process for Incident Management Teams (IMTs)** – Open recruitment across organization to provide sufficient depth and breadth in essential IMT positions, starting with Planning Section Chief (PSC) and Logistics Section Chief (LSC); commitment is for up to two years for training and up to three more years serving on an IMT. Recruitment and selection process based on Talent Management principles, combined with program-specific needs.

Goal(s)/Call(s) for Action: III; VI/7

Budget Impact: Increase required

Duration: Initial evaluation period will be one year; if deemed successful, process will be ongoing.

Budget Description: Potential increases related to equipment issue and overtime; biggest impact should be in first year (all equipment issued, most intensive training)

Partners: Other divisions (whence prospective IMT members); initial training period may have transitory impact on workloads.



Emergency Management, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10750 General Fund						
5002 Salaries & Wages Nonunion	89,741	82,275	83,133	84,891	84,891	84,891
5004 Vacation Taken Nonunion	1,959	5,121	6,395	6,531	6,531	6,531
5006 Sick Taken Nonunion			1,279	1,307	1,307	1,307
5008 Personal Leave Taken Nonunion			548	560	560	560
5015 Vacation Sold		6,064	7,514	3,588	3,588	3,588
5021 Deferred Comp Match Nonunion	1,301	3,055	3,654	3,732	3,732	4,198
5102 Duty Chief Relief		1,310	2,382	2,474	2,474	2,474
5120 Overtime Union	3,512	6,195	6,031	5,916	5,916	5,916
5121 Overtime Nonunion		642				
5201 PERS Taxes	18,158	21,992	20,869	23,392	23,392	23,392
5203 FICA/MEDI	6,880	7,434	7,998	8,340	8,340	8,340
5206 Worker's Comp	1,557	2,392	1,882	1,962	1,962	1,962
5207 TriMet/Wilsonville Tax	636	692	734	779	779	779
5208 OR Worker's Benefit Fund Tax	28	29	35	54	54	54
5211 Medical Ins Nonunion	9,934	10,874	13,195	12,469	12,469	12,469
5221 Post Retire Ins Nonunion	900	900	900	900	900	900
5230 Dental Ins Nonunion	1,127	1,187	1,270	1,328	1,328	1,328
5240 Life/Disability Insurance	951	841	1,211	1,192	1,192	1,192
Total Personnel Services	136,684	151,001	159,030	159,415	159,415	159,881
5300 Office Supplies	126	75	200	200	200	200
5301 Special Department Supplies	1,173	898	19,339	800	800	800
5302 Training Supplies			750	800	800	800
5320 EMS Supplies			50	25	25	25
5321 Fire Fighting Supplies		21	438	102	102	102
5325 Protective Clothing	167	(79)	408	969	969	969
5330 Noncapital Furniture & Equip	355	824	760	260	260	260
5340 Software Licenses/Upgrade/Host		5	75			
5350 Apparatus Fuel/Lubricants	464	444	451	350	350	350
5364 M&R Fire Comm Equip	150	508				
5414 Other Professional Services			1,500	1,000	1,000	1,000
5415 Printing	1,468	536	2,265	1,125	1,125	1,125
5461 External Training	330	380	625	550	550	550
5462 Travel and Per Diem	115	325	2,050	3,052	3,052	3,052
5481 Community Education Materials	3	270	469	419	419	419
5500 Dues & Subscriptions	305	270	345	380	380	380
5502 Certifications & Licensing		200				
5570 Misc Business Exp	1,910	1,626	2,700	1,625	1,625	1,625
Total Materials & Services	6,566	6,301	32,425	11,657	11,657	11,657
Total General Fund	143,250	157,302	191,455	171,072	171,072	171,538

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Human Resources

Fund 10 • Directorate 02 • Division 30 • Department 304

PROGRAM DESCRIPTION

The Human Resources function encompasses several programs and services designed to support the District and its employees and volunteers in the achievement of its mission and objectives. Human Resources oversees areas pertaining to the people, personnel practices, and leadership aspects of the District. Included in these areas are staffing, performance management, salary administration, integrated talent management, 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	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$688,108	\$787,799	\$854,375	\$967,734
Materials and Services	65,333	68,530	99,134	144,135
Total Expenditures	\$753,441	\$856,329	\$953,509	\$1,111,869

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	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
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00

2013-14 SIGNIFICANT CHANGES

The increase in Personnel Services reflects increased costs of wages and benefits, Union overtime in 5120 providing for relief shift funding for line positions during investigation leaves in the amount of \$10,000, and an additional amount of \$11,240 for Strategic Goal V Committee work and outreach efforts, the retirement of the Director, and \$9,446 in overtime associated with the Integrated Talent Management program.

Within Materials and Services, account 5410, General Legal, for \$10,000; and account 5411, Collective Bargaining, \$15,000 are budgeted for ongoing labor and employment issues. Other Professional Services, for \$50,455, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity; \$25,205 for leadership and management assessment, development, and training; \$9,200 for drug and alcohol testing for pre-employment, and fees for background checks; and other matters, including HR consulting services for \$5,000. Account 5417, Temporary Services, for \$11,700, reflects increased staffing requirements due to expected high levels of recruitment, examination, and selection activities for 2013-14. Account 5570, Miscellaneous Expenses, includes \$2,800 for job fair entry fees, and \$1,000 for awards and promotional ceremonies among other items. Account 5472 includes funding of \$7,200 for retirement recognition and \$6,000 for the Meritorious Awards Ceremony, in addition to Employee of the Quarter recognition and Length of Service Awards.

Human Resources, continued

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.
Status or Outcome: Between July 1, 2011 and June 30, 2012, the District received a total of \$39,273 in reimbursements from SAIF.

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

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted, all reflect overall success in employment actions.
Status or Outcome: Hiring manager satisfaction survey ratings continue to consistently be “4” or “5” on a 5-point scale. Non-retirement voluntary turnover remains extremely low. Exit interviews have not revealed any systemic issues with workplace satisfaction leading to turnover. All newly hired/promoted personnel in non-Civil Service positions successfully completed trial service periods that were scheduled to end during the last fiscal year.

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

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to assure that the correct work is being performed for any given position, and that positions are correctly placed in the District’s salary structure as compared to both the external market and other positions internal to the organization.
Status or Outcome: Several reclassification analyses were performed during the period, resulting in some grade and salary adjustments relative to individuals in those jobs. The District continues to participate in two formal salary surveys to ensure classifications are appropriately graded in the salary structure.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: 100% compliance for all employees to receive a written performance evaluation annually on July 1st delivered during a face-to-face meeting with their managers. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss feedback both positive and negative.
Status or Outcome: The District moved to a July 1st focal cycle this past year and committed significant effort to supporting compliance and quality of performance evaluations. For non-line employees, the currency of employee evaluations went from 316 cumulative months of overdue evaluations (each overdue evaluation multiplied by the number of months overdue) to zero, or 100% compliance. Compliance with quarterly trial service evaluations remains less than 100%.

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

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: No payroll or benefits errors as a result of processing personnel actions and data entry into MUNIS each payroll cycle.
Status or Outcome: In addition to developing the Job Change Form and accompanying Standard Operating Guideline (SOG) to help clarify the intentions of the authorizing manager, the HR team has put considerable effort into developing auditing protocols to catch errors prior to payroll transmission. This appears to have significantly minimized the risk of errors that are not caught before payroll processes actions. MUNIS does not have a comprehensive auditing function that could further reduce the risk of error. Only one data entry error is known to have occurred over the period that was not noticed by HR staff.

Human Resources, continued

STATUS OF 2012-13 CHANGE STRATEGIES

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

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

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

Goal(s)/Call(s) for Action: VI/7
Budget Impact: Minimal budget impact with primary framework developed with existing HR resources. Some cost for staff training and materials. Medium and long-term budget impact to be assessed as framework developed.
Duration: Year 2 of 5
Budget Description: The foundation of this framework is the development of a competency model for the organization, described above.
Partner(s): All organizational units
Status or Outcome: In September 2012, Executive Staff sponsored a change management plan to engage the District's workforce in creating a shared vision for how to bring talent management practices to the District. Human Resources coordinated this change management process during the fall of 2012, with a series of discussion on various topics related to talent management and leadership development. Executive Staff also chartered a project team to move the initiative forward. This team was identified and convened in February, led by the HR Manager. The immediate work of the project team is to set priorities for developing/aligning system components and beginning work on competency modeling for the organization and jobs.

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: VI/C and D
Budget Impact: Budget as necessary for delivery of an ongoing training program focused on development of employees as supervisors and managers.
Duration: Year 2 of 2
Budget Description: The first step will be to evaluate various training/tracking methods. Once a delivery system is selected, work with identified vendor to build a sustainable supervisory development program.
Partner(s): Training, Integrated Operations, Fire Chief's Office
Status or Outcome: This year, two programs were developed to address supervisor and manager training. First, HR has partnered with the Finance Division to develop three-hour "boot camp" training for new supervisors (newly hired or promoted). This training will orient new supervisors to a variety of responsibilities and expectations relevant to the supervisory role at TVF&R, including performance management, injuries/illness and leaves of absence, MUNIS, timesheets, ethics, employment processes, and many other topics. Secondly, a group of executives and Division Chiefs/managers concurrently participated in a series of 12 online classes through the Harvard ManageMentor® program. For six of those classes, a two-hour group debrief was conducted to enhance the learning outcomes.

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

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

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

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Reflective of new contract agreements.
Partner(s): Fire Chief's Office, Finance Division
Status or Outcome: Human Resources is doing a number of activities associated with the labor contract that went into effect July 1, 2012, including updating salary schedules, modifying policies and procedures associated with schedule changes (from 53-hour to 52-hour work weeks), administering the lump sum payment identified in the contract, and updating seniority schedules.

Human Resources, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Used MUNIS Self-Serve to facilitate open enrollment for health and dental plans.
- Moved to a new flexible spending plan administrator (Genesis) for non-Union employees. Worked with the Union in transitioning to the same plan administrator, to occur July 1, 2013.
- Improved information available to employees planning retirement.
- Partnered with Union leadership to better support injured employees through the Workers' Compensation process.
- Negotiated enhancements to non-Union healthcare plans at no additional cost.

2013-14 SERVICE MEASURES

	FY 09-10	FY 10-11	FY 11-12	FY 12-13 estimated	FY 13-14 projected
HR FTE	6.0	6.0	6.0	6.0	6.0
Total number of employees	427	441	447	460	474
Union	318	328	330	345	358
Non-Union	113	113	117	115	116
Total number of volunteers	66	56	58	62	64
Number of employees hired	28	34	20	22	24
Volunteers onboarded	15	13	11	15	15
Number of employee separations	9	8	5	6	6
Number of volunteer separations	20	23	9	11	13
Number of employee retirements	4	12	9	3	4
Average number of Union employees on STD (short term disability) per week	3.2	4.9	3.3	2.5	2.5
Average duration of weeks on STD per employee	10.5	11.1	10.1	10.25	10
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	14.3	13.4	10.2	9	8.75
Number of selection processes completed (Total)	20	21	17	30	38
Civil Service	5	9	6	14	19
Non-Civil Service	15	12	11	16	19
Turnover percentage (<i>not including retirements</i>)	2.1%	1.9%	.9%	1.4%	1.2%
Turnover percentage (<i>including retirements</i>)	3.7%	4.6%	2.7%	2.2%	2.0%
Number of applications processed	890	573	473	500	700

2013-14 SERVICE MEASURES, CONTINUED

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

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

- **Successfully attract, select, retain, and promote qualified personnel** for all District positions. An anticipated higher volume of employment activity during fiscal year creates a need for additional and temporary staff resources in HR to support the employment function during peak periods.

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

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

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

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

Goal(s)/Call(s) for Action: VI/2, 5, and 7
Service Type(s): Essential
Measured By: 100% compliance for all employees to receive a written performance evaluation annually on July 1st, delivered during a face-to-face meeting with the employee's manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss both positive and negative feedback.

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

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

Human Resources, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Coordinate employee recognition programs** that support employee engagement and relationship building.

Goal(s)/Call(s) for Action: IV, VI
Service Type(s): Essential
Measured By: Successful coordination of key recognition events, including the annual Meritorious Awards Ceremony, Employee-of-the-Quarter, and promotional ceremonies; and other all personnel events that support relationship building among employees and volunteers (e.g., summer all-staff picnic).

- **Implement the Human Resource side of a current labor contract.** Interpret and adapt policies and procedures that reflect the current contract language.

Goal(s)/Call(s) for Action: VI/6
Service Type(s): Essential
Measured By: All terms of employment addressed in the collective bargaining agreement are consistent with policies and procedures for affected employees.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: V/A, B, C, 1, 2, and 3
Budget Impact: Could be significant based on recommendations of steering committee
Duration: Year 4 of 5
Budget Description: In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work toward increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organizational diversity to reflect the communities served.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office

- **Develop the framework for an integrated talent management system** that aligns all HR functions (job descriptions, employee selection, professional development, performance evaluations, and succession planning) with one another and connects business objectives to talent management strategies, outcomes, and Calls to Action.

Goal(s)/Call(s) for Action: VI/C, D, and 7
Budget Impact: Significant budget impact related to costs associated with project team member participation, staff training, materials, and assessment tools.
Duration: Year 3 of 5
Budget Description: The foundation of this framework is the development of a competency model for the organization, described above.
Partner(s): All organizational units

2013-14 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: VI/C and D

Budget Impact: Budget as necessary for delivery of an ongoing training program focused on development of employees as supervisors and managers.

Duration: Year 3 of 3

Budget Description: The Harvard ManageMentor® program has proven to be an effective vehicle for supervisory training. A pilot group has completed an initial set of learning modules. Next fiscal year, this same group will complete an additional six modules, while a second group will begin on an initial set.

Partner(s): Training, Integrated Operations, Fire Chief's Office



Human Resources, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10304 General Fund						
5002 Salaries & Wages Nonunion	406,032	426,262	458,227	465,376	465,376	465,376
5004 Vacation Taken Nonunion	26,884	29,947	35,248	35,801	35,801	35,801
5006 Sick Taken Nonunion	8,586	13,906	7,050	7,162	7,162	7,162
5008 Personal Leave Taken Nonunion	1,764	1,667	3,021	3,071	3,071	3,071
5010 Comp Taken Nonunion	914	1,286				
5015 Vacation Sold		9,338	12,104	9,835	9,835	9,835
5016 Vacation Sold at Retirement				39,241	39,241	39,241
5021 Deferred Comp Match Nonunion	5,910	15,948	20,142	20,459	20,459	23,145
5102 Duty Chief Relief		1,519				
5120 Overtime Union	3,035	12,176	13,106	30,686	30,686	30,686
5121 Overtime Nonunion		45	400	750	750	750
5201 PERS Taxes	85,961	97,519	110,605	132,914	132,914	132,914
5203 FICA/MEDI	33,104	35,765	42,391	47,383	47,383	47,383
5206 Worker's Comp	9,570	12,849	9,974	11,149	11,149	11,149
5207 TriMet/Wilsonville Tax	3,094	3,428	3,889	4,425	4,425	4,425
5208 OR Worker's Benefit Fund Tax	146	154	212	274	274	274
5211 Medical Ins Nonunion	58,479	82,307	84,323	92,942	92,942	92,942
5221 Post Retire Ins Nonunion	4,507	5,250	5,400	5,400	5,400	5,400
5230 Dental Ins Nonunion	10,274	10,947	11,720	12,248	12,248	12,248
5240 Life/Disability Insurance	4,853	4,493	6,923	6,812	6,812	6,812
5250 Unemployment Insurance	9,531	6,793	12,000	18,000	18,000	18,000
5260 Employee Assist Insurance	9,704	10,440	11,880	11,880	11,880	11,880
5290 Employee Tuition Reimburse				2,280	2,280	2,280
5295 Vehicle/Cell Allowance	5,760	5,760	5,760	6,960	6,960	6,960
Total Personnel Services	688,108	787,799	854,375	965,048	965,048	967,734
5300 Office Supplies	593	176	750	700	700	700
5301 Special Department Supplies	522	135	1,090	500	500	500
5302 Training Supplies	363	265	2,675	4,370	4,370	4,370
5367 M&R Office Equip	3,470	2,517	2,500	2,496	2,496	2,496
5410 General Legal				10,000	10,000	10,000
5411 Collective Bargaining	12,232	15,186	20,000	15,000	15,000	15,000
5414 Other Professional Services	15,547	12,867	42,070	50,455	50,455	50,455
5415 Printing	362	184	500	450	450	450
5417 Temporary Services	11,712			11,700	11,700	11,700
5461 External Training	974	14,268	3,410	13,744	13,744	13,744
5462 Travel and Per Diem	3,726	3,677	3,000	5,350	5,350	5,350
5472 Employee Recog & Awards	9,248	11,396	12,604	16,840	16,840	16,840
5484 Postage UPS & Shipping	78	6	100	100	100	100
5500 Dues & Subscriptions	1,039	2,622	3,555	3,500	3,500	3,500
5570 Misc Business Exp	3,561	4,793	4,480	6,530	6,530	6,530
5571 Planning Retreat Expense	75		400	400	400	400
5572 Advertis/Public Notice	1,831	440	2,000	2,000	2,000	2,000
Total Materials & Services	65,333	68,530	99,134	144,135	144,135	144,135
Total General Fund	753,441	856,329	953,509	1,109,183	1,109,183	1,111,869

PROGRAM DESCRIPTION

The District's strategic planning function, land use process and GIS program, and accreditation processes are managed by the Planning department. The department provides oversight, coordinates strategies and analyses, and disseminates information and resources pertaining to GIS, response aids, accreditation, strategic planning demographics, grants, regulatory mandates, record retention, Insurance Services Office (ISO), and Standards of Coverage for Emergency Response.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$548,330	\$583,588	\$728,328	\$729,119
Materials and Services	96,454	71,657	173,143	304,054
Total Expenditures	\$644,784	\$655,245	\$901,471	\$1,033,173

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Planning Division Chief	1.00	1.00	1.00	1.00
Data Analyst	1.00	1.00	1.00	1.00
Program Planner ¹	1.00	1.00	1.00	1.00
GIS Specialist ²	1.00	1.00	1.00	1.00
Response Aid Program Specialist ³	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	5.00	5.00	5.00	5.00

¹ Project Coordinator reclassified to Program Planner, effective January 16, 2012.

² GIS Technician reclassified to GIS Specialist, effective January 16, 2012.

³ Administrative Assistant III reclassified to Response Aid Program Specialist, effective January 16, 2012.

2013-14 SIGNIFICANT CHANGES

The increase in Personnel Services is due to expected wage and benefit increases offset by non-recurring budgets in accounts 5015, 5016, and 5017 for employees' accruals paid for 2012-13 retirements. Union overtime, account 5120, includes \$26,524 in support of the E-GIS⁴ project, in addition to \$11,194 of overtime relating to line personnel involvement in the strategic planning, managers' retreat, and response aid programs.

Within Materials and Services, Other Professional Services, account 5414, includes \$192,504 for consulting and management services on the District's E-GIS⁴ project; \$48,000 for professional services regarding healthcare reform issues affecting the District; \$15,000 for research projects as needed; \$7,500 for demographic research; and \$15,000 for data services for GIS data, aerial photos, and mapping services. Printing was increased to cover printing new laminated flip map books for response apparatus.

⁴ Enterprise Geographic Information System (E-GIS) is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.

Planning, continued

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: VI/2
Service Type(s): Essential
Measured By: Attendance/engagement at District staff meetings, station visits, contributions to Current News.
Status or Outcome: Planning staff regularly participated in Integrated Operations monthly meetings to share and receive information. Similar efforts occurred at District Staff and the Managers' Workshop. Captains were actively involved in efforts to provide District feedback on Washington County's proposed capital construction projects. Feedback loops were utilized to gain regular input on pre-plans and Maverick Map.

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

Goal(s)/Call(s) for Action: I/2, 5; VI/6
Service Type(s): Essential
Measured By: Participation in QI efforts; improved accuracy and consistency of data.
Status or Outcome: The Planning Division participated in the regular Operations QI meetings, as well as additional monthly meetings focused on improving the accuracy of fire report Incident Type coding. Planning staff provided quarterly reports indicating the percentage of missing unit arrival times by station and shift; in addition, a year-end missing arrival time report was provided that further broke down the data by individual units.

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

Goal(s)/Call(s) for Action: VIII/6
Service Type(s): Essential
Measured By: Development of election timeline; identification of key tasks with specified roles and responsibilities.
Status or Outcome: Planning worked with the Fire Chief's Office and the Public Affairs Officers to establish a timeline for key tasks. May 2014 has been established as the date to place the Local Option Levy on the ballot for that election. Different funding scenarios have been established and are being tested through a public attitude survey.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.
Status or Outcome: Facilitated development, application, reporting, and/or reimbursement processes for the 2010 SAFER Grant (federal) to fund nine firefighters, 2011 SAFER (federal) for a needs analysis of the Volunteer Program, 2012 State Homeland Security Grant for a tactical medical exercise, 2013 Hazardous Materials Emergency Preparedness Grant (federal/state) for specialized training, and 2013 Special Districts Association of Oregon Safety/Security Grant (local) for the purchase of safety/training equipment. Worked closely with Finance to research and improve grant management toward tracking and reporting compliance with federal grant accounting requirements.

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: I/1, 2, 5; VI/6
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): Integrated Operations, Information Technology, EMS
Status or Outcome: The Planning Division provided continual update and maintenance of existing SQL on-demand reports, as well as creating new reports when necessary; these reports are tailored to the user-defined data analysis needs of the individual divisions. The Planning Data Analyst is working with Integrated Operations staff and the Incident RMS vendor to incorporate Response Performance reports into OnSceneRMS, so personnel can review their performance at any given time.

Planning, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

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

Goal(s)/Call(s) for Action: II/2; IV
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): Integrated Operations
Status or Outcome: Improved business practices included encouraging crew utilization of pre-plans when assessing possible community risk reduction sites; active promotion of the Rural Property Evaluation tool, which encourages property owners to use better address and signage markers; a dedicated focus on how participants in the Apartment Manager Program can make their facilities more accessible to responders; and targeted training at Company Officer in-services. Major efforts were also made to ensure cohesiveness between the new OnScene Occupancy Database and Response Aid priorities such as incorporating automated scheduling of pre-plans and the establishment of a single depository for alternate water data.

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

Goal(s)/Call(s) for Action: VI; VIII
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: None
Partner(s): All divisions
Status or Outcome: Ongoing. Action toward this strategy was deferred while evaluating the outcome of several staff changes and program shortfalls experienced by the Commission on Fire Accreditation International.

- **Assist in expanding the use, access and development of information** with a geospatial (location) reference (GIS).

Goal(s)/Call(s) for Action: I; V; VI
Budget Impact: Increase required
Duration: Year 1 of 4
Budget Description: Reflected in FCO budget
Partner(s): FCO, Integrated Operations, Logistics
Status or Outcome: The District-wide E-GIS planning effort is focused on expanding the amount of data available in a geospatial format, as well as the number of personnel with direct access to it. The new Occupancy Database will have master address points as a geospatial IDs. At the request of the District, the vendor for WCCCA's computer-aided dispatch is now assigning Master Addresses in a similar geospatial manner, which means that for the first time, there is an ability to link incident and occupancy data.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Assumed a lead facilitation role in the District's response to regional healthcare reform efforts.
- Conducted a review of the District's Occupational Health Services programs; worked with program staff to develop an updated work plan.
- Worked closely with the Fire Chief's Office to design strategic planning sessions that actively engaged policy makers and District personnel (e.g., Board Workshop, Managers Workshop, Local Option Levy planning, Report Card process).

2013-14 SERVICE MEASURES

		FY 09-10	FY 10-11	FY 11-12	FY 12-13 estimated	FY 13-14 projected
Facilitate reaccreditation by Commission on Fire Accreditation International (CFAI)		N/A	✓	N/A	N/A	N/A
Accreditation compliance report completed		✓	✓	✓	✓	✓
Facilitate update to Strategic Plan / Report Card		✓	✓	✓	✓	✓
Support update to Standards of Coverage		✓	✓	✓	✓	✓
Manage grant compliance		✓	✓	✓	✓	✓
Completion of building pre-plans:	New	221	210	133	75	65
	Updates	224	510	496	450	400*
	Total pre-plans available	1,910	2,020	2,153	2,228	2,260
Maverick Map :	New data layers added	3	9	2	3	2
	Updated data layers	12	17	15	19	24
	Total data layers available	23	32	34	35	37

*Actual activity levels will depend on implementation of the new On Scene prevention module.

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

Goal(s)/Call(s) for Action: VI/3
Service Type(s): Essential
Measured By: Attendance/engagement at District staff meetings, station visits, contributions to Current News,

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

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

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

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

Planning, continued

2013-14 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: VII; VIII/7
Service Type(s): Essential
Measured By: Completed grant action plans for executive leadership review/approval prior to application. Completed grant applications submitted by requisite deadlines. Reporting requirements met and reimbursements obtained for each grant project.

- **Assist other divisions in program assessment and development** with a focus in the coming year on the evolution of EMS services in response to healthcare reform, and the development of an updated operational plan for the Occupational Health and Wellness programs.

Goal(s)/Call(s) for Action: I/3; IV/5
Service Type(s): Essential
Measured By: Collaborative work teams; identification and implementation of targeted strategies and work activities that carry out leadership priorities.



2013-14 CHANGE STRATEGIES

- **Enterprise Geographic Information System (E-GIS):** There is a need to integrate all aspects of the District's data utilizing one common characteristic – the spatial element. While this information has traditionally been used for deployment, it can have significant impacts in other areas of the District, including financial planning, risk assessment, and logistics. The Planning Division is currently the focal point for all GIS analysis. The move to an enterprise model will make it possible for other District personnel to access and utilize GIS tools. Four deliverables have been defined for this effort: governance (identifying procedures and different levels of access and permission), infrastructure plan (self-hosted or contracted with a private firm), data model (establishing a common operational platform) and GIS applications (early priorities include performance metric, incident analysis, and real-time situation status).

Goal(s)/Call(s) for Action:	All Goals
Budget Impact:	Increase required
Duration:	Year 2 of 4
Budget Description:	Increase in funding required in Planning for consulting and integration services.
Partner(s):	All departments

- **Complete an update to the District's demographic study** - incorporate analysis of leading indicators (e.g., changes in age distributions, areas of anticipated growth) and socio-cultural trends (e.g., language and ethnic diversity).

Goal(s)/Call(s) for Action:	I/3 and 4; V; VIII/4
Budget Impact:	Increase required
Duration:	Year 2 of 2
Budget Description:	Reflected in the Planning budget
Partner(s):	FCO, Integrated Operations, Human Resources, Finance

Planning, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10500 General Fund						
5002 Salaries & Wages Nonunion	333,226	342,290	354,842	373,537	373,537	373,537
5004 Vacation Taken Nonunion	25,080	26,865	27,296	28,736	28,736	28,736
5006 Sick Taken Nonunion	4,408	2,023	5,459	5,749	5,749	5,749
5008 Personal Leave Taken Nonunion	1,974	2,789	2,340	2,465	2,465	2,465
5010 Comp Taken Nonunion	58	13				
5015 Vacation Sold	3,370	5,189	18,123	13,815	13,815	13,815
5016 Vacation Sold at Retirement			1,750			
5017 PEHP Vac Sold at Retirement			77,000			
5021 Deferred Comp Match Nonunion	7,726	12,193	15,597	16,421	16,421	17,528
5120 Overtime Union			12,706	37,717	37,717	37,717
5121 Overtime Nonunion		939	2,000	4,836	4,836	4,836
5201 PERS Taxes	71,214	79,588	88,128	105,208	105,208	105,208
5203 FICA/MEDI	27,116	27,719	33,685	37,507	37,507	37,507
5206 Worker's Comp	5,994	9,343	7,679	8,824	8,824	8,824
5207 TriMet/Wilsonville Tax	2,537	2,657	3,092	3,502	3,502	3,502
5208 OR Worker's Benefit Fund Tax	125	129	182	262	262	262
5211 Medical Ins Nonunion	44,855	50,554	55,885	65,237	65,237	65,237
5221 Post Retire Ins Nonunion	4,500	4,500	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	5,974	6,289	6,733	7,038	7,038	7,038
5240 Life/Disability Insurance	3,967	3,547	5,571	5,698	5,698	5,698
5280 Physical Exams/Shots	15					
5295 Vehicle/Cell Allowance	6,190	6,960	5,760	6,960	6,960	6,960
Total Personnel Services	548,330	583,588	728,328	728,012	728,012	729,119
5300 Office Supplies	397	1,213	1,000	1,100	1,100	1,100
5301 Special Department Supplies	115	373	700	150	150	150
5350 Apparatus Fuel/Lubricants	200	126	100	150	150	150
5367 M&R Office Equip	1,402	2,095	2,130	1,847	1,847	1,847
5400 Insurance Premium	250	250	250	250	250	250
5414 Other Professional Services	22,543	58,138	144,600	278,004	278,004	278,004
5415 Printing	12,204	710	12,360	8,150	8,150	8,150
5417 Temporary Services	40,960					
5461 External Training	4,159	3,845	4,362	3,762	3,762	3,762
5462 Travel and Per Diem	13,490	4,198	5,914	6,512	6,512	6,512
5484 Postage UPS & Shipping	36	7	50	25	25	25
5500 Dues & Subscriptions	115	115	727	1,954	1,954	1,954
5570 Misc Business Exp	584	86	700	400	400	400
5571 Planning Retreat Expense		500	250	1,750	1,750	1,750
Total Materials & Services	96,454	71,657	173,143	304,054	304,054	304,054
Total General Fund	644,784	655,245	901,471	1,032,066	1,032,066	1,033,173

Logistics Administration

Fund 10 • Directorate 02 • Division 70 • Department 170

PROGRAM DESCRIPTION

The Logistics Division consists of five departments: Communications, Information Technology, Supply, Fleet Maintenance, and Facilities Maintenance. The Service Measures for these departments are found within their respective program information. Each of these departments has an assigned department manager reporting to the Logistics Director.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$360,898	\$289,096	\$347,757	\$322,977
Materials and Services	50,294	16,535	97,507	40,041
Total Expenditures	\$411,192	\$305,631	\$445,264	\$363,018

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Logistics Director	1.00	1.00	1.00	1.00
Response and Emergency Equipment Technician	1.00	0.00	0.00	0.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	3.00	2.00	2.00	2.00

2013-14 SIGNIFICANT CHANGES

Changes in Personnel Services reflect projected salary and benefit costs for assigned personnel, including six month transitional medical insurance for the prior Director, offset by non-recurring retirement employee vacation accrual payments.

Within Materials and Services, Other Professional Services reflects professional service fees for appraisals and land surveys for scoping for future projects. The decrease relates to a non-repeated project from 2012-13.

STATUS OF 2012-13 SERVICE MEASURES

- Provide for the planning, resource allocation, service delivery, and accountability for the departments and programs assigned to the Logistics Division.

Goal(s)/Call(s) for Action: I; II; III; VI; VII; VIII
Service Type(s): Mandatory, Essential, Discretionary, Management
Measured By: The combined Service Measures of the departments and program assigned to the Logistics Division.
Status or Outcome: Goals were assigned to Supply, Fleet, and Facilities. As a result, Logistics started the process of determining where efficiencies could be gained. Examples of potential areas are inventory management and streamlining procurement processes.

Logistics Administration, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Administer the Respiratory Protection Program (RPP)** to assure compliance with federal and state regulations for all divisions within the District.

Goal(s)/Call(s) for Action: I; II; III; VI; VII; VIII
Service Type(s): Mandatory, Management
Measured By: Annual compliance review and inspection of all divisions' respiratory forms and tests.
Status or Outcome: An annual audit was performed in July 2012 by the Respiratory Program Administrator. The District was found to be in compliance with mandatory regulations.

STATUS OF 2012-13 CHANGE STRATEGIES

- None

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- The transition to a standard Logistics uniform for Supply, Fleet, Facilities, and Communications staff was completed.
- A system was created and implemented for a universal check-out of all District pool vehicles. Feedback has been 100% positive on the functionality and ease of use.
- Logistics staff and the Capital Projects team coordinated on the completion of Station 65 and the ongoing construction of Station 56/South Operating Center.

2013-14 SERVICE MEASURES

- **Provide for the planning, resource allocation, service delivery, and accountability** for the departments and programs assigned to the Logistics Division.

Goal(s)/Call(s) for Action: I; III; VI; VII/D, 1 and 2; VIII
Service Type(s): Mandatory, Essential, Discretionary, Management
Measured By: The combined Service Measures of the departments and program assigned to the Logistics Division.

- **Administer the Respiratory Protection Program (RPP)** to assure compliance with federal and state regulations for all divisions within the District.

Goal(s)/Call(s) for Action: IV; VI/A
Service Type(s): Mandatory, Management
Measured By: Annual compliance review and inspection of all divisions' respiratory forms and tests.

2013-14 CHANGE STRATEGIES

- Direct efforts to combine inventory management responsibilities within the Logistics Division.

Goal(s)/Call(s) for Action:	VI/5; VII/1 and 2
Budget Impact:	Resource neutral
Duration:	Year 2 of 3
Budget Description:	Continue to identify opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, focus on development, testing, and implementation.
Partner(s):	Fleet, Facilities, Information Technology, Communications, Supply, Finance.

Logistics Administration, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10170 General Fund						
5002 Salaries & Wages Nonunion	233,936	158,558	166,418	167,765	167,765	167,765
5004 Vacation Taken Nonunion	13,490	12,444	12,640	12,906	12,906	12,906
5006 Sick Taken Nonunion	1,862	2,641	2,528	2,582	2,582	2,582
5008 Personal Leave Taken Nonunion	589	468	1,083	1,107	1,107	1,107
5010 Comp Taken Nonunion	472	264				
5015 Vacation Sold		10,823	10,417	7,091	7,091	7,091
5016 Vacation Sold at Retirement			36,000			
5021 Deferred Comp Match Nonunion	3,533	6,030	7,223	7,375	7,375	8,297
5121 Overtime Nonunion	196		150	100	100	100
5201 PERS Taxes	42,473	36,828	41,161	44,056	44,056	44,056
5203 FICA/MEDI	14,605	12,190	15,776	15,706	15,706	15,706
5206 Worker's Comp	3,671	4,295	2,712	3,695	3,695	3,695
5207 TriMet/Wilsonville Tax	1,763	1,297	1,447	1,467	1,467	1,467
5208 OR Worker's Benefit Fund Tax	77	50	71	82	82	82
5211 Medical Ins Nonunion	30,959	30,107	30,635	42,453	42,453	42,453
5221 Post Retire Ins Nonunion	1,492	1,800	1,800	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,672	3,953	4,180	4,368	4,368	4,368
5240 Life/Disability Insurance	2,084	1,508	2,220	2,189	2,189	2,189
5270 Uniform Allowance	263	79	436	953	953	953
5290 Employee Tuition Reimburse			5,100			
5295 Vehicle/Cell Allowance	5,760	5,760	5,760	6,360	6,360	6,360
Total Personnel Services	360,898	289,096	347,757	322,055	322,055	322,977
5300 Office Supplies	253	81	350	350	350	350
5301 Special Department Supplies	90	41	150	200	200	200
5321 Fire Fighting Supplies	7,700	1,311				
5325 Protective Clothing	31					
5350 Apparatus Fuel/Lubricants		1,712	2,650	2,930	2,930	2,930
5361 M&R Bldg/Bldg Equip & Improv		7,000	10,000	7,500	7,500	7,500
5365 M&R Firefight Equip	26,046					
5367 M&R Office Equip	1,911	2,095	2,148	2,148	2,148	2,148
5414 Other Professional Services	6,528		77,500	21,000	21,000	21,000
5415 Printing	45	17	400	500	500	500
5417 Temporary Services	5,398					
5461 External Training	825	2,835	2,075	3,099	3,099	3,099
5462 Travel and Per Diem	308	437	1,150	1,200	1,200	1,200
5500 Dues & Subscriptions	85	384	384	414	414	414
5570 Misc Business Exp	554	273	300	300	300	300
5571 Planning Retreat Expense	429	350	400	400	400	400
5572 Advertis/Public Notice	92					
Total Materials & Services	50,294	16,535	97,507	40,041	40,041	40,041
Total General Fund	411,192	305,631	445,264	362,096	362,096	363,018

Fleet Maintenance

Fund 10 • Directorate 02 • Division 70 • Department 571

PROGRAM DESCRIPTION

The Fleet Maintenance section of the Logistics Department provides a full range of services for emergency apparatus, light trucks, automobiles, communications equipment, and SCBAs. This department is responsible for delivering preventive and corrective maintenance services, mobile field repair, apparatus specifications, standardized vehicle setup, and computerized maintenance management on Tualatin Valley Fire and Rescue's vehicles. In addition, the District provides contracted services to Clackamas Fire District #1, the cities of Hillsboro, Lake Oswego, and Gladstone. The maintenance procedures provided are specifically designed in keeping with fire industry standards to preserve the investment in the apparatus and equipment and to ensure the operational capability to respond to emergencies. The Fleet Maintenance section is responsible for the annual testing and certification procedures conducted on fire pumps, SCBAs, aerial devices, lifting equipment, and vehicle emissions.

BUDGET SUMMARY

Revenues	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Charges for Services	\$118,290	\$658,700	\$662,161	\$693,625
Miscellaneous Revenue	63	7,676		
Total Revenues	\$118,353	\$666,376	\$662,161	\$693,625

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,029,386	\$1,292,968	\$1,566,809	\$1,642,160
Materials and Services	450,964	593,380	704,808	608,557
Total Expenditures	\$1,480,350	\$1,886,348	\$2,271,617	\$2,250,717

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Fleet Services Manager	1.00	1.00	1.00	1.00
Fleet Technician Supervisor	1.00	2.00	2.00	2.00
Fleet Technician	7.00	9.00	8.00	7.00
Fleet Parts & Small Eng. Tech.	1.00	1.00	1.00	1.00
Respiratory & Emer. Equip. Tech	0.00	1.00	1.00	1.00
Equipment Assistant	0.00	0.00	0.00	1.00
Apparatus Assistant	1.00	1.25	1.25	1.25
Total Full-Time Equivalents (FTE)	11.00	15.25	14.25	14.25

2013-14 SIGNIFICANT CHANGES

Personnel costs are increased by scheduled wage and benefit cost increases, and overtime for mechanics was increased to reflect projected overtime requirements based on 2012-13 actuals.

Fleet Maintenance, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Maintain non-capital fleet maintenance costs at or below established benchmarks** - Averages based on 8,765 hours per year.

Goal(s): VII
Service Type(s): Mandatory
Measured By: Benchmarks

• Pumpers	\$3.45/hour
• Aerial Pumps	\$4.75/hour
• Trucks	\$4.75/hour
• C3 Staff	\$0.35/hour
• Staff	\$0.30/hour

Status or Outcome:

• Pumpers	\$3.24/hour
• Aerial Pumps	\$4.73/hour
• Trucks	\$3.84/hour
• C3 Staff	\$0.33/hour
• Staff	\$0.22/hour

- **Percentage of apparatus preventative maintenance services completed within the annual scheduled service plan** - Benchmark: 90%.

Goal(s): VI
Service Type(s): Mandatory
Measured By: The percentage of total preventative maintenance services completed within the annual scheduled service period.

Status or Outcome: 97% of preventative maintenance services are completed within the annual scheduled service plan.

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

Goal(s): VI; VII
Service Type(s): Management
Measured By: The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

Status or Outcome: 86% of resource hours were recorded as chargeable time to fleet functions; 14% of resource hours were recorded as non-chargeable overhead.

- **Report the percentage of scheduled and non-scheduled maintenance events** - Benchmark: 80% for scheduled corrective and preventative maintenance; 20% for emergency maintenance.

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

Status or Outcome: 99% of the Fleet work orders were scheduled maintenance, with 1% non-scheduled emergency work orders.

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VI/3; VII/1, 2, 4; VIII/1, 2
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: External fleet sizes continue to grow and the demand for servicing additional outside agencies continues to increase. Fleet developed a new service delivery model that addresses the increase in services for the District's regional partner agencies along with coverage for a larger geographic region. Fleet evaluates and refines the processes and procedures of enterprise services with the continued goal of a sustainable model that fully recovers costs while providing exceptional service to regional partner agencies.
Partner(s): External agencies, Finance
Status or Outcome: Fiscal year 2012 Fleet Service totals for external agencies reported close to budget neutral costs. Fiscal year 2013 is also on track to fully recover all accrued costs. Preventative Maintenance schedules have been established and are on track. This has helped to limit the amount of unscheduled corrective maintenance, as needed repairs are found proactively instead of reacting to an out-of-service breakdown. As well, all deferred maintenance has been repaired. This allows Fleet to focus on current service needs to be more efficient in completing service events in a timely manner. This benefits the customer both internally at the central service facility, as well as remotely within the fire station's first due area via the mobile field service program.

- **Explore the possibility of combining inventory management responsibilities** within the Logistics Division.

Goal(s)/Call(s) for Action: VI/C; VII/A and E
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: The first year will focus on identifying opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, subsequent years will focus on development, testing, and implementation.
Partner(s): Supply, Fleet, Facilities, Information Technology, Communications, Finance
Status or Outcome: Opportunities identified are:

- Adding common Facilities Maintenance products to the Supply Department inventory.
- The concept of consolidating Logistics consumables under one main supply vendor.
- Testing of single point sourcing and ordering through the Supply Customer Service Clerk to gain purchasing efficiencies and better utilize Technician and Staff resource time.

Fleet Maintenance, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Acquire, setup, and put into service one Heavy Duty Rescue.
- Acquire, setup, and put into service one Light Brush Unit.
- Acquire, setup, and put into service one Division Chief's vehicle and two Assistant Fire Chiefs' vehicles.
- Acquire, setup, and put into service one OCEM vehicle.

2013-14 SERVICE MEASURES

Service Measures	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
TVF&R Fleet				
Response Vehicles Maintained	108	116	117	117
Non-Response Vehicles Maintained	74	58	58	58
Total Vehicles Maintained	182	174	174	174
Maintenance Costs	\$1,175,870	\$1,127,546	1,202,000*	1,183,923
Outside Agency Fleets				
Response Vehicles Maintained	39	115	116	116
Maintenance Costs	\$202,547	\$632,144	\$662,161	\$693,624

* Projected \$74,000 increase due to Velocity Engine dash board and mirror modifications.

2013-14 SERVICE MEASURES

- **Maintain non-capital fleet maintenance costs at or below established benchmarks** - Averages based on 8,765 hours per year.

Goal(s):	VII/2
Service Type(s):	Mandatory
Measured By:	Benchmarks
• Pumpers	\$3.45/hour
• Aerial Pumpers	\$4.75/hour
• Trucks	\$4.75/hour
• C3 Staff	\$0.35/hour
• Staff	\$0.30/hour

- **Percentage of apparatus preventative maintenance services completed** within the annual scheduled service plan - Benchmark: 90%.

Goal(s):	VI/1
Service Type(s):	Mandatory
Measured By:	The percentage of total preventative maintenance services completed within the annual scheduled service period.

2013-14 SERVICE MEASURES, CONTINUED

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

Goal(s): VI/1 and 2; VII/1
Service Type(s): Management
Measured By: The percentage of the total Fleet resource hours applied to chargeable and non-chargeable program activities.

- **Report the percentage of scheduled and non-scheduled maintenance events** - Benchmark: 80% for scheduled corrective and preventative maintenance; 20% for emergency maintenance.

Goal(s): VI/1 and 2
Service Type(s): Mandatory
Measured By: The percentage of total procedures completed that are scheduled and emergency.

- **Forecast Fleet Maintenance expenditures and meet budgetary expectations.**

Goal(s): VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a long-term capital plan for apparatus, staff, and pool vehicle replacements.

2013-14 CHANGE STRATEGIES

- **Explore the possibility of combining inventory management responsibilities** within the Logistics Division.

Goal(s)/Call(s) for Action: VI/5; VII/1 and 2
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: The first year will focus on identifying opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, subsequent years will focus on development, testing, and implementation.
Partner(s): Supply, Fleet, Facilities, Information Technology, Communications, Finance

- **Adjust the District's apparatus deployment model to even out apparatus use and yearly mileages to extend vehicle life cycles.**

Goal(s)/Call(s) for Action: VI/3, 4, and 5; VII/1 and 2; VIII/5
Budget Impact: Budget decrease
Duration: Year 1 of 1
Budget Description: Fleet has developed an apparatus deployment plan that reports on key indicators of the District's apparatus life cycles to assist in making command decisions on deployment, usability, and replacement time. This new plan has provided the District the ability to reduce apparatus replacement through the elimination of purchasing reserve apparatus. It also delays the purchasing of front line apparatus for four years, providing the District with more options for future apparatus purchases. This has equated to a cost savings to the District of over \$6,000,000.
Partner(s): Integrated Operations, Finance

Fleet Maintenance, continued

		Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10571 General Fund							
5002	Salaries & Wages Nonunion	598,412	794,984	867,616	895,973	895,973	895,973
5004	Vacation Taken Nonunion	33,395	33,203	65,914	68,265	68,265	68,265
5006	Sick Taken Nonunion	14,827	14,651	13,183	13,661	13,661	13,661
5008	Personal Leave Taken Nonunion	3,799	4,015	5,649	5,859	5,859	5,859
5010	Comp Taken Nonunion	4,613	4,400				
5015	Vacation Sold		2,095	22,635	9,377	9,377	9,377
5017	PEHP Vac Sold at Retirement	29,605					
5021	Deferred Comp Match Nonunion	7,545	21,528	37,665	39,012	39,012	43,887
5121	Overtime Nonunion	1,937	4,381	5,000	8,000	8,000	8,000
5201	PERS Taxes	122,023	115,059	203,126	223,222	223,222	223,222
5203	FICA/MEDI	49,742	64,155	77,851	79,580	79,580	79,580
5206	Worker's Comp	12,763	24,956	18,318	18,725	18,725	18,725
5207	TriMet/Wilsonville Tax	4,485	5,905	7,142	7,433	7,433	7,433
5208	OR Worker's Benefit Fund Tax	267	361	504	499	499	499
5211	Medical Ins Nonunion	110,973	159,147	183,423	207,100	207,100	207,100
5221	Post Retire Ins Nonunion	8,475	10,800	13,500	13,500	13,500	13,500
5230	Dental Ins Nonunion	15,615	21,416	24,531	26,443	26,443	26,443
5240	Life/Disability Insurance	7,171	8,274	15,708	15,592	15,592	15,592
5270	Uniform Allowance	3,740	3,637	5,044	5,044	5,044	5,044
	Total Personnel Services	1,029,386	1,292,968	1,566,809	1,637,285	1,637,285	1,642,160
5300	Office Supplies	1,183	1,267	1,500	1,250	1,250	1,250
5301	Special Department Supplies	12,408	15,657	19,600	19,600	19,600	19,600
5302	Training Supplies	17	148		150	150	150
5305	Fire Extinguisher		362	200	225	225	225
5320	EMS Supplies		4				
5321	Fire Fighting Supplies	18	54				
5330	Noncapital Furniture & Equip	20,362	28,159	3,875	2,250	2,250	2,250
5340	Software Licenses/Upgrade/Host	899					
5350	Apparatus Fuel/Lubricants	10,724	14,386	32,250	22,250	22,250	22,250
5361	M&R Bldg/Bldg Equip & Improv	6,485	10,176	34,585	28,204	28,204	28,204
5363	Vehicle Maintenance	337,108	440,220	508,906	430,379	430,379	430,379
5365	M&R Firefight Equip	23,949	40,325	55,891	55,637	55,637	55,637
5367	M&R Office Equip	2,795	3,849	4,700	4,700	4,700	4,700
5415	Printing	54	59	100	100	100	100
5416	Custodial & Bldg Services		3,616	5,052	5,194	5,194	5,194
5417	Temporary Services	5,952					
5432	Natural Gas	1,920	4,790	3,773	3,886	3,886	3,886
5433	Electricity	14,181	16,139	17,876	17,876	17,876	17,876
5434	Water/Sewer	1,089	1,155	1,072	1,104	1,104	1,104
5436	Garbage	1,190	1,548	1,478	1,522	1,522	1,522
5461	External Training	2,936	3,760	4,400	4,050	4,050	4,050
5462	Travel and Per Diem	447	442	450	450	450	450
5484	Postage UPS & Shipping		110	200	200	200	200
5500	Dues & Subscriptions	30	180		330	330	330
5570	Misc Business Exp	284		300	300	300	300

Fleet Maintenance, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10571 General Fund						
5572 Advertis/Public Notice		150	200	200	200	200
5573 Inventory Over/Short/Obsolete	(3,591)	495	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense	10,524	6,332	7,400	7,700	7,700	7,700
Total Materials & Services	450,964	593,380	704,808	608,557	608,557	608,557
Total General Fund	1,480,350	1,886,348	2,271,617	2,245,842	2,245,842	2,250,717

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Facilities Maintenance

Fund 10 • Directorate 02 • Division 70 • Department 582

PROGRAM DESCRIPTION

Facilities Maintenance's primary responsibility is to protect the public's investment in emergency services and ensure effective and uninterrupted emergency response by maintaining the District's facilities and equipment through inspection and preventive maintenance. Facilities Maintenance manages the District's environmental compliance efforts, including improving overall energy efficiency within the facilities and equipment. Staff also supervises the design and construction of new facilities and seismic upgrades and renovation/remodel projects of existing District facilities.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$721,028	\$799,923	\$880,473	\$914,777
Materials and Services	759,323	77,508	91,644	171,186
Total Expenditures	\$1,480,351	\$877,431	\$972,117	\$1,085,963

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Facilities Operations Manager	1.00	1.00	1.00	1.00
Facilities Maintenance Lead Technician	1.00	1.00	1.00	1.00
Facilities Maintenance Technician	4.00	4.00	4.00	4.00
Facilities Maintenance Administrative Specialist	1.00	1.00	1.00	1.00
Maintenance Utility Worker	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00

2013-14 SIGNIFICANT CHANGES

Personnel Services in 2013-14 increased for expected wage and benefit increases, including PERS and medical insurance costs.

Reductions in Materials and Services reflect continued use of the new ERP system to allow maintenance coding to the affected facility, and transfers of budget to other departments. Account 5361, M&R Building Repairs and Maintenance, was increased to allow for up to \$50,000 of approved repairs and maintenance on a shop building no longer leased to and maintained by a District city, in order to allow its future use for District needs. In addition, \$18,000 for roofs for temporary apparatus shelters and \$8,800 for a complete re-key of District facilities is planned. This account also includes costs for upkeep of surplus and property purchased for future use. Utility costs are also included and estimated for vacant properties until sold or repurposed or until fire station construction on acquired land is necessary.

Facilities Maintenance, continued

STATUS OF 2012-13 SERVICE MEASURES

- Maintain corrective maintenance work order efficiency.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.
Status or Outcome: Met goal of two days to start and less than five days to complete corrective maintenance work orders.

- Total percentage of travel time is an average of less than 25 hours per month per technician.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: An average travel time charge of less than 25 hours per month for each Facility Technician/Utility Worker.
Status or Outcome: Met goal of less than 25 hours per month for each Facility Technician/Utility Worker.

- Total percentage of labor charged to administrative functions is less than 13%.

Goal(s)/Call(s) for Action: VII
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 13% of total billable labor hours.
Status or Outcome: Met goal of less than 13% of the total percentage of labor functions charged to administrative functions.

STATUS OF 2012-13 CHANGE STRATEGIES

- Incorporate and prioritize environmental considerations in purchasing decisions.

Goal(s)/Call(s) for Action: VII/1 and 2
Budget Impact: Increase required
Duration: Year 6 of 6
Budget Description: There will be continued costs associated with the design, implementation, and construction of LEED (although not certified of LEED) facilities. The District will continue to purchase Energy Star rated appliances. Additional funding will be required for the continued replacement of outdated lighting fixtures.
Partner(s): Finance, Logistics, Integrated Operations
Status or Outcome: Lighting updates as recommended by the Energy Trust audit will be close to completion. This change strategy will not be carried forward as it has been incorporated into daily operations.

Facilities Maintenance, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- Continually reassess and reinvest in infrastructure and lifecycle programs.

Goal(s)/Call(s) for Action: VII/1 and 2
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Continued assessment of facilities and costs provides the foundation for the development of a comprehensive long-range Facilities Plan. The Plan will include projections of the lifecycles of capital equipment with depreciation estimates, which will provide for better replacement vs. corrective maintenance decisions. The plan will focus on 10-15 year projections.
Partner(s): Logistics, Integrated Operations, Finance
Status or Outcome: Assets and buildings are incorporated into the MUNIS work order module. This capability is expected to provide a more accurate cost of each building, and help to predict future expenditures and replacement costs/schedules. This Change Strategy will not be carried forward as it has been incorporated into daily operations.

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

Goal(s)/Call(s) for Action: VII/1 and 2
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Work within the organization on education and reducing overall utility costs; this will require technicians to review and ensure all systems are running properly and most efficiently.
Partner(s): Logistics, PGE, all Divisions, vendor
Status or Outcome: In 2012, the Energy Trust audit was completed. The lighting upgrades are more energy efficient, which in turn will save on energy costs. This Change Strategy will not be carried forward as it has been incorporated into daily operations.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Worked with Finance to tie work orders to assets to assist in the long-range cost planning for replacement.
- Worked with the Energy Trust of Oregon to reduce energy costs to the District. Projects included lighting upgrades at Stations 33 and 64, the Training Center, and Fleet. Replaced HVAC units with more energy efficient units (two each) at Stations 33 and 64.
- Successful completion and move in of Station 65.

Facilities Maintenance, continued

2013-14 SERVICE MEASURES

Service Measure	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Square footage maintained for facilities	368,465	351,465	354,036	366,868¹
District costs per square foot	3.16	\$2.57	\$2.56	\$2.90
Efficiency rating on completed Work Orders	84.25%	87%	88%	88%
Average days to start corrective maintenance	1.57	2	2	2
Average days to complete corrective maintenance	3.80	2	4	4
Average percentage of labor charged to administrative functions	9.63%	12%	12%	12%
Average travel hours per month by Technicians	21.18	23	24	25
Percentage of total available resource hours required to support capital bond projects	8.2%	8%	8%	8%

¹ The Wilsonville bus barn and South Operating Center/Station 56 have been added. The Jenkins Road facility has been removed. Does not include Station 68 due to projected completion date.

- **Maintain corrective maintenance work order efficiency.**

Goal(s)/Call(s) for Action: VII/E
Service Type(s): Essential, Discretionary
Measured By: "Days to Start" equals an average of two days; number of days it took for Facilities staff to start the work order from the day the customer entered the request into the system. "Days to Complete" equals an average of less than five days; number of days it took for Facilities staff to complete the work order from the day the customer entered the request into the system.

- **Total percentage of travel time** is an average of less than 25 hours per month per technician.

Goal(s)/Call(s) for Action: VII/E
Service Type(s): Essential
Measured By: An average travel time charge of less than 25 hours per month for each Facility Technician/Utility Worker.

- **Total percentage of labor** charged to administrative functions is less than 13%.

Goal(s)/Call(s) for Action: VII/E
Service Type(s): Management Services
Measured By: The percentage of billable labor hours charged to an administrative function is less than 13% of total billable labor hours.

- **Reduce cost and consumption of energy** throughout the District

Goal(s)/Call(s) for Action: VII/1 and 2
Service Type(s): Essential
Measured By: Continue work with Energy Trust of Oregon for assistance in reducing energy costs by reinvestments and upgrades District-wide.

Facilities Maintenance, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Continually reassess and reinvest in infrastructure and lifecycle programs** by tracking repairs in the work order system.

Goal(s)/Call(s) for Action: VI/4; VII/1 and 2
Service Type(s): Essential
Measured By: The percentage of billable labor hours charged to an asset to determine if it is more cost effective to replace or continue to repair that asset.

- **Forecast Facilities Maintenance expenditures** and meet budgetary expectations.

Goal(s)/Call(s) for Action: VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a long-term capital plan for Facilities life cycle planning.

2013-14 CHANGE STRATEGIES

- **Rekey the Fire District** to allow the Facilities staff to make and issue keys to improve the administration and security of the District.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: To provide better security, accountability, and safety for staff. This will also standardize the District keying system.
Partner(s): Facilities, outside vendor

- **Upgrade, setup, and configure supported HVAC units for remote access capabilities** to troubleshoot, diagnose, and repair units, reducing the need to physically access the buildings.

Goal(s)/Call(s) for Action: VI/4 and 5; VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Integrate new software technology to maintain and manage the heating and cooling systems for the District. This will help with maintenance issues and manage the units remotely without having to travel to each site.
Partner(s): Facilities, Information Technology, external vendors

- **Explore the possibility of combining inventory management responsibilities** within the Logistics Division.

Goal(s)/Call(s) for Action: VI/5; VII/1 and 2
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Continue to identify opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, focus on development, testing, and implementation.
Partner(s): Fleet, Information Technology, Communications, Supply, Finance.

Facilities Maintenance, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10582 General Fund						
5002 Salaries & Wages Nonunion	430,277	463,307	500,066	509,368	509,368	509,368
5004 Vacation Taken Nonunion	27,651	29,860	38,182	39,032	39,032	39,032
5006 Sick Taken Nonunion	11,227	14,915	7,636	7,812	7,812	7,812
5008 Personal Leave Taken Nonunion	2,889	3,772	3,273	3,349	3,349	3,349
5010 Comp Taken Nonunion	4,123	3,923				
5015 Vacation Sold	1,106	4,377	13,112	13,403	13,403	13,403
5016 Vacation Sold at Retirement	952					
5018 Comp Time Sold Union		805				
5021 Deferred Comp Match Nonunion	5,088	15,463	21,818	22,306	22,306	25,294
5121 Overtime Nonunion	1,624	3,928	3,500	3,500	3,500	3,500
5123 Comp Time Sold Nonunion	93					
5201 PERS Taxes	84,325	96,235	117,283	128,501	128,501	128,501
5203 FICA/MEDI	35,292	38,624	44,950	45,810	45,810	45,810
5206 Worker's Comp	8,585	12,951	10,577	10,780	10,780	10,780
5207 TriMet/Wilsonville Tax	3,239	3,588	4,124	4,279	4,279	4,279
5208 OR Worker's Benefit Fund Tax	192	202	283	306	306	306
5211 Medical Ins Nonunion	79,187	81,478	84,503	91,807	91,807	91,807
5221 Post Retire Ins Nonunion	6,968	7,500	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,011	11,665	12,201	12,734	12,734	12,734
5240 Life/Disability Insurance	5,155	4,957	8,765	8,602	8,602	8,602
5270 Uniform Allowance	2,044	2,374	3,000	3,000	3,000	3,000
Total Personnel Services	721,028	799,923	880,473	911,789	911,789	914,777
5300 Office Supplies	1,628	1,154	1,500	1,200	1,200	1,200
5301 Special Department Supplies	6,497	8,401	6,500	10,000	10,000	10,000
5305 Fire Extinguisher			400	400	400	400
5320 EMS Supplies	10			100	100	100
5321 Fire Fighting Supplies				200	200	200
5330 Noncapital Furniture & Equip	3,816	1,664	750	6,200	6,200	6,200
5350 Apparatus Fuel/Lubricants	14,416	17,848	17,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	604,007	19,403	34,100	90,100	90,100	90,100
5362 Storage Tank Expense		1,250				
5367 M&R Office Equip	4,030	3,825	4,080	4,080	4,080	4,080
5413 Consultant Fees	12,141			2,500	2,500	2,500
5414 Other Professional Services		8,710				
5415 Printing	394	651	1,000	1,000	1,000	1,000
5416 Custodial & Bldg Services	106,142					
5432 Natural Gas	145	3,132	6,050	6,276	6,276	6,276
5433 Electricity	1,677	2,287		10,152	10,152	10,152
5434 Water/Sewer	34	2,596	5,850	6,960	6,960	6,960
5436 Garbage	644	822	4,516	4,716	4,716	4,716
5450 Rental of Equip	324	2,647	5,400	5,000	5,000	5,000
5461 External Training	1,800	1,372	1,400	960	960	960
5462 Travel and Per Diem			1,448	1,442	1,442	1,442
5484 Postage UPS & Shipping	26	5	150	150	150	150
5500 Dues & Subscriptions	841	571	920	1,170	1,170	1,170

Facilities Maintenance, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10582 General Fund						
5502 Certifications & Licensing	292	942	80	80	80	80
5570 Misc Business Exp	461	228	300	300	300	300
5572 Advertis/Public Notice			200	200	200	200
Total Materials & Services	759,323	77,508	91,644	171,186	171,186	171,186
Total General Fund	1,480,351	877,431	972,117	1,082,975	1,082,975	1,085,963

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Information Technology

Fund 10 • Directorate 02 • Division 70 • Department 215

PROGRAM DESCRIPTION

The Information Technology (IT) Department is responsible for supporting the District's computing infrastructure, including the Local Area Network, Wide Area Network, and Wireless Local Area Network. IT manages the District's servers and file systems, network infrastructure equipment, VoIP switches and phones, Internet access, databases, and email resources. IT supports approximately 380 workstations District-wide. The department maintains proper licensing and maintenance contracts for District owned software and hardware. The Information Technology Department partners with all divisions to evaluate technology needs and determine the best solutions to meet immediate needs, as well as the District's long-term needs. IT provides support for District-owned technology via the IT/Communications Service Desk. IT also provides 24x7 technical support for Integrated Operations through an after-hours on-call rotation.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,011,585	\$1,056,696	\$1,081,998	\$1,116,838
Materials and Services	796,051	717,744	933,792	865,972
Total Expenditures	\$1,807,636	\$1,774,440	\$2,015,790	\$1,982,810

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
IT Manager	1.00	1.00	1.00	1.00
Sr. IT Systems Administrator	1.00	1.00	1.00	1.00
Sr. IT Database Administrator	1.00	1.00	1.00	1.00
IT Network Engineer	1.00	1.00	1.00	1.00
Systems Administrator-II	1.00	1.00	1.00	1.00
Service Desk Specialist-II	1.00	1.00	1.00	2.00
Systems Administrator-I	2.00	2.00	1.00	1.00
Service Desk Specialist-I	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	9.00	9.00	8.00	8.00

2013-14 SIGNIFICANT CHANGES

The increase in Personnel Services is due to expected wage and benefit increases, including PERS rate and medical cost increases.

The usage of Materials and Services, accounts 5340 and 5368, was analyzed during 2012-13 and the 2013-14 budget reflects a change in where items are budgeted. Account 5340 is expanded to include all hosted software solutions and annual subscription costs for software, and includes \$116,142 for MUNIS annual maintenance and support, \$90,500 for annual OnSceneRMS maintenance, a \$35,000 placeholder for a transition to Microsoft 365, and the annual maintenance costs for all programs. Amounts in account 5368 relate to annual maintenance costs for hardware, telephone systems, District television, and firewall maintenance. Account 5414, Other Professional Services, includes \$10,000 for HVAC software to improve system management remotely, among other items. Account 5347 Cable Access, includes the broadband internet connections throughout the District.

Information Technology, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Provide technical support for and maintain the network infrastructure and maintenance needs of the District.**
Ensure the security of the network is consistent with internal and BUG policies.

Goal(s)/Call(s) for Action: VI/3; VII/A
Service Type(s): Mandatory
Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Actively participate in the BUG/BOT meetings, and maintain a representative in the BUG technical group.

Status or Outcome: All of the major benchmarks for this Service Measure have been met. The goals established for network and systems uptime have been exceeded. The MUNIS work order module is currently being used as a unified service request solution for all of Logistics. The IT department has continued an active engagement with the Broadband Users Group (BUG), including negotiating a new fee structure and returning to a shared internet plan at the end of the current Integra contract in the fall of 2013.

- **Participate as an active partner in project management, planning, and implementation** to support District-wide business technology solutions.

Goal(s)/Call(s) for Action: VI/5; VII/A
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

Status or Outcome: Information Technology continues to work actively with other departments to plan, evaluate, and implement various technologies. This fiscal year has included a number of significant projects that serve as strong examples of this partnership, including a thorough evaluation of next generation heart monitors, as well as working with EMS to test the new PulsePoint smart phone app. IT will actively participate in the E-GIS project over the next two years.

- **Forecast IT expenditures and meet budgetary expectations.**

Goal(s)/Call(s) for Action: VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

Status or Outcome: Completed and posted to the SharePoint budget site.

Information Technology, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Monitor opportunities and proactively engage with partner agencies to support and encourage efforts in the area of electronic information system integration.

Goal(s)/Call(s) for Action: VII/3
Service Type(s): Essential
Measured By: Prior to implementing new technology for large-scale projects as modeled by the MDC replacement project, engage with partner agencies as part of the learning and research phase. Entertain alternative purchasing options to ensure the best opportunities are realized.
Status or Outcome: The IT Department continues to keep an open line of communication with partner agencies both in and out of the fire service. The objective is to identify the areas of technology overlap, with the intention of understanding who can offer experience, advice, or referral for any technology use now or are likely use in the future.

STATUS OF 2012-13 CHANGE STRATEGIES

- **Increase protection and provide redundancy of physical critical servers and file systems** – Participate in the design of the Station 56/South Operating Center (SOC) remodel to incorporate a communications room to support a secondary Fire Operations Center (FOC). Relocate the District's disaster recovery systems from the North Operating Center (NOC) to the SOC.

Goal(s)/Call(s) for Action: III/3
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Physical move of disaster recovery systems
Partner(s): Not applicable
Status or Outcome: IT has been closely involved in the design and planning stages of building construction for the South Operating Center (SOC). Upon the completion and move-in at SOC, the current disaster recovery site will be relocated to that facility. The current location at NOC is serving all the District disaster recovery needs regarding physical site redundancy and business continuity. The relocation to SOC will complete the disaster recovery project plan to host those services at the backup FOC and in a seismically resilient facility.

Information Technology, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Reduce the potential bottleneck of data throughput** – Provides improved performance in overall access to the District's critical systems. This is a multiple year Change Strategy in order to adapt as technology changes and capacity needs expanded, e.g., IGA to provide hosted services to partner agencies. In addition, this allows Information Technology to prepare and plan for an innovative and cost-effective approach to replace physical workstations for the next hardware upgrade cycle. Particularly ideal for the fire stations, the move from traditional computer hardware to a virtualized solution is anticipated. In fiscal year 2012, a proof of concept project is underway with the Fire Chief's Office to reduce the number of pieces of hardware necessary to access secure enterprise network resources. Overall, a significant decrease in hardware costs, as well as administrative overhead to support the environment, are the expected measurable outcomes. This initiative is also likely to result in a reduction in overall energy costs throughout the District.

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Modules to upgrade data links to data storage network
Partner(s): Not applicable
Status or Outcome: IT has continued down the path of a high rate of server virtualization, centralized storage, and unified security solutions. In the last two fiscal years, the number of production servers has been cut in half, the speed and size of storage has doubled, and three disparate security devices have been replaced with a single, highly redundant solution.

- **Introduce redundancy to the wireless LAN to support an increased demand for the use of mobile devices and the re-activation of the apparatus Wi-Fi MDC updates** - The purchase leverages the existing wireless controller solution, while providing redundancy where fault tolerance does not exist today.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Additional Aruba Wireless Controller
Partner(s): Not applicable
Status or Outcome: The Aruba wireless controller has been implemented and now provides protection from a single-point of failure on the controller.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- In the second half of 2012, the entire District was upgraded from Vista to Windows 7. There were some particular challenges to slowly upgrading the station desktops due to issues with floating work assignments. To prevent disruption on that front, all station PCs were upgraded to Windows 7 in one evening. The effort was successful and over 75 computers were upgraded at 20 remote sites within the span of a few hours.
- Also in the second half of 2012, the vast majority of District data was migrated to a new storage solution without noticeable disruption. This includes all server data, all user shares, data backup targets, and user profile locations. Data replication to the disaster recovery site was also migrated to a new platform over this time. With this change, the amount of data that is being replicated to the redundant site grew and the frequency of replication was increased.
- Received a \$25,500 MACC grant for the network connection to the new station 65 location.

Information Technology, continued

2013-14 SERVICE MEASURES

Service Measure	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Service Desk work orders	3,217	2,582	1,310	986	850
Business hours	3,217	2,489	1,219	884	760
Non-business hours	-	93	91	102	90
After-hours emergency alerts	-	-	-	110	75
Systems uptime target ¹	99.94%	99.95%	99.95%	99.98%	99.99%
Network services	-	-	-	99.99%	99.99%
File and logon services	-	-	-	99.99%	99.99%
Critical applications ²	-	-	-	99.98%	99.99%
Technology Inventory (total)	-	-	-	595	565
Desktops in service	-	-	-	207	220
Laptops in service	-	-	-	76	60
Tablets in service	0	0	15	15	15
iPads in service	0	0	10	18	30
Virtual desktops in service	-	5	14	70	120
Servers in production	-	-	65	55	50
Network switches	72	72	81	81	83
Printers in service	-	-	-	73	70
Total shared data size (TB)				18.85	20.00
Offsite data protection (TB)				14.50	17.00
Total database size (TB)	-	-	-	1.15	1.50

¹ Uptime target measures only unplanned outages for services

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

- **Provide technical support for and maintain the District's enterprise and mobile network infrastructure.** Continually assess and plan for future needs, staying current with rapid advancements in technology. Ensure the security of the network is consistent with internal and BUG policies.

Goal(s)/Call(s) for Action: III; VI/4; VII/1 and 2

Service Type(s): Mandatory

Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Active participation in the BUG/BOT meetings and maintaining a representative in the BUG technical group.

- **Participate as an active partner in project management, planning, and implementation** to support District-wide business technology solutions.

Goal(s)/Call(s) for Action: VI/4 and 5; VII/1 and 2

Service Type(s): Management

Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

Information Technology, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Forecast IT expenditures and meet budgetary expectations.**
Goal(s)/Call(s) for Action: VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
- **Monitor opportunities and proactively engage with partner agencies** to support and encourage efforts in the area of electronic information system integration.

Goal(s)/Calls for Action: VII/1
Service Type(s): Essential
Measured By: Prior to implementing new technology for large-scale projects as modeled by the MDC replacement project, engage with partner agencies as part of the learning and research phase. Entertain alternative purchasing options to ensure the best opportunities are realized.

2013-14 CHANGE STRATEGIES

- **Reduce the potential bottleneck of data throughput** – Provides improved performance in overall access to the District's critical systems. This is a multiple year Change Strategy in order to adapt as technology changes and capacity needs expanded, e.g., IGA to provide hosted services to partner agencies. In addition, this allows Information Technology to prepare and plan for an innovative and cost-effective approach to replace physical workstations for the next hardware upgrade cycle. Particularly ideal for the fire stations, the move from traditional computer hardware to a virtualized solution is anticipated. In fiscal year 2012, a proof of concept project was begun with the Fire Chief's Office to reduce the number of pieces of hardware necessary to access secure enterprise network resources. Overall, a significant decrease in hardware costs, as well as administrative overhead to support the environment are the expected measurable outcomes. This initiative is also likely to result in a reduction in overall energy costs throughout the District.

Goal(s)/Call(s) for Action: VI/4 and 5; VII/1
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: NetApp storage expansion and Juniper 10GB switches
Partner(s): Not applicable
- **Evaluate opportunities for IT to provide an external service delivery model** to support regional agencies. Develop an enterprise service delivery model to accommodate technology needs over extended geographical locations.

Goal(s)/Call(s) for Action: VI/5; VII/1
Budget Impact: Resource neutral
Duration: Year 1; no projected end date
Budget Description: Placeholder to provide Canby Fire Information Technology services
Partner(s): Communications, Fire Chief's Office

2013-14 CHANGE STRATEGIES, CONTINUED

- **Evaluate the District's use of mobile technology.** Refresh the overall mobile technology strategy, considering both future and current solutions. This review includes all platforms of mobile computing including laptops, tablets, smart phones, and the applications that run on them. This also includes management and provisioning solutions for mobile devices and an effort to help shape BUG policy to allow for the best use of mobile technology for the District.

Goal(s)/Call(s) for Action:	VI/4 and 5; VII/1
Budget Impact:	Increase required
Duration:	Year 1 of 1
Budget Description:	Placeholder for VMware Horizon Suite and Mobile environment refresh
Partner(s):	Fire Chief's Office

Information Technology, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10215 General Fund						
5001 Salaries & Wages Union	3,060					
5002 Salaries & Wages Nonunion	576,171	614,846	622,816	637,410	637,410	637,410
5004 Vacation Taken Nonunion	53,452	44,362	47,909	49,035	49,035	49,035
5006 Sick Taken Nonunion	34,622	39,747	9,582	9,810	9,810	9,810
5008 Personal Leave Taken Nonunion	3,671	4,080	4,106	4,206	4,206	4,206
5010 Comp Taken Nonunion	488	846				
5015 Vacation Sold	3,748		16,452	13,471	13,471	13,471
5016 Vacation Sold at Retirement		7,720				
5018 Comp Time Sold Union		1,227				
5021 Deferred Comp Match Nonunion	6,520	18,918	27,377	28,021	28,021	31,935
5120 Overtime Union	6,660	11,430	5,400			
5121 Overtime Nonunion	6,606	4,046	7,000	2,500	2,500	2,500
5123 Comp Time Sold Nonunion	138					
5201 PERS Taxes	124,351	103,383	147,832	160,538	160,538	160,538
5203 FICA/MEDI	51,155	54,119	56,659	57,230	57,230	57,230
5206 Worker's Comp	12,427	18,704	13,332	13,464	13,464	13,464
5207 TriMet/Wilsonville Tax	4,673	5,006	5,198	5,342	5,342	5,342
5208 OR Worker's Benefit Fund Tax	211	220	283	305	305	305
5211 Medical Ins Nonunion	89,580	94,965	89,552	99,508	99,508	99,508
5221 Post Retire Ins Nonunion	6,525	8,700	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	11,431	11,539	11,363	11,878	11,878	11,878
5240 Life/Disability Insurance	7,241	6,620	9,387	9,231	9,231	9,231
5270 Uniform Allowance	171		550	175	175	175
5290 Employee Tuition Reimburse	8,683	6,216				
5295 Vehicle/Cell Allowance				3,600	3,600	3,600
Total Personnel Services	1,011,585	1,056,696	1,081,998	1,112,924	1,112,924	1,116,838
5300 Office Supplies	78	90	250	200	200	200
5301 Special Department Supplies	8,635	2,568	7,100	3,750	3,750	3,750
5302 Training Supplies	101					
5330 Noncapital Furniture & Equip	22,557	9,890	21,598	5,752	5,752	6,481
5340 Software Licenses/Upgrade/Host	11,985	14,083	10,797	483,098	483,098	483,098
5350 Apparatus Fuel/Lubricants	758	438	1,100	1,100	1,100	1,100
5361 M&R Bldg/Bldg Equip & Improv	80					
5367 M&R Office Equip	1,909	2,860	2,820	2,820	2,820	2,820
5368 M&R Computer & Network Hdwe	444,399	410,377	544,358	132,237	132,237	132,237
5414 Other Professional Services	50,672	44,120	103,304	18,600	18,600	18,600
5415 Printing	36	47				
5417 Temporary Services	88					
5437 Cable Access	250,056	225,552	229,774	215,470	215,470	215,470
5461 External Training	1,907	3,027	6,595	500	500	500
5462 Travel and Per Diem	1,393	490	4,196	966	966	966
5500 Dues & Subscriptions	1,294	4,172	1,600	450	450	450
5570 Misc Business Exp	102	30	300	300	300	300
Total Materials & Services	796,051	717,744	933,792	865,243	865,243	865,972
Total General Fund	1,807,636	1,774,440	2,015,790	1,978,167	1,978,167	1,982,810

Communications

Fund 10 • Directorate 02 • Division 70 • Department 175

PROGRAM DESCRIPTION

The Communications Department ensures District-wide integration and coordination of all communication and technology applications. The department is responsible for support of the multitude of District-wide communications systems, including District-wide and site specific landline phone systems; all emergency response portable, mobile, and base station radios; cell phones and PDAs; pagers; and all mobile data computers (MDCs) in response apparatus and their requisite software and wireless communications systems. The Department also manages leased cellular tower contracts.

BUDGET SUMMARY

Revenues	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Rental Revenue	\$118,804	\$122,337	\$120,000	\$72,000
Total Revenues	\$118,804	\$122,337	\$120,000	\$72,000

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$254,279	\$341,968	\$434,284	\$450,687
Materials and Services	1,751,366	1,796,428	1,959,900	1,909,639
Total Expenditures	\$2,005,645	\$2,138,396	\$2,394,184	\$2,360,326

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Communications Supervisor	1.00	1.00	1.00	1.00
Communications Technician	2.00	2.00	2.00	2.00
Program Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	4.00	4.00	4.00	4.00

2013-14 SIGNIFICANT CHANGES

Rental revenue reflects anticipated cell tower revenue sharing from cell tower leases, including one less lease associated with a sold property. Changes in Personnel Services are due to projected wage and benefit packages of personnel staffing the department.

Within Materials and Services, account 5330 supports a station cellular service booster (\$25,000) placeholder request, 50 aircards to be upgraded to 4G (\$4,750), research item funding (\$5,000), vehicle hardware mounts (\$4,000), as well as 9-1-1 replacement phones, among other items. Dispatch fees reflect the charges from WCCCA (\$1,585,837) and Clackamas C800 dispatch and service fees (\$12,185). Telephone, account 5430, reflects the costs for District-wide telephone line and cellular costs.

Communications, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Ensure intra- and inter-agency communication operability during disasters and/or exercises.**

Goal(s)/Call(s) for Action: III/3, 4, 5
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide emergency communications equipment training to all District personnel.

Status or Outcome: New employees are trained on disaster communications as part of the Fire Operations Center (FOC orientation). Communications continues to provide three levels of radio proficiency courses (100/200/300) as part of Individual Mandatory Compliance Training (IMCT). Radio training will be incorporated into the annual CPR training schedule. Staffing resources assigned to the human repeater program during disaster operations are expected to be reduced to as few as three in a designated fire station (fiscal year 2014 Change Strategy). Continue to develop and maintain COML program. Developed Personnel Accountability Report (PAR) reporting form from mobile Data Computers (MDC) to increase standardization of reporting PAR. Continually updating Disaster Operations plan as resources change.

- **Maintain consistent up-time of mobile data computers.** Ensure critical response aids resources are updated and function as expected.

Goal(s)/Call(s) for Action: VI/6; VII/3
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.

Status or Outcome: The OMM (OnBoard Mobility Manager) has been upgraded, providing real time monitoring of all apparatus connectivity to CAD. Able to monitor location and apparatus systems such as battery voltage. Two apparatus are connected to the vehicles diagnostic system as a trial for Fleet to monitor the entire system (error messages, RPM, idle time, speed, etc.). Email alerts trigger when a threshold has been crossed.

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

Goal(s)/Call(s) for Action: VI/3; VII/A
Service Type(s): Mandatory
Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Partner with WCCCA on applicable projects and maintain active committee participation.

Status or Outcome: Communications has an average of nine days for Requested-to-Completed interval of MUNIS Work Orders. Participated in PSSTG and C-800 meetings at WCCCA. Worked closely with WCCCA to develop IP tap-out interface for Comtech devices.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Participate as an active partner in project management**, planning and implementation to support District-wide communications needs.

Goal(s)/Call(s) for Action: VI/5; VII/A
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.
Status or Outcome: Communications played an integral role in the Fireground communications research and deployment. Regularly attended WCCCA CAD demonstrations. Worked closely with HazMat teams to ensure state funded hardware meets the District's needs.

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

Goal(s)/Call(s) for Action: VII/3
Service Type(s): Essential
Measured By: Ensure regular attendance at regional meetings. Exchange information and prioritize communications needs at the quarterly communication program management meetings.
Status or Outcome: Communications Program Management team meets quarterly to address regional, state, and national initiatives. Working with BOEC to provide better coverage to a portion of Station 64's area using the trunked radio system to cover WCCCA gaps in the Skyline area. Participated in the GeoCom regional radio system audit.

- **Forecast Communications expenditures and meet budgetary expectations.**

Goal(s)/Call(s) for Action: VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.
Status or Outcome: Completed and posted to the SharePoint budget site.

STATUS OF 2012-13 CHANGE STRATEGIES

- **Replace existing leased copper lines used for tapout** with an IP-based solution to improve support and eliminate expensive monthly service fees, due to the age and expense of the leased-pair lines as well as a significant decrease in parts availability and technical support. The solution must interface with existing Omron hardware and WCCCA CAD. A proof of concept was initiated in fiscal year 2012 to determine the viability of the targeted solution.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Slight increase required
Duration: Year 1 of 1
Budget Description: Leased line replacement
Partner(s): None
Status or Outcome: Communications has worked closely with WCCCA to develop an IP interface that can be used in both old and new stations. The selected device has been implemented at Station 50 and it is expected that all stations will be converted by the end of the fiscal year.

Communications, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Evaluate opportunities for Communications to provide an external service delivery model** to support regional agencies. Develop an enterprise service delivery model to accommodate technology needs over extended geographical locations.

Goal(s)/Call(s) for Action: VII/1 and 3; VIII
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Information Technology
Status or Outcome: Communications has performed a communications package installation on a Clackamas Fire District #1 (CFD#1) water tender. To date, staff has completed five work orders for CFD#1 under an amendment to the Fleet IGA.

- **Replace Blackberry server (BES) and Blackberry devices with iPhones** – In fiscal year 2012, the District performed a proof of concept to prepare for the potential replacement of the Blackberry environment with a more hands-off solution. Management of the Blackberry server and the phones has become quite burdensome, requiring a substantial amount of specialized hands-on support by the Communications department when problems arise. The iPhone proved to be the best solution to remotely manage email, calendaring, contacts, phone calls, and paging on a single device. To support this initiative, a multi-pronged approach will be taken to transition from the Blackberry devices and support to the iPhone. Another key factor for the change in technology is the lackluster financial performance for Research In Motion Ltd. (RIM), and RIM's struggle to compete with Apple and Google (Android) devices. In the first quarter of 2012, RIM subscribers are down to an all-time low of 3%.

Goal(s)/Call(s) for Action: VII/1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: iPhones to replace Blackberry smartphones
Partner(s): Information Technology
Status or Outcome: The BES has been removed from service. iPhones have been deployed as District issued devices. The stipend program has reduced the number of smartphone devices Communications is responsible for maintaining.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Working with Facilities, a new and less expensive 9-1-1 phone was evaluated, tested, and installed.
- Communications installations - Heavy Rescue, Light Brush Rig, Pool Vehicle Comms/Code 3 Package.
- Received \$21,000 for rebanding reimbursement (2008).
- Innovative technology evaluations including alternative alerting options and wireless vehicle telemetry.

2013-14 SERVICE MEASURES

Technical Services Provided	FY10	FY11	FY12	FY13	FY14 Estimated
Mobile, portable, base station, patch kits	425	636	636	636	650
Mobile data computers, VRM, OMGs, and cellular connectivity devices	124	186	156	156	171
Cell phones	150	125	105	105	102
Smartphones	60	70	68	68 / 33 ¹	33
Pagers	300	225	150	150	150
Satellite phones	9	10	10	11	10
Work orders completed	428	425	585	625	350
Preventative maintenance inspections	425	400	400	400	480
Cellular towers managed	9	9	9	9	9
Standalone GPS units	15	25	25	12	12
Installations – apparatus and vehicles		5	3	5	4

¹ Implemented Bring Your Own device (BYOD) stipend program in early fiscal year 2013.

- **Ensure intra- and inter-agency communication operability during disasters and/or exercises.**

Goal(s)/Call(s) for Action: III/2, 3, and 4
Service Type(s): Mandatory
Measured By: Maintain an appropriate matrix of communications requirements for use when the District is operating in Disaster Operations mode. Ensure that a comprehensive deployment plan for backup communications exists during an exercise or a real event. Provide emergency communications equipment training to all District personnel.

- **Maintain consistent up-time of mobile data computers.** Ensure critical response aids resources are updated and function as expected.

Goal(s)/Call(s) for Action: I/1; IV; VI/3 and 5; VII/1
Service Type(s): Essential
Measured By: Real-time monitoring and reporting on the Onboard Mobile Gateways (OMGs) performance metrics.

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

Goal(s)/Call(s) for Action: VI/4 and 5; VII/1
Service Type(s): Mandatory
Measured By: MUNIS work orders are monitored to ensure issues are dealt with in a timely fashion. Partner with WCCCA on applicable projects and maintain active committee participation.

Communications, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Participate as an active partner in project management**, planning, and implementation to support District-wide communications needs.

Goal(s)/Call(s) for Action: VI/4 and 5; VII/1 and 2
Service Type(s): Management
Measured By: Open lines of communication are experienced from inception to completion, resulting in a smooth and successful conclusion of the project.

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

Goal(s)/Call(s) for Action: III/4; VII/1
Service Type(s): Essential
Measured By: Ensure regular attendance at regional meetings. Exchange information and prioritize communications needs at the quarterly communication program management meetings.

- **Forecast Communications expenditures and meet budgetary expectations.**

Goal(s)/Call(s) for Action: VIII/5
Service Type(s): Essential
Measured By: Provide Finance with a 15-year capital spending plan to meet District technology requests.

2013-14 CHANGE STRATEGIES

- **Base station simplex protocol during disaster operations** - Update the Disaster Operations Communications Protocol. Utilizing the 20 base station radios in the fire stations, eliminate the need to use Human Repeaters outside of District facilities. The plan is to use fewer human repeaters stationed in predetermined fire stations to provide repeater functions to the District on Simplex in the event of 800Mhz Trunking System failure. Simplex radio coverage in West Linn is problematic and there is the potential need for a base station radio in one of the city buildings. With the South Operating Center coming online later this year as the alternate FOC, the Disaster Operations Communications Plan will be updated.

Goal(s)/Call(s) for Action: III/2, 3, 4
Budget Impact: None
Duration: Year 1 of 2
Budget Description: Year 1 - no increase
Year 2 - Budget for recommended changes
Partner(s): Fire Chief's Office/Emergency Management

- **Evaluate future mobile network options** – This is a two year plan to upgrade the District MDCs to 4G connectivity and potential replacement or upgrade of the onboard mobile gateways (OMGs). The first phase is to upgrade from 3G to 4G, and test CradlePoint, along with other mobile platforms. The second phase will be the recommendation for the future mobile network platform.

Goal(s)/Call(s) for Action: VI/5; VII/1
Budget Impact: Slight increase required
Duration: Year 1 of 2
Budget Description: Year 1 – OMG air card upgrade
Year 2 – Budget for recommended changes
Partner(s): IT, Integrated Operations, Fleet

2013-14 CHANGE STRATEGIES, CONTINUED

- **Nationwide Public Safety Broadband Network** - Ensure TVF&R is positioned to take advantage of the national public safety wireless broadband network initiative. This is a \$6.5 billion endeavor by the FCC to promote the next generation 9-1-1 and emergency alert systems for first responders. Additionally, the plan promotes critical infrastructure survivability. This is not intended to replace the current 800Mhz radio network, but will provide a secure, reliable, dedicated, and interoperable network for emergency responders. Communications will stay abreast of the progress and implementation of this network regionally, as well as nationally, to determine how this initiative meets current and future operational needs.

Goal(s)/Call(s) for Action:	III/2, 3, and 4; VI/3, 4 and 5; VII/1
Budget Impact:	None required
Duration:	Year 1 of 6
Budget Description:	Year 1-3: Resource neutral Year 4-6: Potential increase
Partner(s):	Fire Chief's Office/Emergency Management, Integrated Operations, Information Technology, WCCCA, BUG/BOT

Communications, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10175 General Fund						
5002 Salaries & Wages Nonunion	156,517	216,220	250,200	253,694	253,694	253,694
5004 Vacation Taken Nonunion	4,669	9,198	19,246	19,517	19,517	19,517
5006 Sick Taken Nonunion	6,809	8,629	3,849	3,904	3,904	3,904
5008 Personal Leave Taken Nonunion	1,457	1,812	1,650	1,674	1,674	1,674
5010 Comp Taken Nonunion	1,962	1,538				
5015 Vacation Sold			6,609	6,702	6,702	6,702
5021 Deferred Comp Match Nonunion	1,101	5,675	10,998	11,153	11,153	12,547
5121 Overtime Nonunion	354		1,000	1,000	1,000	1,000
5201 PERS Taxes	32,121	27,087	58,593	64,263	64,263	64,263
5203 FICA/MEDI	12,944	17,774	22,457	22,910	22,910	22,910
5206 Worker's Comp	4,744	7,311	5,284	5,391	5,391	5,391
5207 TriMet/Wilsonville Tax	1,173	1,633	2,060	2,139	2,139	2,139
5208 OR Worker's Benefit Fund Tax	76	97	141	152	152	152
5211 Medical Ins Nonunion	22,627	35,176	36,671	40,802	40,802	40,802
5221 Post Retire Ins Nonunion	2,700	2,700	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	2,993	4,288	4,643	4,854	4,854	4,854
5240 Life/Disability Insurance	1,870	2,381	4,430	4,388	4,388	4,388
5270 Uniform Allowance	163	448	2,853	1,350	1,350	1,350
5295 Vehicle/Cell Allowance				1,800	1,800	1,800
Total Personnel Services	254,279	341,968	434,284	449,293	449,293	450,687
5300 Office Supplies	112	12	200	75	75	75
5301 Special Department Supplies	11,784	12,030	22,797	14,025	14,025	14,025
5330 Noncapital Furniture & Equip	2,597	840	57,385	46,955	46,955	46,955
5350 Apparatus Fuel/Lubricants	1,766	2,307	3,150	2,500	2,500	2,500
5364 M&R Fire Comm Equip	31,042	21,977	32,316	17,075	17,075	17,075
5368 M&R Computer & Network Hdwe		199				
5414 Other Professional Services	20,395					
5415 Printing	247	192	550	550	550	550
5420 Dispatch	1,393,250	1,526,037	1,579,995	1,598,022	1,598,022	1,598,022
5430 Telephone	288,605	230,024	259,568	223,648	223,648	226,408
5450 Rental of Equip	1,328	1,824	1,920	1,920	1,920	1,920
5461 External Training	129	775	649	649	649	649
5462 Travel and Per Diem	42	46	910	1,000	1,000	1,000
5500 Dues & Subscriptions	69	120	360	360	360	360
5570 Misc Business Exp		44	100	100	100	100
Total Materials & Services	1,751,366	1,796,428	1,959,900	1,906,879	1,906,879	1,909,639
Total General Fund	2,005,645	2,138,396	2,394,184	2,356,172	2,356,172	2,360,326

PROGRAM DESCRIPTION

The Supply Department provides centralized purchasing of daily operating supplies and equipment and negotiates pricing, District-wide interdepartmental mail and delivery services, central inventory and fire equipment management, and management of surplus property.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$403,963	\$394,943	\$506,271	\$527,784
Materials and Services	84,180	114,945	194,857	140,589
Total Expenditures	\$488,143	\$509,888	\$701,128	\$668,373

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Supply Manager	1.00	1.00	1.00	1.00
Supply Operations Supervisor	1.00	1.00	1.00	1.00
Supply Specialist	1.00	1.00	1.00	1.00
Supply Assistant/Driver	1.00	0.50	0.50	1.50
Customer Service Clerk	0.00	0.00	1.00	1.00
Supply Driver	1.00	1.00	1.00	0.00
Total Full-Time Equivalents (FTE)	5.00	4.50	5.50	5.50

2013-14 SIGNIFICANT CHANGES

Personnel Services reflects the continuation of 1.00 FTE added on a trial basis in the prior year to assist station and District personnel with order entry, surplus property return, and inventory management. Wage and benefit costs are increased to meet projected cost increases.

Within Materials and Services, the purchase of hose sections for the District is accounted for in account 5321, Firefighting Supplies. Maintenance and Repair, account 5361, reflects routine building maintenance (\$5,000), weather stripping around overhead doors (\$1,900), and access control monitoring (\$2,640), among other items. Account 5575 accounts for NFPA standard cleaning of District turnouts of their carcinogens and other particulates, as well as repairs.

Supply, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Strengthen and build partnerships** within regional fire agencies and the business community to streamline delivery of services.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.
Status or Outcome: Members of Supply and Finance attend the quarterly Regional Logistics Group meetings. These meetings enable continued networking and sharing of information, as well as discussion of cooperative efforts and opportunities, e.g. helmet and turnout boot research and development efforts, vendor direct ordering procedures, chemical and soap dispensing systems.

- **Continue to update policies and procedures** to align with MUNIS and implementation of Vendor Direct Order and Delivery methods.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Communication to customers regarding the addition of new policies or changes made to existing policies.
Status or Outcome: Supply continues to evaluate daily procedures seeking efficiencies. Stations have been involved in testing changes associated to Vendor Direct Order and Delivery and have received notification prior to implementation. To date, changes have involved water deliveries, office supplies, and janitorial and station supplies.

- **Provide management, maintenance, and tracking of PPE and turnouts** to meet requirements set by the manufacturer, NFPA, OSHA, and District standards.

Goal(s)/Call(s) for Action: IV; VII
Service Type(s): Mandatory
Measured By: Access to current year repair and tracking history through a vendor's database. Ability to access this database and make updates to PPE status or condition. Use information to improve decision-making regarding life and retirement of garments.
Status or Outcome: Supply continues to work with Integrated Operations and members of the PPE group to support the District's protective equipment needs. Detailed repair and inspection history is available through the vendor website. Information is accessed and considered when determining repair or replacement of turnouts.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Provide routine business and mission critical supplies and equipment to customers.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Meet customer's supply and equipment needs in an efficient and cost effective manner utilizing vendor services and/or physical storing of inventory.
Status or Outcome: Supply provides over 1,200 items, ranging from medical supplies, protective clothing, and station and office supplies. Physical storage of items is determined by product classification, vendor delivery times, price, etc. Orders are received daily and delivered twice weekly. Standards are being established for all categories of items to capture price savings offered by vendors and limit efforts associated to sourcing and ordering.

STATUS OF 2012-13 CHANGE STRATEGIES

- Streamline organization of work order activity codes to capture resource utilization and opportunities for improvements to services.

Goal(s)/Call(s) for Action: VI/E; VII/D
Budget Impact: Increase required
Duration: Ongoing
Budget Description: Anticipate continued requirement of staff time as staff adjusts to the maintenance and increased use of this module.
Partner(s): Logistics, Finance
Status or Outcome: With the assistance of Logistics Administrative Assistants, Supply has adopted similar methods for tracking work requests and labor costs associated with Supply's four service areas. As Supply's services evolve, staff will continue to work with Logistics partners to identify opportunities to align businesses and methods for capturing data. Since this has become part of Supply's routine business operations, this Change Strategy will not be carried forward.

- Explore the possibility of combining inventory management responsibilities within the Logistics Division.

Goal(s)/Call(s) for Action: VI/C; VII/A and E
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: The first year will focus on identifying opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, subsequent years will focus on development, testing, and implementation.
Partner(s): Supply, Fleet, Facilities, Information Technology, Communications, Finance
Status or Outcome: Opportunities identified are:

- Adding common Facilities Maintenance products to the Supply Department inventory.
- The concept of consolidating Logistics consumables under one main supply vendor.
- Testing of single point sourcing and ordering through the Supply Customer Service Clerk to gain purchasing efficiencies and better utilize Technician and staff resource time.

Supply, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Evaluate benefits and opportunities to simplify and streamline ordering process** for customers while improving service and maintaining benefits realized through vendor direct ordering and delivery. A customer service position in Supply will provide a point of contact for the end user in support of the ordering system. This position will also allow for increased efficiency and consistency in procurement procedures, order management, and validation of coding within MUNIS. A major challenge of the current system is the complexity of ordering from multiple vendors and subsequent MUNIS entry; having a person available to assist the end-user and manage the order with an internal understanding will simplify the process while meeting procurement and materials management efficiencies within the Supply Department.

Goal(s)/Call(s) for Action:	VI/4; VII/1, 2, and 4
Budget Impact:	Increase required
Duration:	Year 1 of 1
Budget Description:	Proof of concept, limited duration customer service/order assistance position filled.
Partner(s):	Logistics, Finance, Integrated Operations
Status or Outcome:	The Customer Service Clerk worked closely with station ordering personnel to understand frustrations associated with ordering in MUNIS and vendor websites. Supply conducted quarterly customer surveys, receiving feedback that led to improvements in product search options and simplified training aids. One-on-one training conducted by the Customer Service Clerk has improved customer comfort levels and acceptance of MUNIS, and improved accuracy of requisition entries. Inventory requisitions are reviewed daily to allow timely clarification of requests, limiting delays and product returns. Streamlined ordering process changes were tested with select stations before making available to all locations. Standards for over 1,200 commonly ordered items have been established in MUNIS as “virtual” non-stock items to simplify station ordering. As a result, vendor website ordering and subsequent duplicate entries into MUNIS have been discontinued. The Customer Service Clerk is responsible for processing all vendor direct, non-stock/“virtual” items, ensuring accurate and timely deliveries to the stations and completion of accurate MUNIS purchasing card entries. Special order requests are communicated by customers via email and sourced by the Customer Service Clerk, using established vendors and contracts when possible. The Customer Service Clerk is the first point of contact for questions received via email and phone to Supply, improving Supply’s overall customer service. Supply continues to work with line personnel and other District partners to identify additional opportunities for streamlining the ordering process and bringing efficiencies to its services.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Supported Stations 65 and 56 equipment and surplus needs.
- Tested and implemented automatic laundry soap dispensing systems.
- Outfitted 12 new Volunteer recruits for the fall 2012 academy.
- Outfitted 16 new Career Line recruits for the spring 2013 academy.
- Partnered with Integrated Operations to support the AMP boot, jacket, and helmet PAT processes.

2013-14 SERVICE MEASURES

Service Measure	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Procurement Service Labor Hours	1,970 ³	1,580	1,620	1,740
Inventory and Special Request Purchase Orders	1,093	1,113	1,550	1,700
Warehousing Service Labor Hours	3,415 ³	2,625	1,963	1,832
Stocked Inventory Items	898 ⁴	990	929	802
Non-Stock/JIT and Special Order Items	700	1,034 ⁴	1,207 ⁴	1,334
Inventory Requisitions Filled	5,606 ¹	5,432	6,052	5,812
Ending Inventory Value	152,880	143,489	135,053	114,053²
Inventory Purchases	557,763	499,989	482,489	439,989²
Inventory Billings	550,055	509,380	490,925	460,989²
Inventory Turns	3.69	3.44	3.52	3.70
Distribution Service Labor Hours	1,490	1,085	1,232	1,252
Miles Driven	12,356	12,365	11,615	11,515
Materials Management Service Labor Hours	1,483 ³	803	832	865
Facilitation of Turnouts (clean/repair/inspection)	210	187	150	125
Work Orders Processed	594	741	602	610

1. A reduction was anticipated due to implementing Vendor Direct Order and Delivery. Actual reflects addition of non-stock/special order items now processed through inventory requisition versus general requisition.
2. Reflects impact of projected inventory removed from warehouse shelves to vendor direct ordering and delivery.
3. Reflects limited duration increase of part-time employee to full-time hours.
4. Items moved to non-stock status and provided through vendor direct ordering.

Procurement Services: Actions associated before product is received; product research, purchasing, vendor management, product recalls, etc.

Warehouse Services: Actions associated after products are received and before they are distributed; receiving/product verification, stocking, cycle count/inventory, order pulling, pick ticket processing, warehouse organization/upkeep.

Distribution Services: Actions associated with distributing supplies/equipment; loading/unloading delivery van, two day per week route, special runs, preparation of commercial shipments, vehicle inspections, etc.

Materials Management: Actions associated with handling supplies/equipment after distribution; product returns, maintenance/repair requests, surplus, work order management, etc.

- **Strengthen and build partnerships** within regional fire agencies and the business community where relevant to District priorities to streamline delivery of services.

Goal(s)/Call(s) for Action: VI; VII/A, E, 1 and 2
Service Type(s): Essential
Measured By: Use of contracts, common vendors and products, and advances in management of services provided.

- **Continue to update policies and procedures** to align with MUNIS and implementation of Vendor Direct Order and Delivery methods.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Communication to customers regarding the addition of new policies or changes made to existing policies.

Supply, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Provide management, maintenance, and tracking of PPE and turnouts** to meet requirements set by the manufacturer, NFPA, OSHA, and District standards.

Goal(s)/Call(s) for Action: IV; VII
Service Type(s): Mandatory
Measured By: Access to current year repair and tracking history through a vendor's database. Ability to access this database and make updates to PPE status or condition. Use information to improve decision-making regarding life and retirement of garments.

- **Provide routine business and mission critical supplies and equipment to customers.**

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Meet customer's supply and equipment needs in an efficient and cost effective manner utilizing vendor services and/or physical storing of inventory.

2013-14 CHANGE STRATEGIES

- **Explore the possibility of combining inventory management responsibilities within the Logistics Division.**

Goal(s)/Call(s) for Action: VI/5; VII/1 and 2
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Continue to identify opportunities to combine inventory procurement and management within Logistics. Depending on the outcome, focus on development, testing, and implementation.
Partner(s): Fleet, Facilities, Information Technology, Communications, Finance

Supply, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10220 General Fund						
5002 Salaries & Wages Nonunion	238,711	228,779	288,401	287,737	287,737	287,737
5004 Vacation Taken Nonunion	19,056	20,622	22,185	22,136	22,136	22,136
5006 Sick Taken Nonunion	6,037	5,423	4,437	4,428	4,428	4,428
5008 Personal Leave Taken Nonunion	1,519	1,636	1,902	1,900	1,900	1,900
5010 Comp Taken Nonunion	886	39				
5015 Vacation Sold	569	1,053	7,618	7,601	7,601	7,601
5021 Deferred Comp Match Nonunion	4,215	6,791	12,677	12,651	12,651	14,231
5054 Other/FTO Premium			104			
5121 Overtime Nonunion	8,387	6,462	7,000	6,000	6,000	6,000
5201 PERS Taxes	51,955	46,459	68,727	73,495	73,495	73,495
5203 FICA/MEDI	20,512	19,662	26,341	26,202	26,202	26,202
5206 Worker's Comp	4,640	8,181	6,198	6,165	6,165	6,165
5207 TriMet/Wilsonville Tax	1,864	1,813	2,416	2,448	2,448	2,448
5208 OR Worker's Benefit Fund Tax	127	115	194	214	214	214
5211 Medical Ins Nonunion	32,508	35,586	41,723	57,805	57,805	57,805
5221 Post Retire Ins Nonunion	4,500	3,600	4,500	4,500	4,500	4,500
5230 Dental Ins Nonunion	4,120	4,337	5,284	7,038	7,038	7,038
5240 Life/Disability Insurance	2,955	2,238	4,859	4,734	4,734	4,734
5270 Uniform Allowance	319	632	625	1,150	1,150	1,150
5290 Employee Tuition Reimburse	1,083	1,516	1,080			
Total Personnel Services	403,963	394,943	506,271	526,204	526,204	527,784
5300 Office Supplies	439	745	800	800	800	800
5301 Special Department Supplies	1,259	1,462	3,760	2,430	2,430	2,430
5305 Fire Extinguisher		168	200	300	300	300
5320 EMS Supplies		45				
5321 Fire Fighting Supplies		3,379	9,530	10,035	10,035	10,035
5325 Protective Clothing	104	29				
5330 Noncapital Furniture & Equip	2,135	526	130	120	120	120
5350 Apparatus Fuel/Lubricants	4,926	5,483	8,500	6,500	6,500	6,500
5361 M&R Bldg/Bldg Equip & Improv	751	7,424	14,620	10,920	10,920	10,920
5365 M&R Firefight Equip	377	240	500	500	500	500
5367 M&R Office Equip	1,240	1,254	1,344	1,460	1,460	1,460
5415 Printing			75	25	25	25
5416 Custodial & Bldg Services		1,354	2,606	2,594	2,594	2,594
5417 Temporary Services	36,448	21,549	13,100			
5432 Natural Gas	5,408	5,045	4,000	4,700	4,700	4,700
5433 Electricity	5,482	5,718	6,790	6,200	6,200	6,200
5434 Water/Sewer	3,766	4,097	4,500	4,500	4,500	4,500
5436 Garbage	1,331	1,923	3,075	3,066	3,066	3,066
5461 External Training	380		1,495	1,125	1,125	1,125
5462 Travel and Per Diem		5	50	60	60	60
5484 Postage UPS & Shipping	1,673	2,019	2,379	1,829	1,829	1,829
5500 Dues & Subscriptions	1,315	410	555	385	385	385
5570 Misc Business Exp	63	117	300	300	300	300
5573 Inventory Over/Short/Obsolete	(787)	1,051	5,000	3,000	3,000	3,000

Supply, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10220 General Fund						
5575 Laundry/Repair Expense	17,870	50,905	111,548	79,740	79,740	79,740
Total Materials & Services	84,180	114,945	194,857	140,589	140,589	140,589
Total General Fund	488,143	509,888	701,128	666,793	666,793	668,373

Media Services

Fund 10 • Directorate 02 • Division 45 • Department 451

PROGRAM DESCRIPTION

The Media Services department provides a variety of media tools that help train TVF&R employees, educate the public, and promote District programs and initiatives. These tools are delivered throughout the District via District TV (DTV), the web, and in the classroom. Topics include, but are not limited to, fire suppression, emergency medical services, safety, training, prevention, public education, and District communications. In addition, the department provides programming and public service announcements for broadcast and cablecast television stations in the local community. These media programs equate to hundreds of hours of training, education, and information for career and volunteer firefighters, as well as administrative and support staff, and at times, the community at large.

Programming highlights include:

- District Communications
- EMS Training
- Hazardous Materials Training
- Fire Behavior Training
- Wildland Firefighting
- Emergency Preparedness
- Human Resources
- Financial Planning
- Public Education

Media Services uses a variety of media tools, including live call-in shows, taped playback programs, computer downloads, and web-based distribution. In addition to operating DTV, Media Services provides media support, graphics, and also maintains a District video library, Media Services web page, and limited audio-visual equipment available for check out.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$227,123	\$238,917	\$266,783	\$281,506
Materials and Services	8,798	8,743	18,350	18,895
Total Expenditures	\$235,921	\$247,660	\$285,133	\$300,401

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Media Services Manager	1.00	1.00	1.00	1.00
Media Producer	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	2.00	2.00	2.00	2.00

2013-14 SIGNIFICANT CHANGES

Within Materials and Services, audio-visual supplies such as AV cables, switches, routers, blank media, etc., are budgeted in Account 5301, Special Department Supplies. Account 5330, Non-Capital Furniture and Equipment, is increased to cover a portable UHF receiver (\$1,295), an audio “press box” to distribute audio, as well as other audio equipment. Account 5414, Other Professional Services, provides funding for Web editor consulting and other outside graphic work for various media projects, including www.tvfr.com.

Media Services, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Provide media support** (video scripting, shooting, and editing, still photography, Microsoft Producer, Microsoft PowerPoint, etc.) for internal and external customers.

Goal(s)/Call(s) for Action: I; VI
Service Type(s): Essential
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.
Status or Outcome: Completed and ongoing. Approximately 115 video and photo shoots were completed during this time period. Many of these shoots were in-turn edited into comprehensive media productions, while others were used for documentation and archival purposes. Reports of DTV usage continue to confirm usage of training and communication videos. Over the past year, there were approximately 10,000 hits of all videos. In addition, media was disseminated via DVD, stand-alone files, and YouTube.

- **Provide oversight, and support for TVF&R's [external website](#) and [YouTube website](#)** (design, navigation, content creation, and editing of site).

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: Completed webmaster requests and website analytics (website user data).
Status or Outcome: Completed and ongoing. Approximately 185 website edits of [www.tvfr.com](#) were completed during this time period. These ranged from simple text edits to remakes of entire pages. The website had approximately 114,172 visits with over 333,000 webpages viewed. Statistics show that the number of mobile users almost doubled from 2011 to 2012 (8.31% to 16.26%). The re-build of [www.tvfr.com](#) will include a mobile version of the site, which will better accommodate these users.

TVF&R's YouTube Channel had 85,135 views of District videos, with 50,079 minutes watched. This was a 99.75% increase from the previous year. Staff uses this not only to communicate with the public, but as a means of video distribution regionally and nationally via "unlisted" uploaded videos.

STATUS OF 2012-13 CHANGE STRATEGIES

- **Overhaul www.tvfr.com.** Simplify navigation for users, provide easier access for mobile users, and allow for greater interaction. Create website model that provides greater flexibility for technological changes on the developer side. Create tools that will assist with employee workloads and decentralize content editing using a content management system.

Goal(s)/Call(s) for Action: I; II; VII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Have researched website options with the criteria listed above and in the Budget Preplan Report. Refine goals and details and move forward with RFP process or government contract process for website build.
Partner(s): IT, Web Team representatives
Status or Outcome: A contract has been signed with CivicPlus for the build of a new website. CivicPlus specializes in government websites and has created an “off-the-shelf” product that covers the majority of District needs. The development process of the website is currently occurring, with an anticipated launch date of June 2013.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Solar Panel Safety Training - Collaborated with Training and DPSST to create a safety video to be distributed statewide, as well as within TVF&R.

2013-14 SERVICE MEASURES

Media Projects	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Training	50	50	45	35
Internal Communication	25	25	25	30
External Communication	15	10	10	20
Total	90	85	80	85

- **Provide media support** (video scripting, shooting, and editing, still photography, Microsoft Producer, Microsoft PowerPoint, etc.) for internal and external customers.

Goal(s)/Call(s) for Action: I, VI
Service Type(s): Essential
Measured By: Coordinate with District staff regarding goals and desired outcomes for projects that require media. Track the number/type of shoots/tasks and comprehensive projects within the year.

- **Provide oversight, and support for TVF&R's [external website](#) and [YouTube website](#)** (design, navigation, content creation, and editing of site).

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: Completed webmaster requests and website analytics (website user data).

Media Services, continued

2013-14 CHANGE STRATEGIES

- **Overhaul www.tvfr.com – Continuation from fiscal year 2012-13.** With the launch of the website in June, changes and fine-tuning will need to continue during the first part of the fiscal year. This may include navigation changes, larger content changes, possible customization of the District's mobile site, as well as personnel training on the content management system. *(Original Change Strategy - Simplify navigation for users, provide easier access for mobile users, and allow for greater interaction. Create website model that provides greater flexibility for technological changes on the developer side. Create tools that will assist with employee workloads and decentralize content editing using a content management system.)*

Goal(s)/Call(s) for Action:	I; II; VII
Budget Impact:	Carryover of funds from fiscal year 2012-13
Duration:	Year 2 of 2
Budget Description:	This Change Strategy carries over from fiscal year 2012-13
Partner(s):	IT, web team representatives

Media Services, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10451 General Fund						
5002 Salaries & Wages Nonunion	131,045	141,312	150,966	154,200	154,200	154,200
5004 Vacation Taken Nonunion	7,032	9,549	11,613	11,863	11,863	11,863
5006 Sick Taken Nonunion	9,966	2,832	2,323	2,374	2,374	2,374
5008 Personal Leave Taken Nonunion	100	42	995	1,017	1,017	1,017
5015 Vacation Sold			3,190	3,259	3,259	3,259
5021 Deferred Comp Match Nonunion	1,805	5,381	6,636	6,779	6,779	7,626
5201 PERS Taxes	28,033	27,639	35,074	38,649	38,649	38,649
5203 FICA/MEDI	10,798	11,277	13,443	13,779	13,779	13,779
5206 Worker's Comp	2,543	3,769	3,163	3,242	3,242	3,242
5207 TriMet/Wilsonville Tax	994	1,051	1,233	1,287	1,287	1,287
5208 OR Worker's Benefit Fund Tax	49	51	71	75	75	75
5211 Medical Ins Nonunion	27,247	29,676	30,635	33,902	33,902	33,902
5221 Post Retire Ins Nonunion	2,175	900	900	1,800	1,800	1,800
5230 Dental Ins Nonunion	3,709	3,904	4,180	4,368	4,368	4,368
5240 Life/Disability Insurance	1,615	1,475	2,361	2,325	2,325	2,325
5270 Uniform Allowance	12	59				
5290 Employee Tuition Reimburse				1,140	1,140	1,140
5295 Vehicle/Cell Allowance				600	600	600
Total Personnel Services	227,123	238,917	266,783	280,659	280,659	281,506
5300 Office Supplies	167	196	200	250	250	250
5301 Special Department Supplies	863	428	1,800	700	700	700
5306 Photography Supplies & Process	25	78	200	200	200	200
5330 Noncapital Furniture & Equip	1,159	1,028	1,750	5,015	5,015	5,015
5340 Software Licenses/Upgrade/Host	299	613	1,000			
5350 Apparatus Fuel/Lubricants	380	484	650	650	650	650
5361 M&R Bldg/Bldg Equip & Improv	101					
5367 M&R Office Equip	836	1,711	3,450	3,500	3,500	3,500
5414 Other Professional Services	3,856	2,640	7,500	4,000	4,000	4,000
5415 Printing	16					
5461 External Training		800	600	780	780	780
5462 Travel and Per Diem	106	170	150	2,850	2,850	2,850
5484 Postage UPS & Shipping	149		200	200	200	200
5500 Dues & Subscriptions	800	554	750	650	650	650
5570 Misc Business Exp	40	42	100	100	100	100
Total Materials & Services	8,798	8,743	18,350	18,895	18,895	18,895
Total General Fund	235,921	247,660	285,133	299,554	299,554	300,401

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PROGRAM DESCRIPTION

The Finance Department provides financial accounting, budgeting, and reporting services; treasury and investment management; risk management; and strategic forecasting services. It manages debt issuance and legal services, and provides full financial accounting services and tax return preparation for the Tualatin Valley Fire and Rescue Volunteer Association and Pension Trust Plan. It administers the Pension and Volunteer LOSAP Trust Plans, Deferred Compensation Plans (457 and 401(a)), Post Employment Health Plans, and the Jeffrey D. Johnson Community Assistance Trust Fund, a non-profit entity.

Special Recognition: Tualatin Valley Fire and Rescue has received prestigious awards from the Government Finance Officers Association of the United States and Canada annually since 1987, for both its annual budget document and Comprehensive Annual Financial Report (CAFR). The District was the first fire district in the nation to have ever received these distinguished awards and recognition.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,000,121	\$1,006,128	\$1,254,744	\$1,248,697
Materials and Services	408,642	398,986	457,848	495,979
Total Expenditures	\$1,408,763	\$1,405,114	\$1,712,592	\$1,744,676

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Controller	1.00	1.00	1.00	1.00
Financial Operations Manager	1.00	1.00	1.00	1.00
Purchasing Manager	1.00	1.00	1.00	1.00
Financial Systems Analyst	1.00	1.00	1.00	1.00
Management Analyst	1.00	1.00	1.00	1.00
Payroll Manager	1.00	1.00	1.00	1.00
Accounting Specialist	2.00	2.00	2.00	2.00
Sr. Payroll/Accounting Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	9.50	9.50	9.50	9.50

2013-14 SIGNIFICANT CHANGES

The Personnel Services budget reflects projected wages and benefits of all employees, including projected PERS and medical insurance increases offset by non-recurring expenses for employee accrual payments at retirement.

Within Materials and Services, office supplies were reduced as the ERP system has supported a significantly more paperless environment. Account 5400, Insurance Premium, provides funding for District-wide property and liability coverage, and the increase reflects increased coverage in property, liability limits, and industry cost increases. Other Professional Services, account 5414, funds the costs of actuarial studies performed. Trustee Administration fees reflect banking fees resulting from FDIC fees and low interest revenue available to offset banking fees, as well as third-party administration costs for the FSA and HRA benefit plans.

Finance, continued

STATUS OF 2012-13 SERVICE MEASURES

- Continue to prepare award winning budget document and Comprehensive Annual Financial Report.

Goal(s)/Call(s) for Action: VI/A; VI/4; VIII/D
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards. These awards are highly regarded by ratings agencies when evaluating an agency's financial stability and creditworthiness.
Status or Outcome: Complete and ongoing. The GFOA awards for both the June 30, 2011 CAFR and the 2012-13 Annual Budget Document were received during the 2012 calendar year.

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

Goal(s)/Call(s) for Action: VI; VIII/D
Service Type(s): Essential
Measured By: Maintaining Moody's highest credit rating, which in turn allows the District to achieve successful bond sales and the best available interest rates on debt instruments.
Status or Outcome: Complete for 2012-13 and ongoing. The District filed all continuing disclosure documents required by the bond covenants to the marketplace and the public.

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

Goal(s)/Call(s) for Action: VIII/A
Service Type(s): Essential
Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.
Status or Outcome: Complete for the year ended June 30, 2012.

- Manage the Single Audit process as it relates to recent federal grant revenues.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Clean audit opinion for the Single Audit.
Status or Outcome: Following the June 30, 2012 Single Audit, the District received a federal audit finding in regard to the UASI grant. During the process, several areas were noted where the District has room for improvement. Federal compliance training was conducted by the District's audit firm and the auditor's suggestions have been incorporated into the grant management program. Primarily, the Planning Division will have greater oversight of all grants, regardless of whether they are federal, state, or local. Grant management cannot reside with any one department as there are both financial and program components to every grant. Preplanning for all future grants will originate with the Planning Division prior to moving forward. The financial aspect, including the audit function, will remain with the Finance Division. Involved divisions will work closely together on all grants from preplanning through grant closure to ensure compliance with all requirements.

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VIII/E and 3
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Not applicable
Partner(s): Fire Chief's Office initially, then District-wide, depending on models selected.
Status or Outcome: The Fire Chief's Office continues to create and revise deployment models as part of future strategic planning.

- **Expand reporting mechanisms** that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial "health" of the District and allowing managers to effect positive financial change.

Goal(s)/Call(s) for Action: VIII/2
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Information Technology
Status or Outcome: Dozens of SQL Server Reporting Services (SSRS) reports have been created to inform, educate, and empower the Budget Managers in their segment of the business. The MUNIS Dashboard has made processing of transactions more user friendly and much easier to access. The MUNIS budget module, which was rolled out in December 2012, caused the budget process to be more interactive and necessitated more ownership of individual budgets. Employee Self Service has also brought more information to all employees' fingertips. As more is discovered about the MUNIS program, and as staff find themselves maturing with it, more improvements will come.

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

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Not applicable
Partner(s): Fire Chief's Office
Status or Outcome: Viewing value loss of properties within District boundaries, staff is using downloaded data from Washington, Clackamas, and Multnomah counties to actively share the results with local partners in order to bring awareness to the property value loss discussion on a statewide basis to effect change.

Finance, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Implement the Electronic Funds Transfer (EFT) module** - Implement the MUNIS module for electronic funds transfer for all employee and volunteer reimbursements and work toward making vendor payments electronic.

Goal(s)/Call(s) for Action: VII/3
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Not applicable
Partner(s): None required
Status or Outcome: Implemented for both vendors and employees.

- **Convert the timekeeping system from a manual system to an electronic system.** Implement the MUNIS module for electronic timekeeping for non-line personnel to include the use of workflow for approvals.

Goal(s)/Call(s) for Action: VII/3
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Information Technology
Status or Outcome: Not implemented yet. The MUNIS timekeeping module has drawbacks that were not anticipated. Research continues to determine the best solution to the paper timekeeping system currently in use. This Change Strategy will continue into fiscal year 2013-14.

- **Implement the financial side of a new labor contract.** Depending on what the finalized contract brings, the payroll function must interpret and adapt the payroll system to deliver an accurate and timely product.

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Salaries and benefits
Partner(s): Fire Chief's Office, Human Resources
Status or Outcome: Partially implemented. All contract changes that were mandated and settled for the 2012-13 fiscal year have been implemented in the payroll system. Changes for fiscal year 2013-14 will occur as scheduled.

- **Implement changes to the Volunteer LOSAP plan as directed by the Board of Directors.** A recent change approved by the Board to make lump-sum payouts to volunteers who have left the service of the District will be applied. Other changes are still being considered. These changes are designed to limit ongoing and costly liability to the District.

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Unknown
Duration: Unknown
Budget Description: Pension benefits
Partner(s): Fire Chief's Office, Human Resources, Board of Directors
Status or Outcome: Partially implemented. The 1998 LOSAP plan was closed and the eligible participants were paid the present value of their benefit. A new plan was put into place for the active volunteers in December 2012. The closed 1992 LOSAP plan is currently under additional review for payout options.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Implemented the MUNIS budget module to include direct input from the Captain level through the top of the organization.
- Implemented MUNIS approval and notification email links and workflow self-forwarding.
- Partnered with Occupational Health to implement MUNIS work order and inventory module.
- Provided electronic W-2s to employees for the 2012 year through the MUNIS payroll module.
- Improved MUNIS training with use of video, face-to-face, and written documentation.

2013-14 SERVICE MEASURES

	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Accounts receivable invoiced	747	848	930	960
Cash receipts processed	2294	2308	2,200	2,350
Payroll pays issued	10,344	10,992	11,400	11,600
Requisitions processed	5,835	9,148	8,700	9,000
P-Card requisitions processed	2,986	2,504	2,300	2,400
Approvals through workflow	6,033	5,818	5,200	5,500
Notifications through workflow	12,214	16,846	15,800	16,000
Purchase orders processed	5,914	6,263	5,800	6,000
Accounts payable transactions	12,544	12,680	10,800	12,000
Accounts payable checks	5,542	6,249	5,900	5,100
A/P Electronic Fund Transfers (EFT) processed	-	468	2,045	2,400
Average length of time to approve requisitions	-	-	13 hours	unknown
Award for Excellence in Financial Reporting	✓	✓	✓	✓
Award for Distinguished Budget	✓	✓	✓	✓

- Continue to prepare award winning budget document and Comprehensive Annual Financial Report.

Goal(s)/Call(s) for Action: VI/A and 4; VIII/D
Service Type(s): Essential
Measured By: Receipt of Government Finance Officers Association Budget and Comprehensive Annual Financial Report awards. These awards are highly regarded by rating agencies when evaluating an agency's financial stability and creditworthiness. Achieving these awards is evidence that the District's formal documents are recognized as transparent and go beyond the minimum requirements of generally accepted accounting principles.

Finance, continued

2013-14 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: VI/A; VIII/D
Service Type(s): Essential
Measured By: Maintaining Moody's highest credit rating, which in turn allows the District to achieve successful bond sales and the best available interest rates on debt instruments. While the District's credit rating is not renewed annually, maintaining the current Aaa rating requires annual disclosures. TVF&R is in full compliance with all disclosures.

- **Monitor to ensure overall expenditure growth does not exceed growth rates of primary revenue sources.**

Goal(s)/Call(s) for Action: VIII/A
Service Type(s): Essential
Measured By: Maintaining the General Fund reserves that will sufficiently fund operations during the five-month dry period before property tax revenues begin to be received.

- **Manage the Single Audit process as it relates to recent Federal grant revenues and expenditures.**

Goal(s)/Call(s) for Action: VII; VII/7
Service Type(s): Mandatory
Measured By: Clean audit opinion for the Single Audit.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VIII/E and 3
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Not determined
Partner(s): Fire Chief's Office primarily, then District-wide, depending on models selected

- **Build out several scenarios around various community economic risks** to specifically understand, plan, and prepare for potential impacts to service objectives. Model Local Option Levy scenarios to finalize Local Option Levy renewal strategies for an expected May 2014 election.

Goal(s)/Call(s) for Action: VIII/4
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Not applicable
Partner(s): Fire Chief's Office

2013-14 CHANGE STRATEGIES, CONTINUED

- **Implement the financial side of a new labor contract.** The payroll function must interpret and adapt the payroll system to deliver an accurate and timely product.

Goal(s)/Call(s) for Action: VI/5
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Salaries and benefits
Partner(s): Fire Chief's Office, Human Resources

- **Expand reporting mechanisms** that can be easily understood and shared among employees and Budget Managers, thereby communicating the financial "health" of the District and allowing managers to effect positive financial change. This change strategy has been extended due to additional functionality in MUNIS as staff matures through the various modules.

Goal(s)/Call(s) for Action: VIII/2
Budget Impact: Resource neutral
Duration: Year 2 of 5
Budget Description: Not applicable
Partner(s): Information Technology

- **Convert the timekeeping system from a manual system to an electronic system.** Continue research to solve current concerns with MUNIS electronic timekeeping module for non-line personnel. In the event the MUNIS module is unable to meet the District's needs, staff will explore, research, and implement different software for electronic timekeeping.

Goal(s)/Call(s) for Action: VI/4 and 6; VII/1 and 2
Budget Impact: Increase required - potential cost of \$10,000 for a separate solution
Duration: Year 2 of 2
Budget Description: Materials and Services
Partner(s): Information Technology

- **Participate in the GFOA Popular Annual Financial Report (PAFR) program** to extract information from the Comprehensive Annual Financial Report and produce a high quality report specifically designed to be easily understandable to the general public without a background in public finance.

Goal(s)/Call(s) for Action: VIII/1
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Materials and Services
Partner(s): Information Technology, Fire Chief's Office

- **Raise awareness of federal compliance requirements for grants** to better position the District for a clean audit opinion and to maintain the ability to apply for future grant opportunities.

Goal(s)/Call(s) for Action: VIII/7
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Not applicable
Partner(s): Planning, Fire Chief's Office

Finance, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10210 General Fund						
5002 Salaries & Wages Nonunion	621,024	598,210	683,916	696,604	696,604	696,604
5004 Vacation Taken Nonunion	29,485	41,516	52,416	53,382	53,382	53,382
5006 Sick Taken Nonunion	15,666	5,144	10,483	10,680	10,680	10,680
5008 Personal Leave Taken Nonunion	1,704	447	4,493	4,580	4,580	4,580
5010 Comp Taken Nonunion	1,520	1,263				
5015 Vacation Sold	3,609	10,767	22,000	21,996	21,996	21,996
5016 Vacation Sold at Retirement		5,533	44,000			
5021 Deferred Comp Match Nonunion	10,852	21,945	29,952	30,507	30,507	34,192
5121 Overtime Nonunion	642		800	800	800	800
5201 PERS Taxes	122,208	119,161	160,842	177,159	177,159	177,159
5203 FICA/MEDI	50,967	49,850	61,645	63,156	63,156	63,156
5206 Worker's Comp	12,567	18,268	14,505	14,857	14,857	14,857
5207 TriMet/Wilsonville Tax	4,629	4,588	5,655	5,897	5,897	5,897
5208 OR Worker's Benefit Fund Tax	232	221	336	368	368	368
5211 Medical Ins Nonunion	91,114	93,168	117,716	119,373	119,373	119,373
5221 Post Retire Ins Nonunion	7,275	7,580	8,550	8,550	8,550	8,550
5230 Dental Ins Nonunion	13,517	13,563	16,278	16,585	16,585	16,585
5240 Life/Disability Insurance	7,349	6,116	10,717	10,518	10,518	10,518
5290 Employee Tuition Reimburse		3,027	4,680	3,040	3,040	3,040
5295 Vehicle/Cell Allowance	5,760	5,760	5,760	6,960	6,960	6,960
Total Personnel Services	1,000,121	1,006,128	1,254,744	1,245,012	1,245,012	1,248,697
5300 Office Supplies	1,959	1,009	2,850	1,500	1,500	1,500
5301 Special Department Supplies	240	557	1,200	1,000	1,000	1,000
5330 Noncapital Furniture & Equip	145					
5340 Software Licenses/Upgrade/Host	150					
5350 Apparatus Fuel/Lubricants	96	163		200	200	200
5367 M&R Office Equip	4,177	4,576	4,062	4,800	4,800	4,800
5400 Insurance Premium	266,623	313,163	324,526	355,000	355,000	355,000
5412 Audit & Related Filing Fees	27,034	12,905	46,000	45,000	45,000	45,000
5414 Other Professional Services	43,461	15,650	18,000	21,000	21,000	21,000
5415 Printing	1,379	1,196	3,000	2,900	2,900	2,900
5417 Temporary Services	12,059					
5418 Trustee/Administrative Fees	24,744	26,859	32,800	33,600	33,600	33,600
5461 External Training	4,735	3,520	5,000	8,750	8,750	8,750
5462 Travel and Per Diem	1,376	3,477	5,830	7,230	7,230	7,230
5484 Postage UPS & Shipping	158	53	200	200	200	200
5500 Dues & Subscriptions	3,341	3,858	4,280	4,799	4,799	4,799
5570 Misc Business Exp	9,297	9,555	2,200	3,500	3,500	3,500
5572 Advertis/Public Notice	7,668	2,443	7,900	6,500	6,500	6,500
Total Materials & Services	408,642	398,986	457,848	495,979	495,979	495,979
Total General Fund	1,408,763	1,405,114	1,712,592	1,740,991	1,740,991	1,744,676

Integrated Operations Administration

Fund 10 • Directorate 04 • Division 20 • Department 200

PROGRAM DESCRIPTION

As part of the District-wide reorganization as of July 1, 2010 fiscal year, personnel were transferred to other budgets, and remaining Personnel Services and Materials and Services costs relate to all Integrated Operations Divisions.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$122,380	\$447,938	\$167,579	\$482,628
Materials and Services	235,322	134,282	256,557	403,160
Total Expenditures	\$357,702	\$582,220	\$424,136	\$885,788

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Light Duty Positions (transferred from the Relief Pool)				2.0
Total Full-Time Equivalents (FTE)				2.0

2013-14 SIGNIFICANT CHANGES

Personnel Services was increased to reflect the transfer of two light duty firefighter positions from the relief pool back to this cost center. In addition, accounts such as tuition reimbursement and certain District-wide relief and overtime costs are managed for all operating centers and fire station personnel through this budget. Duty Chief relief provides for shift coverage for nine Duty Chiefs participating in professional development activities. Union Overtime, account 5120, supports a labor contract payment to the Union of \$34,000 as well as overtime for Union personnel on Incident Management Teams, QI processes, and special projects for equipment research.

Within Materials and Services, account 5325 provides funding for replacement of damaged or additional turnouts. Account 5330 was increased by \$135,000 for the replacement of 450 helmets for all fire personnel. The account also provides funding for firefighting small equipment, and community room and investigator equipment replacement as needed. Account 5361, \$50,000, provides emergency repair funds for all stations and facilities managed through the Integrated Operations Directorate. Account 5365 provides for thermal imager repairs as well as various monitor calibrations. Annual hose and ladder testing and certification are provided for in account 5414, as well as customer satisfaction surveys, instructor costs, and specialized fire consultants. Account 5481, Community Education materials, is for public education materials that are not station or program specific.

Integrated Operations Administration, continued

PERSONNEL SUMMARY

Integrated Operations	2010-11 Actual	2011-12 Budget	2012-13 Budget	2013-14 Budget
North Integrated Operations	13.00	13.00	14.00	13.00
Station 60 (Cornell Road) ¹	9.00	9.00	9.00	12.00
Station 61 (Butner Road)	14.00	14.00	13.00	13.00
Station 62 (Aloha)	13.00	13.00	14.00	14.00
Station 64 (Somerset)	12.00	12.00	12.00	12.00
Station 65 (West Slope)	12.00	12.00	12.00	12.00
Station 66 (Brockman Road)	12.00	12.00	12.00	12.00
Station 67 (Farmington Road)	25.00	25.00	25.00	25.00
Station 68 (Oak Hills) ¹	9.00	9.00	9.00	12.00
Central Integrated Operations	13.50	13.50	13.50	14.50
Station 33 (Sherwood)	12.00	12.00	12.00	12.00
Station 35 (King City)	14.00	14.00	14.00	14.00
Station 50 (Walnut)	13.00	13.00	13.00	13.00
Station 51 (Tigard)	24.00	24.00	24.00	24.00
Station 53 (Progress)	14.00	14.00	14.00	14.00
Station 69 (Cooper Mountain) ¹	9.00	9.00	9.00	12.00
South Integrated Operations	12.38	12.38	12.38	12.38
Station 34 (Tualatin)	12.00	12.00	13.00	13.00
Station 52 (Wilsonville)	12.00	12.00	12.00	12.00
Station 56 (Elligsen Road)	13.00	13.00	12.00	12.00
Station 57 (Mountain Road)	12.00	12.00	12.00	12.00
Station 58 (Bolton)	12.00	12.00	12.00	12.00
Station 59 (Willamette)	12.00	12.00	12.00	12.00
EMS/Health/Wellness	9.00	8.50	8.50	10.00
Training/Safety	8.00	8.00	8.69	9.00
Recruits	9.00	7.50	7.50	6.54
Integrated Operations Administration	0.00	0.00	0.00	2.00
Relief Pool Personnel	42.00	42.00	44.57	45.00
Total Integrated Operations Directorate	371.88	369.88	374.14	386.42

¹ These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

Integrated Operations Administration, continued

STATION FTE AND UNITS

Stations	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine
Station 34 (Tualatin)	13.00	 	Aerial Pumper, Car
Station 35 (King City)	14.00	 	Engine, Medic
Station 50 (Walnut)	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue/Engine ²
Station 52 (Wilsonville)	12.00		Engine
Station 53 (Progress)	14.00	 	Engine, Medic
Station 56 (Elligsen Road)	12.00		Truck/Engine ²
Station 57 (Mountain Road)	12.00		Engine
Station 58 (Bolton)	12.00		Engine
Station 59 (Willamette)	12.00		Engine
Station 60 (Cornell Road)	12.00 ¹		Engine
Station 61 (Butner Road)	13.00	 	Aerial Pumper, Car
Station 62 (Aloha)	14.00	 	Aerial Pumper, Medic
Station 64 (Somerset)	12.00		Engine
Station 65 (West Slope)	12.00		Engine
Station 66 (Brockman Road)	12.00		Engine
Station 67 (Farmington Road)	25.00	  	Truck, Engine, Car
Station 68 (Oak Hills)	12.00 ¹		Engine
Station 69 (Cooper Mountain)	12.00 ¹		Engine

¹ These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

² These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

○ Full Time Employees (FTE) assigned per Unit per shift



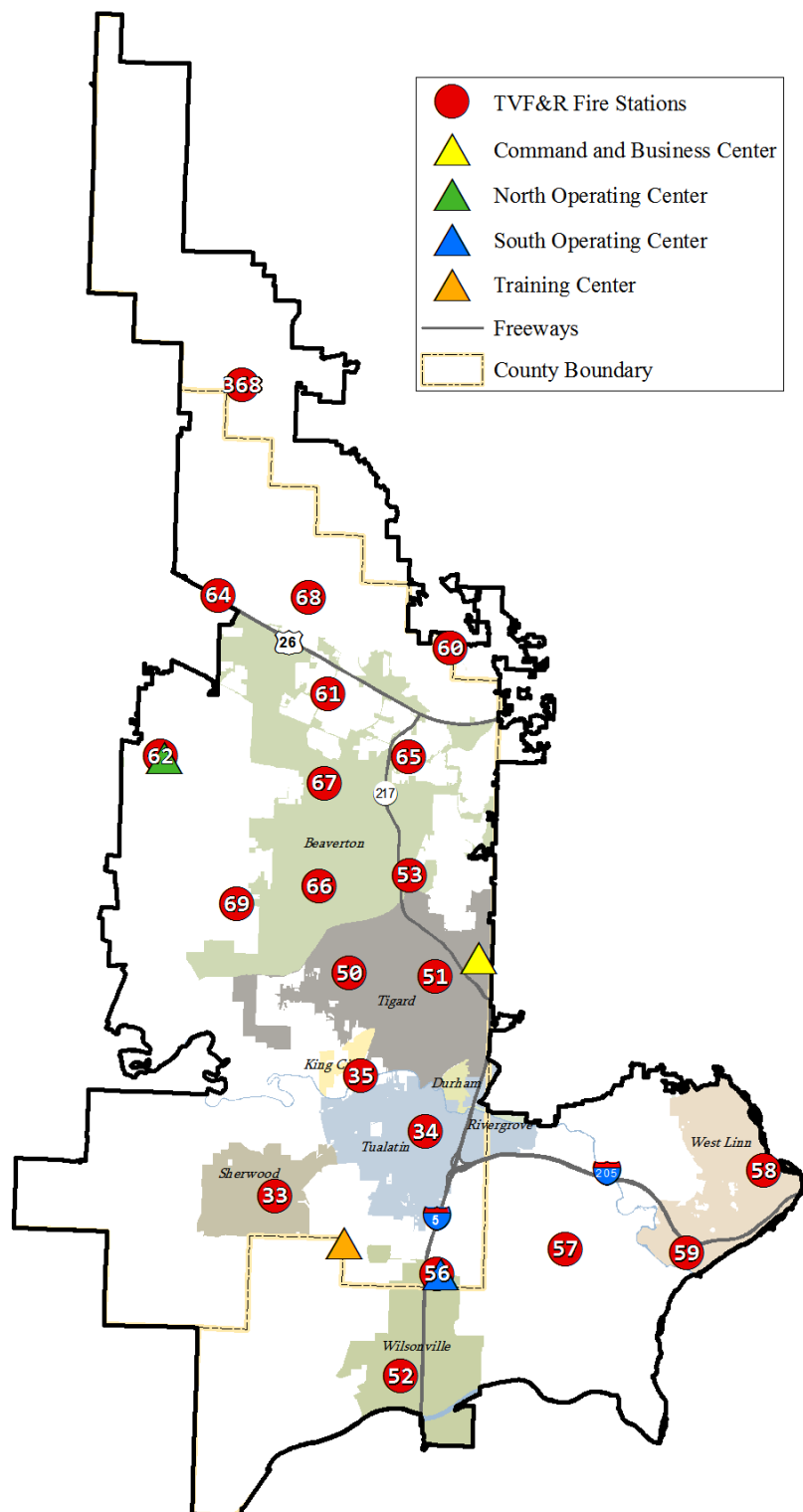
53-Hour Unit (A, B, and C Shifts): FTE per Unit x 3 = Total FTE



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

Integrated Operations Administration, continued

DISTRICT SERVICE AREA



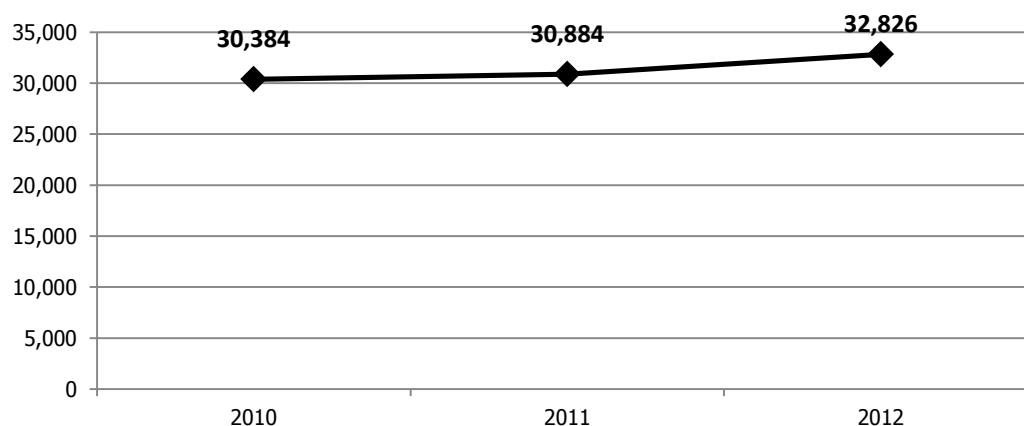
Integrated Operations Administration, continued

INTEGRATED OPERATIONS BUDGET BY COST CENTER

Cost Center	Integrated Operations	2010-11 Actual	2011-12 Actual	2012-13 Revised Budget	2013-14 Budget
10200	Integrated Operations Admin	\$357,702	\$582,220	\$424,136	\$885,788
10300	Volunteers	138,411	182,699	252,380	308,738
10280	Relief Pool Personnel	4,519,863	4,766,021	6,640,449	6,959,407
10621	Wildland Team	19,332	105,061	22,611	26,261
10155	North Integrated Operations	1,794,504	2,263,695	2,517,042	2,379,857
10060	Station 60 (Cornell Road)	1,429,111	1,722,185	1,517,124	1,992,772
10061	Station 61 (Butner Road)	1,993,016	1,876,978	2,090,759	2,137,871
10062	Station 62 (Aloha)	1,866,024	1,714,273	2,258,049	2,324,927
10064	Station 64 (Somerset)	1,586,054	1,634,007	1,931,309	1,997,241
10065	Station 65 (West Slope)	1,789,076	1,604,692	1,955,716	1,996,508
10066	Station 66 (Brockman Road)	1,634,354	1,643,112	1,925,867	1,989,054
10067	Station 67 (Farmington Road)	3,725,411	3,844,255	3,920,672	4,031,459
10068	Station 68 (Oak Hills)	1,388,516	1,563,231	1,431,720	1,948,395
10160	Central Integrated Operations	2,022,576	1,841,539	2,222,056	2,403,067
10033	Station 33 (Sherwood)	1,811,761	1,591,556	1,938,259	1,990,221
10035	Station 35 (King City)	2,011,620	1,751,128	2,261,471	2,334,887
10050	Station 50 (Walnut)	1,925,663	1,934,723	2,072,400	2,133,966
10051	Station 51 (Tigard)	3,689,149	3,768,692	3,993,488	4,139,228
10622	Technical Rescue Team	65,658	17,254	34,697	40,469
10053	Station 53 (Progress)	2,237,167	2,365,307	2,385,344	2,455,918
10069	Station 69 (Cooper Mountain)	1,396,922	1,678,351	1,448,207	1,936,460
10600	South Integrated Operations	1,958,242	1,986,886	2,189,194	2,083,531
10034	Station 34 (Tualatin)	1,870,689	1,988,184	2,170,770	2,240,105
10625	Hazardous Materials Team	43,299	35,984	35,287	42,890
10052	Station 52 (Wilsonville)	1,806,976	1,808,772	1,912,103	1,975,319
10056	Station 56 (Elligsen Road)	1,935,817	1,912,268	1,983,819	2,113,130
10057	Station 57 (Mountain Road)	1,769,409	1,745,504	1,895,441	1,933,636
10058	Station 58 (Bolton)	1,843,490	1,851,459	1,909,802	1,948,736
10059	Station 59 (Willamette)	1,934,508	2,118,265	2,011,163	2,088,453
10626	Water Rescue Team	18,300	11,640	22,527	28,858
10421	EMS / Health / Wellness	1,698,443	1,721,056	2,005,058	2,201,211
10402	Training/Safety	1,370,473	1,570,652	1,745,197	1,801,372
10420	External Training	17,587	5,711	32,845	37,558
10230	Recruits	663,578	615,897	1,088,432	1,053,107
	Total Integrated Operations	\$54,332,699	\$55,823,254	\$62,245,394	\$65,960,400

Integrated Operations Administration, continued

DISTRICT INCIDENT COUNT¹



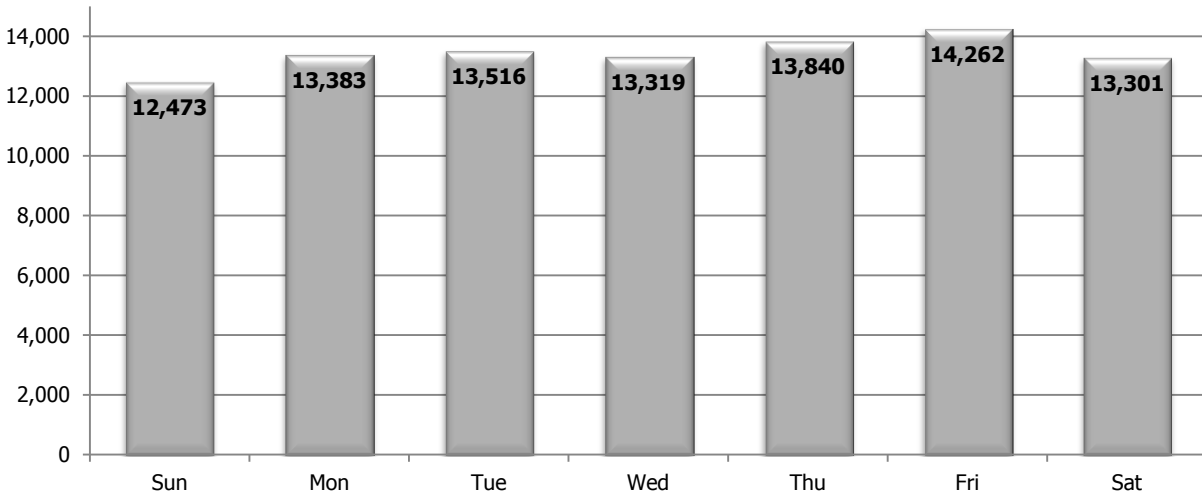
DISTRICT INCIDENT SUMMARY (CALENDAR YEAR)¹

NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	3,564	784	3,293	880	3,282	987
Overpressure	0	47	0	63	0	87
EMS/Rescue Call	24,671	19,288	25,539	19,516	27,119	21,160
Hazardous Condition	543	747	526	757	630	805
Service Call	918	1,851	937	2,021	1,081	1,984
Good Intent Call	266	5,457	154	5,855	271	5,918
False Call	0	2,178	0	1,749	0	1,846
Natural Condition	0	2	0	5	0	4
Other Situation	422	30	435	38	443	35
Total	30,384		30,884		32,826	

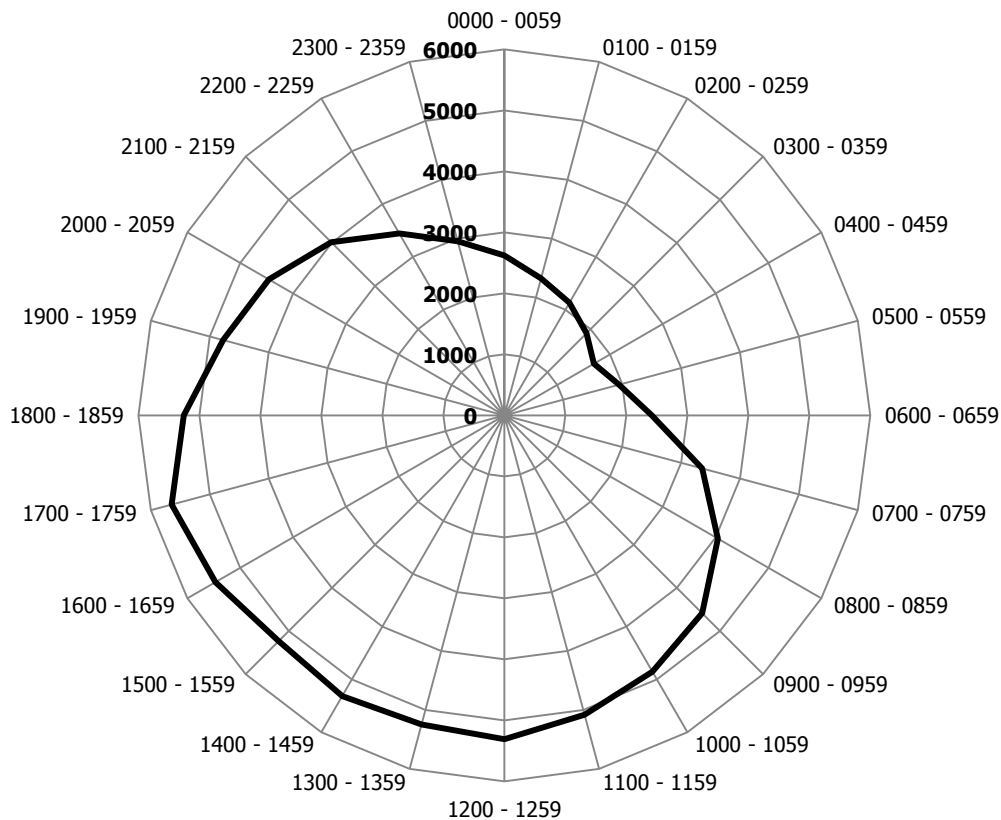
¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Integrated Operations Administration, continued

DISTRICT INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



DISTRICT INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews)

Integrated Operations Administration, continued

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: I/1, 5, and 7; VI/2 and 6
Service Type(s): Essential
Measured By: Monitoring, measuring, and trending turnout, distribution, and concentration response performance, as well as response reliability performance as outlined in the SOC. Continually monitor, evaluate, and improve on data, capturing applications and processes to ensure data accuracy.

Status or Outcome: Ongoing evaluation of the performance measures is being conducted. Recent report card activity has revealed the need to more effectively evaluate where staff might seek improvements in all aspects of the times measured that contribute to the response timeline. Evaluation of Alternate Response Unit (ARU) performance has been effective in making subtle deployment changes to enhance the efficiency of these units. Water Tender redeployment has provided the District with enhanced crew integrity, water delivery, and timely water application to initial attack.

The Operations Quality Improvement Committee (Ops QI) has made positive steps in improving report writing quality and accuracy for better data collection. Ongoing efforts in OnSceneRMS improvements should further the accomplishment of that Call for Action (I/5).

EMS reporting continues to set the pace for effective QI processes and enhances overall performance and outcomes.

- **Asset Management Program (AMP)** – Efficiently manage all assets (e.g., equipment, apparatus, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset.

Goal(s)/Call(s) for Action: VI/3, 4, and 5; VII/2; VIII/5
Service Type(s): Essential
Measured By: Development and maintenance of capital and small capital replacement schedules, evaluation of the AMP Process Action Teams (PATs), successful implementation and maintenance of new assets, and review and revision of applicable policies and procedures.

Status or Outcome: AMP continues to have ongoing success in the review, guidance, and support of new equipment for the District. The list of projects from the past year include the selection and deployment of duty jackets (for all personnel, not just Integrated Operations), RIT bags, radio communications improvements, Class A/B foam, helmets, structural firefighting boots, and EMS equipment.

Integrated Operations Administration, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Maintain participation in Operations and EMS Quality Improvement processes** – The District supports a continuous quality improvement (QI) process that promotes an exemplary service delivery system. While structured in a committee-based format, the District recognizes all employees as adjunct members to the improvement process, values the non-punitive collection of performance related data, and strives to develop and utilize objective information sources to create new perspectives on the quality of service delivered to the citizens.

Goal(s)/Call(s) for Action: I/5; VI/D; VI/6
Service Type(s): Essential
Measured By: Review of Operations and EMS QI Committee participation levels and projects.

Status or Outcome: Ops QI meets monthly with active participation from Line Personnel, Training, Deputy Fire Marshal, Planning, Fire Chief's Office, and Information Technology representatives. Ops QI has made positive steps in improving report writing quality and accuracy for better data collection. Ongoing efforts in OnSceneRMS improvements should further the accomplishment of that Call for Action.

EMS reporting continues to set the pace for effective QI processes and enhances overall performance and patient outcomes.

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: I/1; VI/3; VII/1
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Staff's analysis of the current deployment model's impact on response performance, as well as the system as a whole.
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Logistics, Planning
Status or Outcome: Continual review of response data and call set evaluation ensures TVF&R is delivering the right resource to the right call. Evaluation of Alternate Response Unit (ARU) performance has been effective in making subtle deployment changes to enhance the efficiency of these units. Water Tender redeployment has provided the District with enhanced crew integrity, water delivery, and timely water application to initial attack.

Integrated Operations Administration, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Maximize Truck Company utilization** - Concentration and establishment of an Effective Response Force (ERF) within preferred timeframes are based on the availability of specific resources, of which Truck Companies play a critical role. Staff will conduct analysis to ensure the appropriate utilization of the District's Truck Companies. This assessment will contemplate the reallocation of response areas to maximize existing resources, as well as using existing resources to deploy an additional company in either a single (Truck only), or "swing" capacity where the crew has the ability to respond in either a Truck or other response unit based upon the type of call received by dispatch (e.g., current model of T56/E56 and HR51/E51).

Goal(s)/Call(s) for Action: I/1; VI/3; VII/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Staff's analysis of the impact of the current three Truck Company model, as well as impacts and opportunities for a four Truck Company model based upon available infrastructure and funding (e.g., Bond schedule).
Partner(s): Finance, Fire Chief's Office, Logistics, Planning
Status or Outcome: Analysis has not been completed to evaluate additional Truck Company deployment. With the relocation of a Hillsboro Truck Company away from the TVF&R border, Truck 67 saw a ten percent increase in call volume in its response area. This increase will require an analysis to determine what initiatives can be explored to increase truck distribution/utilization in the North Division.

- **Station location** - Continue to conduct station placement analysis, both at the District and regional level, for existing and future fixed locations to meet deployment and risk reduction objectives.

Goal(s)/Call(s) for Action: I/1; VI/5; VII/2
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Continued analysis consistent with the bond schedule strategy.
Partner(s): Finance, Fire Chief's Office, Logistics, Planning
Status or Outcome: Staff has continued the analysis of both current station locations and potential collaborative locations to meet the deployment and risk reduction objectives. Future Urban Growth initiatives will require ongoing analysis to ensure TVF&R maintains effective response standards.

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standards and based upon incident stratification of probability and severity. This also includes additional risk assessment analysis, and the integration of non-traditional fire resources into the system (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action: I/1, 2, 3, 4, 5 and 7; II/1; III/4; VI/2, 4, 5, and 6
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Continued analysis and refinement of the Standards of Coverage (SOC).
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning
Status or Outcome: The SOC is consistent with industry standards and provides a solid framework for the District. TVF&R baseline trends, critical tasks, effective response forces, and an initial risk assessment have now been established for structure fires, EMS, and Special Operations. Annual revisions will result in additional refinement of these areas.

Integrated Operations Administration, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Impact of and response to service calls** - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1; VI/1, 3, and 4; VIII/1
Budget Impact: Resource neutral
Duration: Year 3 of 5
Budget Description: Staff's continued analysis
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning
Status or Outcome: Staff initiated an ARU Focus Group that made a series of recommendations that were adopted after July 2012. This included adding the Medic units as an available resource for Code 1 call types, relocation of resources, and the establishment of a customer service interval (CSI). This CSI analysis identified areas that were not being effectively served by the ARUs in the time dimension established. Impact on response reliability was minimal in those excluded areas. Additionally, the relocation of resources created equity amongst the units for more effective resource utilization. Ongoing data analysis may reveal additional opportunities to enhance the right resource with the right staffing delivered to the right call at the right time.

- **Integrated Operations implementation and evaluation.**

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and D; VI/1, 2, and 5
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Allows for the ongoing evaluation of data changes secondary to the implementation of the Integrated Operations model and evaluation of the effect of new programs developed with subsequent changes to improve effect.
Partner(s): EMS/Health/Wellness, Planning, Training
Status or Outcome: Community Risk Reduction has been in place in the stations for just over one year. Integrated Operations staff has been pleased with the efforts made by all of those involved in the research, recognition of risk in their communities, and creative solutions implemented to enhance the safety and security of the District's communities. The ongoing success of the False Alarm program is another example of effective integration of the Prevention and Operations divisions.

Integrated Operations Administration, continued

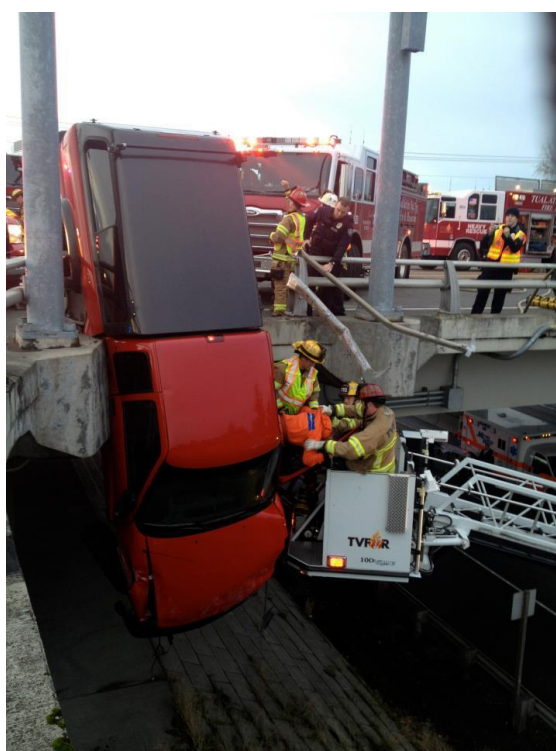
STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Unpaid intern program** - This evaluation period will assist in refining the program guidelines, and planning the number of students and stations affected in the final phase.

Goal(s)/Calls(s) for Action:	VI/4, 5, and 7; VII/1
Budget Impact:	Increase required
Duration:	Year 4 of 4
Budget Description:	Increase to account for the addition of three personnel (six total). Increase in tuition reimbursement budget as unpaid intern members have proposed guidelines to be enrolled in a fire or EMS education program. Staff time for planning.
Partner(s):	Human Resources, Finance, Logistics, Training
Status or Outcome:	Integrated Operations did not have the opportunity to increase the roster of unpaid interns this year. The success of the unpaid interns has been evident to those involved. Future opportunities may exist with other educational partners and TVF&R will evaluate each of those as they become apparent.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Relocation and rebuild of Station 65, which opened on October 9, 2012.
- Heavy Rescue 51, which was partially funded through Urban Areas Security Initiative (UASI) grant funds, was put into service on January 18, 2013.
- Customer Service Interval Zones were established for the ARUs.



Integrated Operations Administration, continued

2013-14 SERVICE MEASURES

Calendar Year	2010 Actual	2011 Actual	2012 Actual	2013 Projected
Code Enforcement				
Inspections	3,069	2619	2,365	2,400
Re-inspections	2,693	1439	1,480	1,500
Night Inspections	173	83	112	150
Violations Found	4,246	2506	2,534	2,500
Investigations				
Total Number of Incidents Investigated	186	187	209	200
Arson Investigations	34	39	43	40
Incident Data				
Multi-Family Housing Fires	62	62	50	50
Total (Inspectable) Commercial Fires	130	115	118	110
False Alarms (Total)	2,184	1,750	1850	1,700
False Alarms (Commercial Auto-Alarms)	1,134	927	966	900
Public Education				
Hands-Only CPR in Schools			1,410	2,000
Apartment Program – Number of Trainees	91	97	168	150
Adult Foster Care Program – Number of Trainees	68	69	80	80
Fire Safety House Events – Total Number of Events	38	31	31	35
Total Attendance	9,062	7,930	6,904	7,565
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	588	712	735	750
Total Public Education Attendance	52,020	62,837	55,649	59,000

- **Response performance** – Improve or maintain overall response performance trends consistent with the Standards of Cover (SOC).

Goal(s)/Call(s) for Action: I/1, 5, and 7; VI/2 and 6
Service Type(s): Essential
Measured By: Monitoring, measuring, and trending turnout, distribution, and concentration response performance, as well as response reliability performance as outlined in the SOC. Continually monitor, evaluate, and improve on data, capturing applications and processes to ensure data accuracy.

Integrated Operations Administration, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Asset Management Program (AMP)** – Efficiently manage all assets (e.g., equipment, apparatus, PPE, uniforms) within Integrated Operations to ensure accountability, financial forecasting, and the maintenance and calibration of critical safety and performance equipment. This includes processes to make certain new assets meet the needs of the District, development of policies and procedures to account for the lifespan of the asset, and identifying the eventual replacement timelines and surplus of the asset.

Goal(s)/Call(s) for Action: VI/3, 4, and 5; VII/2; VIII/5
Service Type(s): Essential
Measured By: Development and maintenance of capital and small capital replacement schedules, evaluation of the AMP Process Action Teams (PATs), successful implementation and maintenance of new assets, and review and revision of applicable policies and procedures.

- **Maintain participation in Operations and EMS Quality Improvement processes** – The District supports a continuous Quality Improvement (QI) process that promotes an exemplary service delivery system. While structured in a committee-based format, the District recognizes all employees as adjunct members to the improvement process, values the non-punitive collection of performance related data, and strives to develop and utilize objective information sources to create new perspectives on the quality of service delivered to the citizens.

Goal(s)/Call(s) for Action: I/5; VI/D; and VI/6
Service Type(s): Essential
Measured By: Review of Operations and EMS QI Committee participation levels and projects.

- **Station location** - Continue to conduct station and support facility placement analysis, both at the District and regional level, for existing and future fixed locations to meet deployment and risk reduction objectives.

Goal(s)/Call(s) for Action: I/1; VI/5; VII/2
Service Type(s): Essential
Measured By: Monitoring, measuring, and trending distribution, and concentration response performance, as well as response reliability performance as outlined in the SOC.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: I/1; VI/3 and 6; VII/1
Budget Impact: Resource neutral
Duration: Year 5 of 5
Budget Description: Staff's analysis of the current deployment model's impact on response performance, as well as the system as a whole.
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Logistics, Planning

Integrated Operations Administration, continued

2013-14 CHANGE STRATEGIES, CONTINUED

- **Response performance revision** - Utilizing a fully integrated system approach, develop and implement response performance baselines and benchmarks that are consistent with industry standards and based upon incident stratification of probability and severity. This also includes additional risk assessment analysis, and the integration of non-traditional fire resources into the system (e.g., ambulance service providers, public works, law enforcement, Oregon Department of Transportation).

Goal(s)/Call(s) for Action: I/1, 2, 3, 4, and 7; III/4; VI/2, 4, 5, and 6; VII/1
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Continued analysis and refinement of the Standards of Cover (SOC).
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning

- **Impact of and response to service calls** - Outside of emergency medical incidents, responses to public service calls make up a large percentage of the District's call volume. These calls primarily do not require a Code 3 response; however, that does not negate the impact of these calls on the system (response reliability) or the importance of the call to the citizen. Research in this area is needed to determine the positive or negative impact of the recently deployed planning zones in relation to the 40-hour units, and response reliability. Additionally, Code 1 incidents should not be considered "open-ended" and outside of a response standard. Further analysis of a Customer Service Interval (the time between the dispatch of a Code 1 service call and arrival) that meets both the resource needs of the District and the needs of the citizen will be evaluated and developed.

Goal(s)/Call(s) for Action: I/1 and E; VI/1, 3, and 4; VIII/1
Budget Impact: Resource neutral
Duration: Year 4 of 5
Budget Description: Staff's continued analysis
Partner(s): EMS/Health/Wellness, Fire Chief's Office, Planning

- **Integrated Operations implementation and evaluation.**

Goal(s)/Call(s) for Action: I/1, 3, and 4; VI/1, 2, 5, and 6
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Allows for the ongoing evaluation of data changes secondary to the implementation of the Integrated Operations model and evaluation of the effect of new programs developed with subsequent changes to improve effect.
Partner(s): EMS/Health/Wellness, Planning, Training

Integrated Operations Admin, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10200 General Fund						
5001 Salaries & Wages Union	9,809			169,304	169,304	169,304
5003 Vacation Taken Union	2,652			13,024	13,024	13,024
5005 Sick Leave Taken Union	4,424			3,722	3,722	3,722
5007 Personal Leave Taken Union	68			1,862	1,862	1,862
5016 Vacation Sold at Retirement						
5017 PEHP Vac Sold at Retirement						
5020 Deferred Comp Match Union	568			7,442	7,442	7,442
5101 Vacation Relief	1,429					
5102 Duty Chief Relief	8,283	17,628	26,724	27,828	27,828	27,828
5105 Sick Relief						
5106 On the Job Injury Relief						
5107 Short Term Disability Relief						
5110 Personal Leave Relief						
5115 Vacant Slot Relief						
5118 Standby Overtime						
5120 Overtime Union	42,250	69,808	55,117	81,818	81,818	81,818
5201 PERS Taxes	8,334	13,452	16,335	65,455	65,455	65,455
5203 FICA/MEDI	3,354	4,916	6,261	23,334	23,334	23,334
5206 Worker's Comp		1,837	3,028	9,202	9,202	9,202
5207 TriMet/Wilsonville Tax	294	766	574	2,179	2,179	2,179
5208 OR Worker's Benefit Fund Tax	13	25		70	70	70
5210 Medical Ins Union	2,808	300,000		35,848	35,848	35,848
5220 Post Retire Ins Union	100			1,200	1,200	1,200
5270 Uniform Allowance	925	4,291	3,840	4,320	4,320	4,320
5290 Employee Tuition Reimburse	37,069	35,214	55,700	36,020	36,020	36,020
Total Personnel Services	122,380	447,938	167,579	482,628	482,628	482,628
5300 Office Supplies	146	81				
5301 Special Department Supplies	1,723	1,530	8,850	7,025	7,025	7,025
5302 Training Supplies				200	200	200
5304 Hydrant Maintenance		1,199	2,150	4,060	4,060	4,060
5305 Fire Extinguisher		479	900	900	900	900
5307 Smoke Detector Program	10	31				
5320 EMS Supplies	157	32				
5321 Fire Fighting Supplies	3,093	7,905	17,400	19,050	19,050	19,050
5325 Protective Clothing	870	18,794	30,120	152,800	152,800	152,800
5330 Noncapital Furniture & Equip	4,264	5,469	9,050	4,850	4,850	4,850
5350 Apparatus Fuel/Lubricants	378	341	1,700	1,300	1,300	1,300
5361 M&R Bldg/Bldg Equip & Improv		2,110	12,000	50,000	50,000	50,000
5365 M&R Firefight Equip	25,276	10,672	28,000	28,255	28,255	28,255
5367 M&R Office Equip	1,054					
5414 Other Professional Services	158,924	54,101	62,031	58,064	58,064	58,064
5415 Printing	1,497	34	1,000	4,000	4,000	4,000
5436 Garbage	188					
5461 External Training	14,510	9,487	23,756	19,111	19,111	19,111
5462 Travel and Per Diem	17,945	18,110	48,000	35,000	35,000	35,000

Integrated Operations Admin, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10200 General Fund						
5481 Community Education Materials				8,265	8,265	8,265
5484 Postage UPS & Shipping	93		1,500	1,500	1,500	1,500
5500 Dues & Subscriptions	1,600	1,500	2,600	2,600	2,600	2,600
5570 Misc Business Exp	3,075	1,868	6,500	5,180	5,180	5,180
5571 Planning Retreat Expense	571	539	1,000	1,000	1,000	1,000
5573 Inventory Over/Short/Obsolete	(52)					
Total Materials & Services	235,322	134,282	256,557	403,160	403,160	403,160
Total General Fund	357,702	582,220	424,136	885,788	885,788	885,788

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Volunteers

Fund 10 • Directorate 04 • Division 65 • Department 300

PROGRAM DESCRIPTION

Volunteers provide civic and humanitarian duties, as well as operational and prevention support. There are two roles in the District's Volunteer Program: Core and Auxiliary. Core Volunteers provide support functions on emergency scenes including rehabilitation, air management, exterior fire operations, wildland assistance, and standbys (staffing a career station when career companies are out of quarters for an extended incident). Individuals not wanting to volunteer in an emergency operations capacity can become Auxiliary Volunteers and provide assistance in the form of administrative support for the various departments within the District, or assist in the maintenance and coordination of the District's antique apparatus. Both Core and Auxiliary Volunteers participate in the various community events that occur within TVF&R's service area.

All Volunteers receive orientation training when they join the District, and receive continuous training through Tuesday night drills, various weekend opportunities, and training events hosted by neighboring agencies and training associations. Volunteers are assigned to the closest Volunteer station based upon their residence to help ensure efficient response performance and program management. These stations are collocated with career Stations 33 (Sherwood), 50 (Walnut), and 62 (Aloha). There is also a standalone Volunteer station in the Skyline area. Because of the fluid nature of a volunteer program and because many of the District's Volunteers are in training to be hired as career firefighters, there is typically a fluctuation in the number of actual Volunteers in the program, ranging between 60 and 80.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$22,510	\$35,980	\$34,000	\$138,593
Materials and Services	115,901	146,718	218,380	170,145
Total Expenditures	\$138,411	\$182,699	\$252,380	\$308,738

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Volunteer Coordinator				1.0

2013-14 SIGNIFICANT CHANGES

The District has budgeted for a full-time Volunteer Coordinator for one half year, beginning January 1, 2014, reflecting a change from funding this workload through an outsourced temporary in account 5417. In addition, account 5150, Pension Benefit, accounts for contributions to the Length of Service Award Plan for volunteers. The District moved in fiscal year 2009-10 to a fully accountable reimbursement plan, primarily oriented toward tuition and educational reimbursements, accounted for in accounts 5290, 5461, and 5462. Group term life insurance for Core Volunteers is accounted for in account 5240. In addition to the classes mentioned, all Core and Auxiliary Volunteers are required to be EMT-Basic certified. If they do not have this training when they become a new volunteer, the District reimburses the Volunteer for educational expenses per the Standard Operating Guideline to achieve the certification. Account 5290, Tuition Reimbursement and Travel Per Diem, represent pre-career Volunteer degree incentives as well as Core Volunteer degree incentives.

Funds in Materials and Services, Training Supplies, and Firefighting Supplies provide for supplies and training textbooks and materials for the Volunteer recruit academy. Account 5501 reflects funding for the Volunteer Firefighters Association fund. Account 5361 includes several maintenance projects, including interior painting and lighting for Station 368. Account 5417, Temporary Services, represents two part-time Volunteer Battalion Chiefs hired through a temporary agency.

Volunteers, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Core Volunteer program** - Ensure Core Volunteers have appropriate apparatus to meet program goals and have all tools and equipment to ensure timely and productive response from their assigned stations. Continue to recruit Volunteers to ensure station levels maintain adequate response and reliability to street essential apparatus.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Response times, reliability, and Volunteer participation utilizing SharePoint tracking process. Recruitment process success ratio.
Status or Outcome: Eleven Volunteers joined TVF&R this past year. Training continues on Rehab vehicles, along with fine tuning of the Rehab program District-wide to include in-service training at MCO drills. Development of a tracking system utilizing SharePoint data and integration of reporting data from FireRMS is in place and proving to be a positive tool for Volunteer participation tracking. Response times are not utilized at this time, but efforts for future use are being discussed. There were no changes to apparatus or station locations.

- **Auxiliary Volunteer Program** - Ensure Auxiliary Volunteers are being utilized effectively within the organization. Develop a system to ensure that all managers understand the process for requesting Auxiliary Volunteers. Continue to recruit Auxiliary Volunteers.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Manager feedback via surveys. Volunteer participation and recruitment process success ratio.
Status or Outcome: Four new Auxiliary Volunteers joined the District this past spring, for a total of 13. Just four years ago, TVF&R had only two Auxiliary Volunteers. Staff continues to enhance the process for requesting Volunteers. Auxiliary staff attended more than 25 events this past year.

STATUS OF 2012-13 CHANGE STRATEGIES

- **Create efficiencies in Volunteer deployment** that include station and apparatus assignment/location, recruitment, retention, and function.

Goal(s)/Call(s) for Action: I/1; VI/5; VII/4
Budget Impact: Resource neutral (grant funded)
Duration: Year 1 of 4
Budget Description: The District continues to look for efficiencies in all Divisions and Departments. Integrated Operations is currently looking into ways that Volunteers could be better utilized out of two or three centralized locations and assigned to specific apparatus types that support their function in the District. In addition, recruitment and retention management is being addressed through an additional SAFER position request.
Partner(s): Fire Chiefs Office, Logistics, Finance, Planning
Status or Outcome: No significant changes have occurred with station locations or call types. The District has accepted a SAFER grant to analyze recruitment and retention potentials, as well as to explore collaboration with regional agencies.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Appointed 11 Core and four Auxiliary Volunteers and promoted five drivers and two officers.
- Volunteers attended and assisted with over 25 events in 2012-13.
- The Volunteer Association has raised and donated over \$20,000 for local and regional charities.

2013-14 SERVICE MEASURES

- **Core Volunteer program** - Ensure Core Volunteers have appropriate apparatus to meet program goals and have all tools and equipment to ensure timely and productive response from their assigned stations. Continue to recruit Volunteers to ensure station levels maintain adequate response and reliability to street essential apparatus.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Response times, reliability, and Volunteer participation utilizing SharePoint tracking process. Recruitment process success ratio.

- **Auxiliary Volunteer Program** - Ensure Auxiliary Volunteers are being utilized effectively within the organization. Develop a system to ensure that all managers understand the process for requesting Auxiliary Volunteers. Continue to recruit auxiliary volunteers.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Essential
Measured By: Manager feedback via surveys. Volunteer participation and recruitment process success ratio.

2013-14 CHANGE STRATEGIES

- **Complete a Volunteer Program needs analysis specific to recruitment and retention practices to inform program planning.** Identify data analysis methodology to determine ideal Volunteer staffing levels. Identify barriers to recruitment and retention to inform future initiatives. Identify opportunities for cooperation on recruitment and retention initiatives with mutual response partners.

Goal(s)/Call(s) for Action: V/5; VI/4; VII/1
Budget Impact: Resource neutral (grant funded)
Duration: Year 1 of 1
Budget Description: Use 2011 SAFER grant funds to contract consultants to conduct the needs analysis from an objective independent perspective.
Partner(s): Fire Chief's Office, Planning, Volunteer Program, regional fire departments

- **Create efficiencies in Volunteer deployment** that include station and apparatus assignment/location, recruitment, retention, and function.

Goal(s)/Call(s) for Action: I/1; VI/5; and VII/1
Budget Impact: Resource neutral
Duration: Year 2 of 4
Budget Description: Identify how Volunteers could be better utilized out of centralized locations and assigned to specific apparatus types to best support their functions in the District.
Partner(s): Fire Chief's Office, Volunteer Program, Logistics, Finance, Planning

Volunteers, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10300 General Fund						
5002 Salaries & Wages Nonunion				33,627	33,627	33,627
5004 Vacation Taken Nonunion				2,587	2,587	2,587
5006 Sick Taken Nonunion				518	518	518
5008 Personal Leave Taken Nonunion				222	222	222
5021 Deferred Comp Match Nonunion				1,479	1,479	1,663
5121 Overtime Nonunion	233					
5150 Pension Benefit				30,000	30,000	30,000
5201 PERS Taxes	44			8,248	8,248	8,248
5203 FICA/MEDI	17			2,941	2,941	2,941
5206 Worker's Comp	11			692	692	692
5207 TriMet/Wilsonville Tax	2			275	275	275
5208 OR Worker's Benefit Fund Tax				18	18	18
5211 Medical Ins Nonunion				17,001	17,001	17,001
5221 Post Retire Ins Nonunion				900	900	900
5230 Dental Ins Nonunion				2,184	2,184	2,184
5240 Life/Disability Insurance	13,622	12,277		13,717	13,717	13,717
5270 Uniform Allowance	8,581	19,315	14,000	14,000	14,000	14,000
5290 Employee Tuition Reimburse		4,389	20,000	10,000	10,000	10,000
Total Personnel Services	22,510	35,980	34,000	138,409	138,409	138,593
5300 Office Supplies	440	516	600	600	600	600
5301 Special Department Supplies	2,701	3,337	2,000	3,000	3,000	3,000
5302 Training Supplies		562	4,500	2,500	2,500	2,500
5305 Fire Extinguisher	201	234	200	200	200	200
5320 EMS Supplies	609	613	500	1,000	1,000	1,000
5321 Fire Fighting Supplies	6,689	3,393	8,000	6,000	6,000	6,000
5325 Protective Clothing	8,185	10,354	10,000	20,000	20,000	20,000
5330 Noncapital Furniture & Equip	12,028	1,657		1,900	1,900	1,900
5350 Apparatus Fuel/Lubricants	5,762	6,122	9,000	9,500	9,500	9,500
5361 M&R Bldg/Bldg Equip & Improv	2,383	6,909	54,140	33,975	33,975	33,975
5363 Vehicle Maintenance	2,576	3,300	8,600	6,000	6,000	6,000
5415 Printing		206	100	200	200	200
5416 Custodial & Bldg Services			478	325	325	325
5417 Temporary Services	11,246	40,641	51,792	10,000	10,000	10,000
5432 Natural Gas	3,652	2,629	4,500	4,500	4,500	4,500
5433 Electricity	6,855	7,289	7,500	7,500	7,500	7,500
5434 Water/Sewer	231	96	500	500	500	500
5436 Garbage	336	330	400	600	600	600
5450 Rental of Equip	870	870	870	900	900	900
5461 External Training	4,545	4,964	5,000	5,250	5,250	5,250
5462 Travel and Per Diem	23,630	27,947	25,000	30,250	30,250	30,250
5472 Employee Recog & Awards	820	487	1,000	1,000	1,000	1,000
5474 Volunteer Awards Banquet	7,558	9,175	9,500	9,500	9,500	9,500
5481 Community Education Materials		324	400	800	800	800
5484 Postage UPS & Shipping	23	90	100	100	100	100
5500 Dues & Subscriptions	618	568	700	1,000	1,000	1,000

Volunteers, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10300 General Fund						
5501 Volunteer Assn Dues	8,000	8,000	8,000	8,000	8,000	8,000
5502 Certifications & Licensing				45	45	45
5570 Misc Business Exp	3,883	4,013	5,000	5,000	5,000	5,000
5575 Laundry/Repair Expense	2,059	2,090				
Total Materials & Services	115,901	146,718	218,380	170,145	170,145	170,145
Total General Fund	138,411	182,699	252,380	308,554	308,554	308,738

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Relief Pool Personnel

Fund 10 • Directorate 04 • Division 65 • Department 280

PROGRAM DESCRIPTION

This cost center accounts for firefighter personnel who fill in for firefighters on scheduled days off work or on sick or personal leave. The Relief Pool's budget includes funding for 44.57 FTEs, all of which are for relief shifts. These relief personnel provide staffing for scheduled Kelly days off and for position vacancies due to on-the-job injuries, military leave, and other time off. Two FTEs are designated to provide light duty work for firefighters unable to perform their normal job for a period of time due to medical conditions.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$4,515,436	\$4,762,955	\$6,636,799	\$6,954,657
Materials and Services	4,427	3,066	3,650	4,750
Total Expenditures	\$4,519,863	\$4,766,021	\$6,640,449	\$6,959,407

2013-14 SIGNIFICANT CHANGES

Increases in Personnel Services relate to the wage and benefit changes negotiated for 2013-14 and the rank and make up of positions in the Relief Pool and increase in positions budgeted for relief shift filling.

Relief Pool Personnel, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10280 General Fund						
5001 Salaries & Wages Union	2,292,409	2,175,225	3,046,333	3,176,849	3,176,849	3,176,849
5003 Vacation Taken Union	288,945	308,126	402,821	429,946	429,946	429,946
5005 Sick Leave Taken Union	79,417	62,255	107,898	104,608	104,608	104,608
5007 Personal Leave Taken Union	25,152	30,280	39,563	42,010	42,010	42,010
5016 Vacation Sold at Retirement			7,913	8,765	8,765	8,765
5017 PEHP Vac Sold at Retirement		3,376	20,860	12,983	12,983	12,983
5020 Deferred Comp Match Union	86,448	88,756	143,865	150,131	150,131	150,131
5101 Vacation Relief	176,162	348,638	412,532	434,625	434,625	434,625
5105 Sick Relief	51,729	66,803	100,705	91,884	91,884	91,884
5106 On the Job Injury Relief	13,723	18,865	23,018	24,163	24,163	24,163
5107 Short Term Disability Relief	5,025	8,705	16,270	14,212	14,212	14,212
5110 Personal Leave Relief	22,517	39,911	52,151	57,425	57,425	57,425
5115 Vacant Slot Relief	16,145	31,246				
5118 Standby Overtime	2,806	2,887	3,956	4,367	4,367	4,367
5120 Overtime Union	23,097	52,803	25,176	32,898	32,898	32,898
5201 PERS Taxes	564,236	614,691	878,547	983,915	983,915	983,915
5203 FICA/MEDI	219,787	228,919	336,718	350,746	350,746	350,746
5206 Worker's Comp	99,866	100,913	149,652	155,888	155,888	155,888
5207 TriMet/Wilsonville Tax	19,850	21,622	30,890	32,639	32,639	32,639
5208 OR Worker's Benefit Fund Tax	1,116	1,187	2,063	2,430	2,430	2,430
5210 Medical Ins Union	502,377	527,753	798,281	809,089	809,089	809,089
5220 Post Retire Ins Union	19,250	19,650	26,742	27,084	27,084	27,084
5270 Uniform Allowance	5,380	10,343	10,845	8,000	8,000	8,000
Total Personnel Services	4,515,436	4,762,955	6,636,799	6,954,657	6,954,657	6,954,657
5321 Fire Fighting Supplies	435	341	1,200	600	600	600
5325 Protective Clothing	3,968	2,708	2,400	4,000	4,000	4,000
5415 Printing	18	17	50	50	50	50
5462 Travel and Per Diem	6			100	100	100
Total Materials & Services	4,427	3,066	3,650	4,750	4,750	4,750
Total General Fund	4,519,863	4,766,021	6,640,449	6,959,407	6,959,407	6,959,407

PROGRAM DESCRIPTION

Much of the District's service area is outside of city limits and is considered wildland urban interface (the line, area, or zone where structures and other human development meet or intermingle with undeveloped wildland or vegetative fuel). Dry summer months, dense vegetation, steep slopes, and lack of water make firefighting within the wildland urban interface complex. In order to meet this challenge, all District Line Personnel and Chief Officers are trained in wildland firefighting.

Approximately 30 of these personnel take additional steps to acquire further wildland training and expertise to make up the District's Wildland Program. These wildland crews can be sent anywhere in the state to fight wildfires if the governor declares a conflagration. Personnel at Stations 52 and 62 assist with the management of the District's Wildland Program by housing a Wildland Cache at each station. This equipment is taken when a team is deployed as part of either a Clackamas or Washington County deployment requested through the respective Fire Defense Board Chief and the State Fire Marshal's Office.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$17,293	\$98,322	\$18,511	\$19,665
Materials and Services	2,039	6,739	4,100	6,596
Total Expenditures	\$19,332	\$105,061	\$22,611	\$26,261

STATUS OF 2012-13 SERVICE MEASURES

- Maintain a resource for state conflagration deployments.

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Discretionary
Measured By: Total requests by state and federal agencies, and the ability to provide four certified personnel during the wildland season.
Status or Outcome: During summer 2012, there were no deployments requested for TVF&R personnel.

- Training for District personnel on wildland/urban interface fires.

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Mandatory
Measured By: Mandatory training records
Status or Outcome: In July 2012, at the recommendation of the Safety Committee, a class was held with the addition of Hot Shields that were purchased the previous fiscal year due to an exposure occurring during the summer. Recent changes at the state level regarding Operations personnel required an update for all District personnel (S-133) regarding weather systems and identification. A written test and video component were delivered District-wide completing this requirement.

Wildland Program, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Maintain minimum training requirements for Wildland Team members.

Goal(s)/Call(s) for Action: III; VI; VII
Service Type(s): Mandatory
Measured By: Mandatory training records
Status or Outcome: Annual eight hour class was held, which is consistent with prior years, with the addition of Hot Shield training (see note above). There was 100% completion by all those listed on the 2012 deployment roster.

- Maintain personnel for Wildland Team deployment and training

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Management
Measured By: Increased participation and roster size
Status or Outcome: Working on completing Duty Chief Task Books to increase roster for Strike Team Leaders available during summer months. Continued work with Training Division, as well as a Training Captain, who is working with Washington County Training to obtain training sites for wildland burns, for not only TVF&R, but for other agency participation as well.

- Maintain two wildland cache locations for deployment.

Goal(s)/Call(s) for Action: III
Service Type(s): Management
Measured By: Maintenance of supplies and inventories in caches located at Stations 52 and 62.
Measured By: Inventory records as well as standard check sheets
Status or Outcome: During fiscal year 2012-13, both cache stations were completely overhauled to ensure that both primary supply caches are as close to identical as possible. This was completed in summer 2012, with deficiencies noted in this year's budget request, to ensure that the secondary cache at each station closely resembles the primary cache as well.

STATUS OF 2012-13 CHANGE STRATEGIES

- During a two year process, inventory, study, and recommend changes to the District's current Wildland PPE (Personal Protective Equipment) in accordance with the changes in NFPA 1977 – Wildland PPE. Year one was an Asset Management Program (AMP) committee review, with year two encompassing a recommendation and budget request for any changes found and recommended.

Goal(s)/Call(s) for Action: IV/A; VI/A
Budget Impact: Resource neutral - Year 1
Unknown - Year 2
Duration: Year 1 of 2
Budget Description: Year 1 – Staff time to research impacts of NFPA 1977, as well as best practices for Wildland PP.
Partner(s): Logistics, Training
Status or Outcome: In November 2012, a Battalion Chief and a Lieutenant provided the AMP Committee with a presentation to look at Wildland PPE, as well as developing future documentation surrounding maintenance, care, and lifespan. The AMP Committee approved the changes.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- With assistance from Training, District personnel completed the S-133 class, Hot Shield Training, and Poison Oak/Ivy refresher.
- Both cache stations fully inventoried, making both primary and secondary deployment equipment nearly identical.
- Updated all checklists and Strike Team Leader books.
- AMP presentation specific to Wildland PPE (see above Change Strategy).

2013-14 SERVICE MEASURES

- **Maintain a resource for state conflagration deployments.**

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Discretionary
Measured By: Total requests by state and federal agencies, and the ability to provide four certified personnel during the wildland season.

- **Training for District personnel on wildland/urban interface fires.**

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Mandatory
Measured By: Mandatory training records

- **Maintain minimum training requirements for Wildland Team members.**

Goal(s)/Call(s) for Action: III; VI; VII
Service Type(s): Mandatory
Measured By: Mandatory training records

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

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Management
Measured By: Increased participation and roster size

- **Maintain two wildland cache locations for deployment.**

Goal(s)/Call(s) for Action: III
Service Type(s): Management
Measured By: Maintenance of supplies and inventories in caches located at Stations 52 and 62.
Measured By: Mandatory training records

Wildland Program, continued

2013-14 CHANGE STRATEGIES

- **Inventory, study, and recommend changes to the District's current Wildland personal protective equipment (PPE) in accordance with the changes in NFPA 1977 – Wildland PPE.** Continue review through the Asset Management Program (AMP) committee to inform recommended changes.

Goal(s)/Call(s) for Action: IV/A and C; VI/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Research and develop equipment recommendations and related budget requests to propose for fiscal year 2014-2015 (year 3).
Partner(s): Logistics, Training



Wildland Program, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10621 General Fund						
5102 Duty Chief Relief	1,896	4,764				
5120 Overtime Union	11,589	60,005	14,039	14,759	14,759	14,759
5121 Overtime Nonunion		11,762				
5201 PERS Taxes	2,552	15,740	2,802	3,168	3,168	3,168
5203 FICA/MEDI	1,012	4,707	1,074	1,130	1,130	1,130
5206 Worker's Comp	158	288	477	502	502	502
5207 TriMet/Wilsonville Tax	82	522	99	106	106	106
5208 OR Worker's Benefit Fund Tax	5	27	20			
5270 Uniform Allowance		507				
Total Personnel Services	17,293	98,322	18,511	19,665	19,665	19,665
5301 Special Department Supplies	98	258	240	280	280	280
5302 Training Supplies			100	100	100	100
5320 EMS Supplies	515	2,200	800	800	800	800
5321 Fire Fighting Supplies	175	2,501	1,500	1,500	1,500	1,500
5325 Protective Clothing		1,383	960	1,116	1,116	1,116
5330 Noncapital Furniture & Equip	909		300	2,600	2,600	2,600
5350 Apparatus Fuel/Lubricants		113				
5484 Postage UPS & Shipping	5					
5570 Misc Business Exp	338	283	200	200	200	200
Total Materials & Services	2,039	6,739	4,100	6,596	6,596	6,596
Total General Fund	19,332	105,061	22,611	26,261	26,261	26,261

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North Integrated Operations Division

Fund 10 • Directorate 04 • Division 60

DIVISION DESCRIPTION

The combined operations of the North Integrated Operations departments and fire stations are reflected below. The North Operation Center (NOC) manages the operations of the Operating Center staff and stations 60, 61, 62, 64, 65, 66, 67, and 68.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$16,593,273	\$17,068,486	\$18,585,303	\$19,904,024
Materials and Services	612,793	797,942	962,955	894,856
Total Expenditures	\$17,206,066	\$17,866,428	\$19,548,258	\$20,798,880

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	6.00	5.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant II ¹	2.00	2.00	2.00	2.38
Station 60 ²	9.00	9.00	9.00	12.00
Station 61	14.00	14.00	13.00	13.00
Station 62	13.00	13.00	14.00	14.00
Station 64	12.00	12.00	12.00	12.00
Station 65	12.00	12.00	12.00	12.00
Station 66	12.00	12.00	12.00	12.00
Station 67	25.00	25.00	25.00	25.00
Station 68 ¹	9.00	9.00	9.00	12.00
Total Full-Time Equivalents (FTE)	119.00	119.00	120.00	125.38

¹ The part-time Code Enforcement Program Assistant will be transferred on July 1, 2013, from the South Integrated Operations Division to the North Integrated Operations Division.

² These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

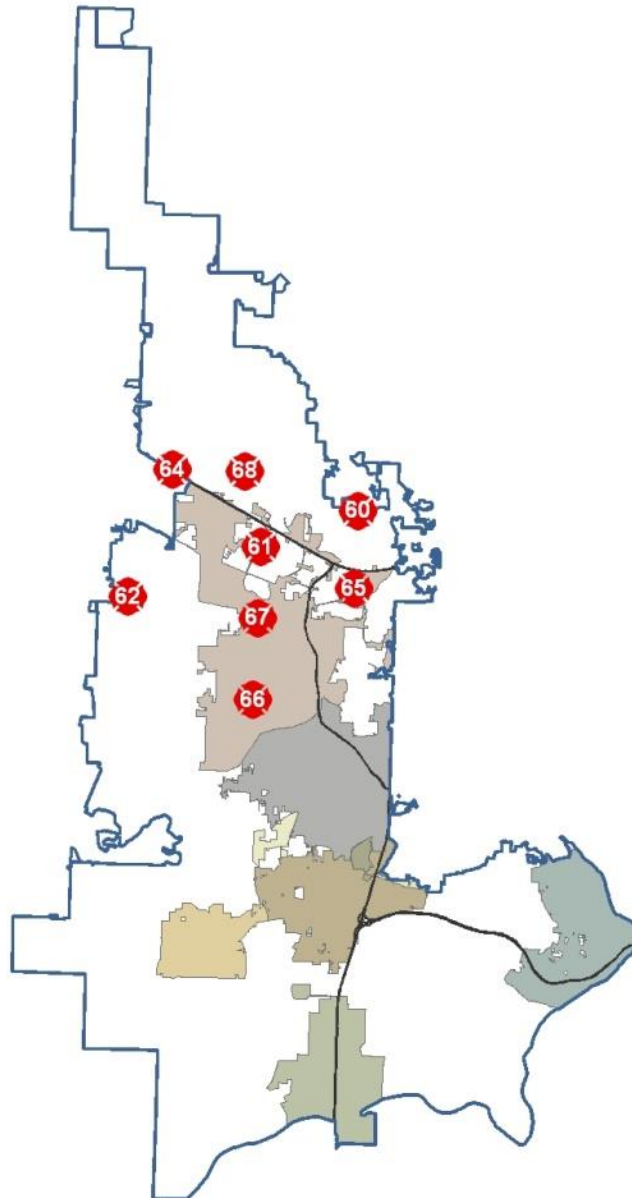
North Integrated Operations Division, continued

2013-14 SIGNIFICANT CHANGES

For the combined Division, personnel costs increased an overall three percent due to negotiated Union and commensurate non-Union wage and benefit changes, the transfer of six firefighters previously accounted for in the Grant Fund and the transfer of one Deputy Fire Marshal position to the Central Integrated Operations Center.

Within Materials and Services, the EMS supplies (5320), Building Maintenance (5361), and Custodial (5416) accounts reflect facility and station specific items. The overall budget for Materials and Services was reduced due to fewer projects funded in account 5361.

LOCATION OF STATIONS IN AREA OF OPERATIONS



North Integrated Operations Division, continued

STATION FTE AND UNITS

Stations	2011-12 Budget			2013-14 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 60 (Cornell Rd.)	12.00 ¹		Engine	12.00 ¹		Engine
Station 61 (Butner Rd.)	13.00	 	Aerial Pumper, Car	13.00	 	Aerial Pumper, Car
Station 62 (Aloha)	14.00	 	Aerial Pumper, Medic	14.00	 	Aerial Pumper, Medic
Station 64 (Somerset)	12.00		Engine	12.00		Engine
Station 65 (West Slope)	12.00		Engine	12.00		Engine
Station 66 (Brockman Rd.)	12.00		Engine	12.00		Engine
Station 67 (Farmington Rd.)	25.00	  	Truck, Engine, Car	25.00	  	Truck, Engine, Car
Station 68 (Oak Hills)	12.00 ¹		Engine	12.00 ¹		Engine

¹ These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

○ Full Time Employees (FTE) assigned per Unit per shift.



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



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

STATUS OF 2012-13 SERVICE MEASURES

- With the establishment of a more formal Community Risk Reduction Program (CRR), use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s): I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4
Service Type(s): Essential
Measured By: Increase use of the CRR SharePoint site to memorialize CRR projects, and quantitative increase in CRR projects.
Status or Outcome: Ongoing. The CRR SharePoint site has been utilized by all the North stations to capture projects and timelines. North Integrated Operations personnel are routinely accessing and evaluating data for risk reduction and citizen outreach.

North Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s)/Call(s) for Action: I/7; VI/C, 2
Service Type(s): Essential
Measured By: Timely communications between Division and Battalion Chiefs and their direct reports, quarterly CRR meetings, station liaison visits, biannual Captain's meetings, Central Integrated Operations meetings, Central Integrated Operations coffee chats, etc. This Service Measure will be evaluated by an annual survey (to be developed).
Status or Outcome: Ongoing. The North Integrated Operations staff meets twice monthly. Staff from Logistics, Planning, Training, and line crews periodically attend. Deputy Fire Marshal liaisons meet quarterly/as needed with station Captains and the Public Affairs Officer to work on Community Risk Reduction projects. Battalion Chiefs regularly communicate operational priority information and District updates to each of their assigned stations. Company Officers attend in-services in addition to Captains meetings.

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the North Integrated Operations area.

Goal(s)/Call(s) for Action: I/4; II/1; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, transportation, land-use, NAC, CPO, and HOA meetings, as well as Beaverton Chamber of Commerce, Westside Economic Alliance forums, and other community events. In addition, invite strategic partners to ride with District personnel.
Status or Outcome: Ongoing. North Integrated Operations personnel regularly attend chamber events, city council/staff meetings, civic forums, NAC, CPO, and HOA meetings, and serve on intergovernmental committees, boards, and advisory councils. In addition, government officials including Beaverton and Washington County law enforcement officers have completed ride-alongs and staff holds regular coffee chats or attends events with key stakeholders.

- **Communicate regularly with local media who cover the North Operating Center.** Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3, 4; II/B, C, D, 1, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, newsletter articles.
Status or Outcome: Ongoing. The Public Affairs Officer works with local media and contributes to the TVF&R blog and social media platforms to promote District initiatives, safety information, and incident details. In addition, regular contributions were made to city and community newsletters, flyers, and features. Story highlights include home fire escape planning, winter preparedness, carbon monoxide awareness, Hands-Only CPR, the Station 65 grand opening, and the Station 68 land-use ordinance process.

North Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the North Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B, 4; II/A, B, and C; 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.
Status or Outcome: Ongoing. Increased attendance District-wide from 97 in 2011 to 168 in 2012. Again this year, the program was offered four times and the overall attendance increased by 73%. In addition, the registration data was updated and is sorted by first due area to show whether or not an apartment community had attended the training, whether they had a fire, and when and where the fire occurred. Recently, a map was also developed to track the Washington County Housing Authority and other Non-Profit property locations, their attendance at the quarterly landlord training, and incident data.

- **Increase the number of community events within the North Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations personnel with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: II/1 and 5
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.
Status or Outcome: Ongoing. Outreach and education events in the District increased from 715 in 2011 to 755 in 2012. North Operations remained static with 352 events in 2011 and 350 events in 2012. North Operation's events represent 46-49% of the total community events for the District.

North Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Continue to reduce the number of automatic commercial alarms generated as false alarms within the North Operating Center.

Goal(s)/Call(s) for Action: I/A and E, 1; II/2
Service Type(s): Essential
Measured By: Overall decrease of false alarms.
Status or Outcome: Ongoing. False alarms have continued to drop/hold. Efforts taken have provided the following results for 2012:

North Operating Center = 513
Central Operating Center = 407
South Operating Center = 391
(Total 1,311 – a continued decrease each year in the past five years.)

	NOC	CBOC	SOC	Total
2008	817	573	528	1,918
2009	739	512	514	1,765
2010	644	437	484	1,565
2011	539	394	391	1,324
2012	513	407	391	1,311

STATUS OF 2012-13 CHANGE STRATEGIES

- Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program. This will include all available data (internally and external).

Goal(s)/Call(s) for Action: I/4; II/1 and 2; VII/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens
Status or Outcome: Ongoing. Annual, quarterly, and monthly reports were created using incident data for the station Captains and their Integrated Operations teams to analyze and determine intervention and outreach efforts. Their findings, outputs, and activities are discussed at quarterly meetings. The goal is to reduce or minimize the severity of various call types, improve or create a behavioral change, or enhance safety for firefighters and citizens.

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

Goals(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities
Status or Outcome: Stations 62, 64, and 65 are in the beginning stages of CRR projects aimed to reduce the number and severity of calls at assisted living facilities, as well as improve communication with staff. The total number of calls decreased from 1,118 in 2011 to 1,064 in 2012.

North Integrated Operations Division, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Establish Hands-Only CPR training at North Operations area middle schools** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action:	I/3 and 4; II/A, C, 1 and 5; VII/A
Budget Impact:	Increase required
Duration:	Year 1 of 3
Budget Description:	Purchase training mannequins from proposed Pub Ed supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s):	EMS, schools, and external partners/citizens.
Status or Outcome:	Ongoing. Hands-Only CPR events were held at numerous schools throughout the District. In the North Operating Center, those events included trainings at Valley Catholic with 100 students trained, Catlin Gable with 10 students, and the Beaverton Police Activities League school program with 65 students. In turn, these students taught Hands-Only CPR to more than 2,000 members of the community.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- North Integrated Operations personnel worked extensively with the Planning Division on the land-use ordinance process to rectify code issues inhibiting fire station construction in Washington County.
- Through outreach, including station events, CPO meeting attendance, and individual meetings, a large base of supporters was mobilized to support the land-use ordinance and fire station construction process.
- The working relationship between Integrated Operations personnel and law enforcement officers was strengthened significantly through ride-alongs, tabletop exercises, and co-hosted community events (such as the quarterly Citizens' Academies and Leadership Beaverton).
- Two new Fire Prevention personnel were hired and trained to work in Beaverton and Washington County.
- Involvement by North Integrated Operations personnel and Planning in land-use and transportation processes increased significantly through participation in the TV Highway Corridor Study, the Aloha Reedville Community Livability Study, the Washington County MSTIP process, the Canyon Road Improvement Committee, and other input on local projects.

North Integrated Operations Division, continued

2013-14 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/5; VII/A and 1
Service Type(s): Essential
Measured By: Captains will host quarterly Community Risk Reduction (CRR) meetings, review local data and prioritize projects with their CRR team, including the Public Affairs Officer (PAO), Deputy Fire Marshal (DFM), and Duty Chief. Projects may involve utilizing other programs such as Public Education, Multi-Family Fire Reduction Program, False Alarm Program, Hands-Only CPR, etc. Additional meetings with other partners may occur based on the projects' needs. These partners may include, but are not limited to, the Fire Chief's Office, Planning, EMS, Training, Emergency Management, and may also involve external partners.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s) /Call(s) for Action: I/7; VI/C, 2 and 3
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed). Training, Planning, and Logistics attend monthly North Division Integrated Operations meetings as well.

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: II/1 and 3; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and home owner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- **Communicate regularly with local media** who cover the North Integrated Operations' service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s) /Call(s) for Action: I/3 and 4; II/B, C, 3, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

North Integrated Operations Division, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the North Integrated Operations' service area.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s) /Call(s) for Action: I/B and 4; II/A, B, C, and 1
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- **Increase or maintain the number of community events within North Integrated Operations' service area** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/3 and 4; II/A, B, C, 1, 3 and 4
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- **Continue to reduce the number of false alarms generated by automatic commercial alarms** within North Integrated Operations' service area.

Goal(s) /Call(s) for Action: I/E and 1
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

2013-14 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/4; II; VII/A
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Tracking and evaluating trends in each Operating Division.
Partner(s): Planning, EMS, Training, Emergency Management, may involve external partners and citizens

- **Establish Hands-Only CPR training at middle schools in North Integrated Operations' service area,** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A, C and 4; VII/A
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, external partners/citizens

North Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5001 Salaries & Wages Union	7,096,539	7,247,016	8,006,832	8,523,273	8,523,273	8,523,273
5002 Salaries & Wages Nonunion	530,624	656,444	712,943	714,872	714,872	732,959
5003 Vacation Taken Union	959,917	989,484	1,031,159	1,129,927	1,129,927	1,129,927
5004 Vacation Taken Nonunion	60,764	67,251	54,278	54,672	54,672	56,064
5005 Sick Leave Taken Union	338,799	231,992	276,873	276,234	276,234	276,234
5006 Sick Taken Nonunion	7,763	8,264	10,856	10,938	10,938	11,217
5007 Personal Leave Taken Union	100,765	99,378	102,949	111,816	111,816	111,816
5008 Personal Leave Taken Nonunion	4,990	6,415	4,652	4,689	4,689	4,809
5010 Comp Taken Nonunion	917					
5015 Vacation Sold	626	10,343	37,906	23,513	23,513	23,513
5016 Vacation Sold at Retirement	33,780	27,994	20,983	22,418	22,418	22,418
5017 PEHP Vac Sold at Retirement	6,208	58,873	51,456	33,199	33,199	33,199
5020 Deferred Comp Match Union	282,116	287,718	376,309	401,412	401,412	401,412
5021 Deferred Comp Match Nonunion	10,492	24,362	31,016	31,243	31,243	36,898
5041 Severance Pay	10,000					
5101 Vacation Relief	1,122,930	1,084,976	1,017,608	1,111,080	1,111,080	1,111,080
5102 Duty Chief Relief	68,069	79,087	82,480	87,600	87,600	87,600
5105 Sick Relief	229,345	191,522	248,414	234,903	234,903	234,903
5106 On the Job Injury Relief	42,289	44,477	56,781	61,778	61,778	61,778
5107 Short Term Disability Relief	36,875	25,806	39,198	36,343	36,343	36,343
5110 Personal Leave Relief	143,682	132,539	128,643	146,816	146,816	146,816
5115 Vacant Slot Relief	130,736	102,390				
5118 Standby Overtime	9,495	9,437	9,758	11,171	11,171	11,171
5120 Overtime Union	180,489	202,542	123,867	127,487	127,487	127,487
5121 Overtime Nonunion	3,837	2,737	2,000	3,100	3,100	3,100
5123 Comp Time Sold Nonunion	72					
5201 PERS Taxes	2,106,635	2,240,520	2,479,906	2,824,485	2,824,485	2,828,922
5203 FICA/MEDI	819,990	818,536	950,467	1,006,876	1,006,876	1,008,458
5206 Worker's Comp	339,640	343,608	408,049	433,243	433,243	433,615
5207 TriMet/Wilsonville Tax	73,757	77,839	87,194	93,739	93,739	93,887
5208 OR Worker's Benefit Fund Tax	4,122	4,212	4,640	5,789	5,789	5,803
5210 Medical Ins Union	1,670,847	1,794,366	1,997,827	2,097,108	2,097,108	2,097,108
5211 Medical Ins Nonunion	54,328	74,923	79,254	104,157	104,157	104,157
5220 Post Retire Ins Union	69,350	66,950	67,200	70,200	70,200	70,200
5221 Post Retire Ins Nonunion	4,725	5,400	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	7,874	10,435	11,144	12,319	12,319	12,319
5240 Life/Disability Insurance	5,677	6,966	9,111	8,908	8,908	8,908
5270 Uniform Allowance	24,205	33,684	57,250	46,430	46,430	46,430
5295 Vehicle/Cell Allowance				3,000	3,000	3,000
Total Personnel Services	16,593,273	17,068,486	18,585,303	19,871,938	19,871,938	19,904,024
5300 Office Supplies	6,102	6,190	7,800	6,600	6,600	6,600
5301 Special Department Supplies	31,731	39,232	48,700	47,000	47,000	47,000
5302 Training Supplies	795	721	5,575	8,523	8,523	8,523
5305 Fire Extinguisher	462	1,088	1,160	1,425	1,425	1,425
5306 Photography Supplies & Process	43					

North Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5307 Smoke Detector Program	1,559	2,001	2,500	2,500	2,500	2,500
5320 EMS Supplies	95,450	80,948	113,850	113,650	113,650	113,650
5321 Fire Fighting Supplies	16,174	23,947	24,000	24,764	24,764	24,764
5325 Protective Clothing	16,641	20,478	13,500	20,400	20,400	20,400
5330 Noncapital Furniture & Equip	5,354	26,146	37,205	36,270	36,270	36,270
5350 Apparatus Fuel/Lubricants	104,450	126,719	134,779	113,300	113,300	113,300
5361 M&R Bldg/Bldg Equip & Improv	49,088	172,937	200,587	143,082	143,082	143,082
5365 M&R Firefight Equip	561	889	3,450	2,000	2,000	2,000
5367 M&R Office Equip	24,982	23,060	21,716	20,000	20,000	20,000
5414 Other Professional Services	2,294	1,322	7,389	6,100	6,100	6,100
5415 Printing	1,015	1,380	2,075	2,575	2,575	2,575
5416 Custodial & Bldg Services		31,429	38,602	41,100	41,100	41,100
5417 Temporary Services	6,996	1,512				
5432 Natural Gas	50,085	42,239	53,100	51,850	51,850	51,850
5433 Electricity	111,051	105,350	138,340	142,006	142,006	142,006
5434 Water/Sewer	55,724	54,154	60,030	62,122	62,122	62,122
5436 Garbage	13,765	12,650	13,900	14,140	14,140	14,140
5450 Rental of Equip	420	120				
5462 Travel and Per Diem	741	398	2,500	500	500	500
5471 Citizen Awards	238		300	300	300	300
5480 Community/Open House/Outreach	1,363	2,226	6,050	7,225	7,225	7,225
5481 Community Education Materials	7,209	8,782	12,000	12,202	12,202	12,202
5484 Postage UPS & Shipping	2,454	633	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	2,614	4,117	5,125	5,239	5,239	5,239
5502 Certifications & Licensing	395			800	800	800
5570 Misc Business Exp	3,037	4,196	4,900	5,600	5,600	5,600
5571 Planning Retreat Expense			550	550	550	550
5572 Advertis/Public Notice		500				
5575 Laundry/Repair Expense		2,581	2,272	2,033	2,033	2,033
Total Materials & Services	612,793	797,942	962,955	894,856	894,856	894,856
Total General Fund	17,206,066	17,866,428	19,548,258	20,766,794	20,766,794	20,798,880

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North Operating Center

Fund 10 • Directorate 04 • Division 60 • Department 155

DIVISION DESCRIPTION

The North Operating Center (NOC) manages the District's connection to the community, community risk reduction, and Integrated Operations for the northern portion of the District. The NOC is located at the District's Blanton Street facility in Aloha.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,637,528	\$2,038,185	\$2,265,170	\$2,169,277
Materials and Services	156,976	225,510	251,872	211,376
Total Expenditures	\$1,794,504	\$2,263,695	\$2,517,042	\$2,380,653

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal / Inspectors	5.00	5.00	6.00	5.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant II	2.00	2.00	2.00	2.38
Total Full-Time Equivalents (FTE)	13.00	13.00	14.00	13.38

2013-14 SIGNIFICANT CHANGES

The NOC manages Integrated Operations for the northern service area of the District. A Deputy Fire Marshal was transferred to the Central Integrated Operations Division for the 2013-14 budget year. The part-time code enforcement assistant was transferred from South Integrated Operating Center to the North, effective July 1, 2013.

Materials and Services are reduced due to a non-repeated expenditure in the prior year in account 5361, Building Maintenance, due to prior year bio-swale repairs and pavement repairs. This cost center fully accounts for the building maintenance, utilities, and custodial services of the NOC, in addition to fuel costs for assigned Integrated Operations personnel.

North Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10155 General Fund						
5001 Salaries & Wages Union	322,336	390,182	491,363	402,057	402,057	402,057
5002 Salaries & Wages Nonunion	530,624	656,444	712,943	714,872	714,872	732,959
5003 Vacation Taken Union	39,204	48,372	37,505	30,816	30,816	30,816
5004 Vacation Taken Nonunion	60,764	67,251	54,278	54,672	54,672	56,064
5005 Sick Leave Taken Union	7,937	16,990	10,716	8,807	8,807	8,807
5006 Sick Taken Nonunion	7,763	8,264	10,856	10,938	10,938	11,217
5007 Personal Leave Taken Union	6,227	5,687	5,358	4,405	4,405	4,405
5008 Personal Leave Taken Nonunion	4,990	6,415	4,652	4,689	4,689	4,809
5010 Comp Taken Nonunion	917					
5015 Vacation Sold	626	10,343	37,906	23,513	23,513	23,513
5016 Vacation Sold at Retirement	33,780		1,465			
5017 PEHP Vac Sold at Retirement		46,270				
5020 Deferred Comp Match Union	13,188	15,758	21,432	17,609	17,609	17,609
5021 Deferred Comp Match Nonunion	10,492	24,362	31,016	31,243	31,243	36,898
5041 Severance Pay	10,000					
5102 Duty Chief Relief	68,069	79,087	82,480	87,600	87,600	87,600
5120 Overtime Union	35,903	55,966	61,764	43,381	43,381	43,381
5121 Overtime Nonunion	3,837	2,737	2,000	3,100	3,100	3,100
5123 Comp Time Sold Nonunion	72					
5201 PERS Taxes	211,490	271,865	312,760	309,183	309,183	313,620
5203 FICA/MEDI	77,033	94,016	119,870	110,220	110,220	111,802
5206 Worker's Comp	39,260	36,285	38,894	34,713	34,713	35,085
5207 TriMet/Wilsonville Tax	7,516	9,623	10,997	10,290	10,290	10,438
5208 OR Worker's Benefit Fund Tax	309	394	495	699	699	713
5210 Medical Ins Union	67,802	85,055	99,291	89,620	89,620	89,620
5211 Medical Ins Nonunion	54,328	74,923	79,254	104,157	104,157	104,157
5220 Post Retire Ins Union	2,950	3,500	3,600	3,000	3,000	3,000
5221 Post Retire Ins Nonunion	4,725	5,400	6,300	7,200	7,200	7,200
5230 Dental Ins Nonunion	7,874	10,435	11,144	12,319	12,319	12,319
5240 Life/Disability Insurance	5,677	6,966	9,111	8,908	8,908	8,908
5270 Uniform Allowance	1,835	5,594	7,720	6,180	6,180	6,180
5295 Vehicle/Cell Allowance				3,000	3,000	3,000
Total Personnel Services	1,637,528	2,038,185	2,265,170	2,137,191	2,137,191	2,169,277
5300 Office Supplies	3,799	3,132	3,500	2,000	2,000	2,000
5301 Special Department Supplies	2,901	4,621	7,000	4,200	4,200	4,200
5302 Training Supplies	512	310	3,175	6,123	6,123	6,123
5305 Fire Extinguisher		228	200	350	350	350
5306 Photography Supplies & Process	35					
5307 Smoke Detector Program	278	369	100	100	100	100
5320 EMS Supplies	251	519	500	300	300	300
5321 Fire Fighting Supplies	234	(102)		350	350	350
5325 Protective Clothing	1,635	457	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	503	11,007	3,005	2,650	2,650	2,650
5350 Apparatus Fuel/Lubricants	19,836	25,062	25,809	27,100	27,100	27,100
5361 M&R Bldg/Bldg Equip & Improv	14,576	75,840	68,593	30,694	30,694	30,694

North Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10155 General Fund						
5367 M&R Office Equip	16,135	12,241	8,916	7,200	7,200	7,200
5414 Other Professional Services		92				
5415 Printing	912	756	1,600	2,100	2,100	2,100
5416 Custodial & Bldg Services		26,811	31,029	34,193	34,193	34,193
5417 Temporary Services	6,996	1,512				
5432 Natural Gas	16,781	8,657	14,500	12,000	12,000	12,000
5433 Electricity	38,087	27,856	48,780	48,000	48,000	48,000
5434 Water/Sewer	15,377	12,135	13,770	13,770	13,770	13,770
5436 Garbage	3,295	1,511	1,700	1,700	1,700	1,700
5450 Rental of Equip	300					
5462 Travel and Per Diem	741	398	2,500	500	500	500
5471 Citizen Awards	238		300	300	300	300
5480 Community/Open House/Outreach	1,327	2,204	2,650	2,125	2,125	2,125
5481 Community Education Materials	7,209	4,808	6,750	6,452	6,452	6,452
5484 Postage UPS & Shipping	2,446	633	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	1,799	3,322	3,525	3,639	3,639	3,639
5502 Certifications & Licensing	395			800	800	800
5570 Misc Business Exp	380	610	300	1,000	1,000	1,000
5571 Planning Retreat Expense			550	550	550	550
5572 Advertis/Public Notice		500				
5575 Laundry/Repair Expense		22	120	180	180	180
Total Materials & Services	156,976	225,510	251,872	211,376	211,376	211,376
Total General Fund	1,794,504	2,263,695	2,517,042	2,348,567	2,348,567	2,380,653

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Station 60- Cornell Road

Fund 10 • Directorate 04 • Division 60 • Department 060

STATION DESCRIPTION

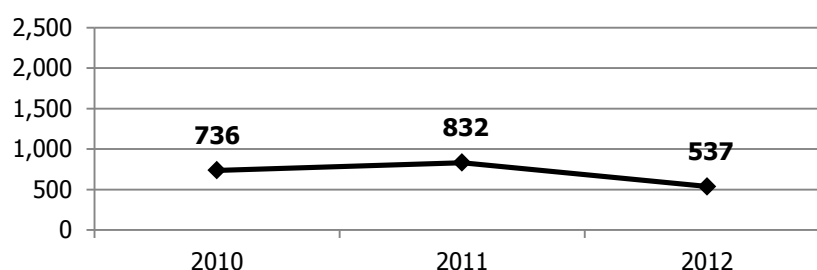
Station 60, located on NW Cornell Road just west of Miller Road, was constructed in 1996. This 6,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing Adequate Fire and Emergency Response (SAFER) grant for two years beginning in 2011-12, which provided funding for three of the twelve personnel until 2013-14, when funding transferred to the General Fund from the Grant Fund. The crew responds to incidents primarily utilizing **Engine 60** and can also respond in **Light Brush 60** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 3,952 acres (6.18 square miles) of Station 60's First-Due Area includes mostly unincorporated portions of Washington and Multnomah counties, with small fragments in Beaverton. Station 60 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,387,575	\$1,667,602	\$1,441,509	\$1,928,102
Materials and Services	41,536	54,583	75,615	64,670
Total Expenditures	\$1,429,111	\$1,722,185	\$1,517,124	\$1,992,772

STATION 60 FIRST-DUE AREA INCIDENT COUNT¹



STATION 60 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

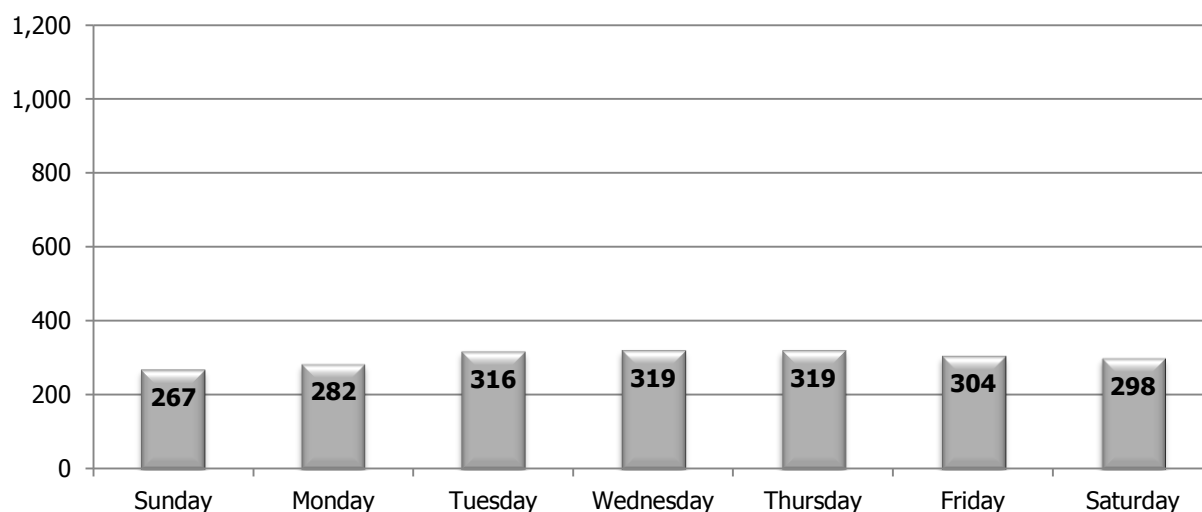
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	153	26	125	26	63	10
Overpressure	0	0	0	0	0	3
EMS/Rescue Call	521	370	657	475	425	346
Hazardous Condition	17	22	16	20	13	16
Service Call	16	42	23	46	27	35
Good Intent Call	29	184	2	184	3	103
False Call	0	92	0	79	0	24
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	9	2	6	0
Total	736		832		537	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 60 – Cornell Road, continued

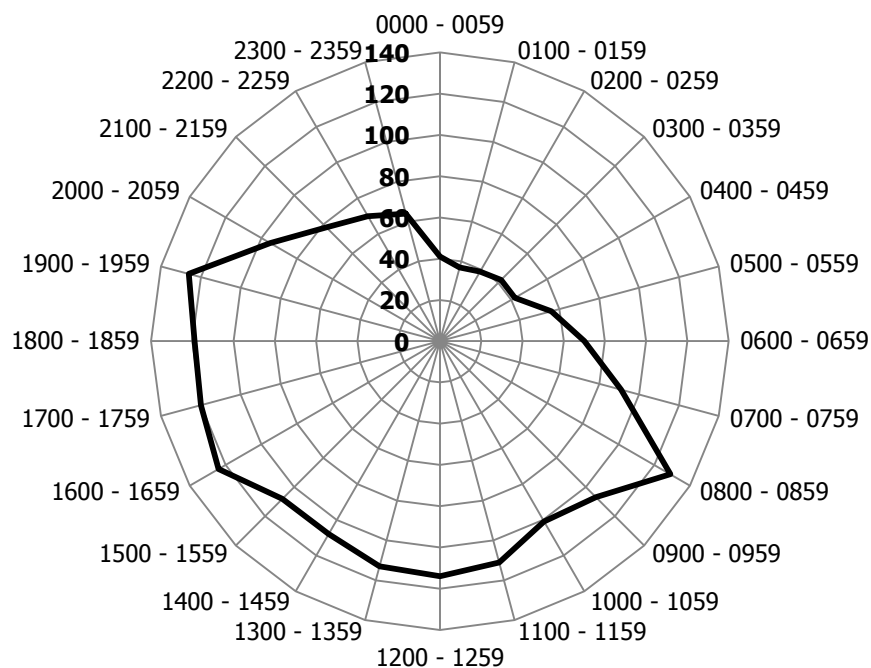
STATION 60 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 60 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010 - 2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 60 Cornell Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10060 General Fund						
5001 Salaries & Wages Union	586,588	751,023	666,814	884,692	884,692	884,692
5003 Vacation Taken Union	99,187	117,341	88,174	119,733	119,733	119,733
5005 Sick Leave Taken Union	71,328	36,024	23,618	29,132	29,132	29,132
5007 Personal Leave Taken Union	7,438	7,710	8,660	11,702	11,702	11,702
5016 Vacation Sold at Retirement			1,732	2,442	2,442	2,442
5017 PEHP Vac Sold at Retirement			4,566	3,617	3,617	3,617
5020 Deferred Comp Match Union	24,225	32,675	31,491	41,810	41,810	41,810
5101 Vacation Relief	111,053	118,098	90,299	121,037	121,037	121,037
5105 Sick Relief	24,533	6,789	22,043	25,590	25,590	25,590
5106 On the Job Injury Relief	1,938	9,236	5,039	6,730	6,730	6,730
5107 Short Term Disability Relief	5,452		3,566	3,960	3,960	3,960
5110 Personal Leave Relief	10,640	14,788	11,415	15,994	15,994	15,994
5115 Vacant Slot Relief	12,021	11,783				
5118 Standby Overtime	763	1,211	866	1,217	1,217	1,217
5120 Overtime Union	9,901	14,475	5,511	9,163	9,163	9,163
5201 PERS Taxes	179,210	230,674	192,306	274,008	274,008	274,008
5203 FICA/MEDI	69,254	80,027	73,704	97,679	97,679	97,679
5206 Worker's Comp	26,327	26,769	32,758	43,415	43,415	43,415
5207 TriMet/Wilsonville Tax	6,010	7,475	6,762	9,091	9,091	9,091
5208 OR Worker's Benefit Fund Tax	307	410	419	602	602	602
5210 Medical Ins Union	136,057	190,819	161,196	215,088	215,088	215,088
5220 Post Retire Ins Union	5,150	6,700	5,400	7,200	7,200	7,200
5270 Uniform Allowance	190	3,576	5,170	4,200	4,200	4,200
Total Personnel Services	1,387,575	1,667,602	1,441,509	1,928,102	1,928,102	1,928,102
5300 Office Supplies	19	103	500	480	480	480
5301 Special Department Supplies	2,140	3,282	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program	80	51	300	300	300	300
5320 EMS Supplies	4,945	4,775	6,900	6,900	6,900	6,900
5321 Fire Fighting Supplies	458	3,232	2,400	2,400	2,400	2,400
5325 Protective Clothing	492	1,150	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	2,028	3,297		1,790	1,790	1,790
5350 Apparatus Fuel/Lubricants	8,889	7,971	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	4,348	11,007	24,946	11,956	11,956	11,956
5365 M&R Firefight Equip			360	200	200	200
5367 M&R Office Equip	1,074	1,256	1,600	1,600	1,600	1,600
5414 Other Professional Services	104	108	169	150	150	150
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services		633	739	596	596	596
5432 Natural Gas	2,847	3,052	4,500	4,500	4,500	4,500
5433 Electricity	8,088	7,882	8,800	8,796	8,796	8,796
5434 Water/Sewer	4,762	4,942	5,000	4,992	4,992	4,992
5436 Garbage	1,085	1,314	1,500	1,500	1,500	1,500
5480 Community/Open House/Outreach			300	300	300	300

Station 60 Cornell Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10060 General Fund						
5481 Community Education Materials		71	300	300	300	300
5500 Dues & Subscriptions	73	76	200	200	200	200
5570 Misc Business Exp	104	157	480	480	480	480
5575 Laundry/Repair Expense		207	201			
Total Materials & Services	41,536	54,583	75,615	64,670	64,670	64,670
Total General Fund	1,429,111	1,722,185	1,517,124	1,992,772	1,992,772	1,992,772

Station 61 – Butner Road

Fund 10 • Directorate 04 • Division 60 • Department 061

STATION DESCRIPTION

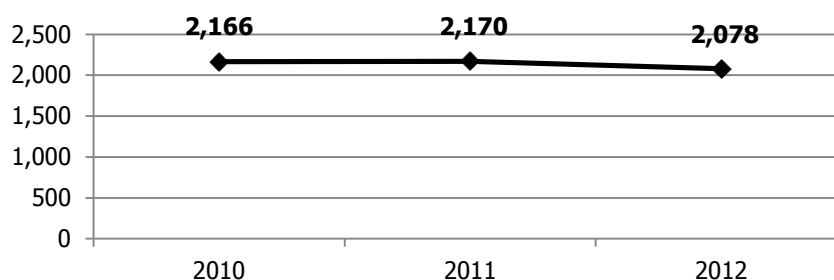
Station 61, located on the SE corner of Murray Boulevard and Butner Road, was constructed in 1999. This 7,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing aerial pumper **Squirt 61**. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 61**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 4,677 acres (7.31 square miles) of Station 61's First-Due Area includes northern Beaverton and unincorporated Washington County, where parts of Beaverton form a ring around the unincorporated portion. Station 61 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,932,203	\$1,804,633	\$1,992,659	\$2,058,667
Materials and Services	60,813	72,345	98,100	79,204
Total Expenditures	\$1,993,016	\$1,876,978	\$2,090,759	\$2,137,871

STATION 61 FIRST-DUE AREA INCIDENT COUNT¹



STATION 61 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

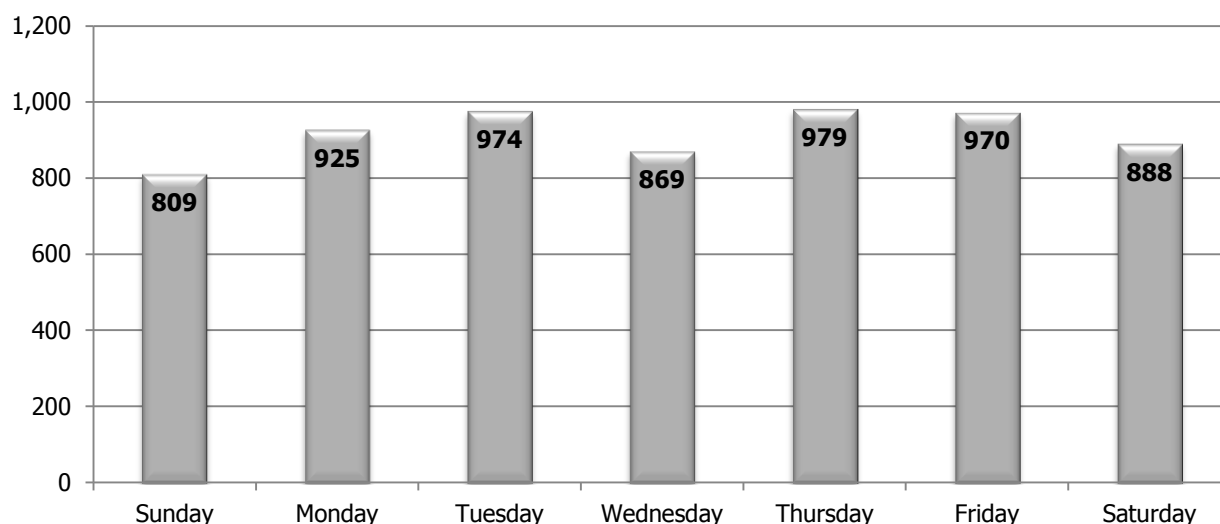
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	272	49	233	46	226	78
Overpressure	0	3	0	7	0	4
EMS/Rescue Call	1,756	1,337	1,791	1,340	1,725	1,273
Hazardous Condition	41	83	53	77	29	54
Service Call	56	80	53	103	68	100
Good Intent Call	41	429	8	469	6	444
False Call	0	182	0	128	0	123
Natural Condition	0	0	0	0	0	0
Other Situation	0	3	32	0	24	2
Total	2,166		2,170		2,078	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 61 – Butner Road, continued

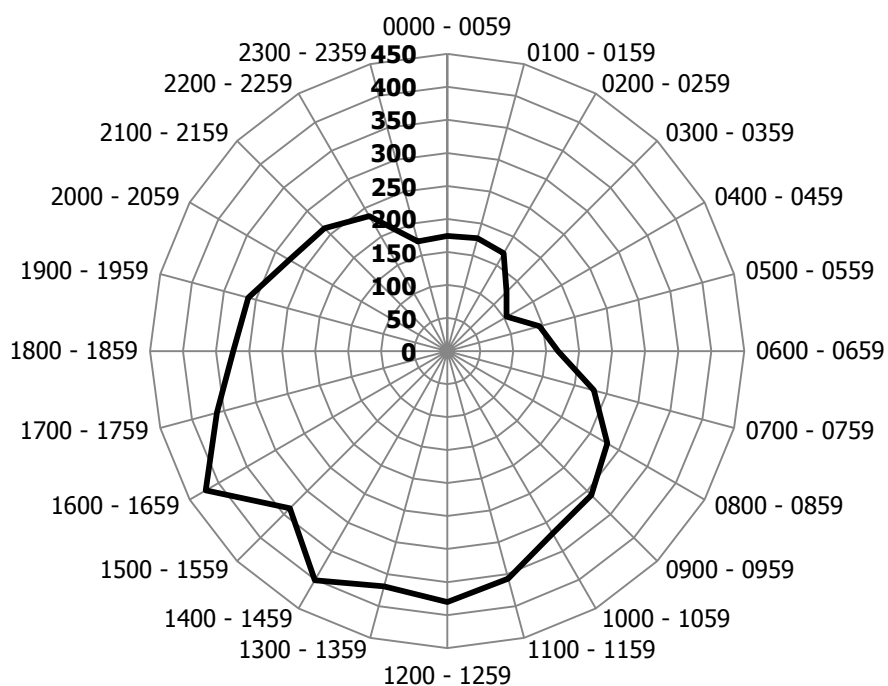
STATION 61 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 61 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 61 Butner Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10061 General Fund						
5001 Salaries & Wages Union	868,478	810,851	917,422	942,786	942,786	942,786
5003 Vacation Taken Union	107,297	104,945	121,312	127,595	127,595	127,595
5005 Sick Leave Taken Union	28,950	22,900	32,494	31,046	31,046	31,046
5007 Personal Leave Taken Union	15,280	10,669	11,915	12,469	12,469	12,469
5016 Vacation Sold at Retirement			2,383	2,603	2,603	2,603
5017 PEHP Vac Sold at Retirement	2,121	4,331	6,282	3,854	3,854	3,854
5020 Deferred Comp Match Union	34,165	31,615	43,326	44,556	44,556	44,556
5101 Vacation Relief	157,658	153,432	124,237	128,984	128,984	128,984
5105 Sick Relief	40,768	31,255	30,328	27,270	27,270	27,270
5106 On the Job Injury Relief	992	8,706	6,932	7,172	7,172	7,172
5107 Short Term Disability Relief	4,926	3,357	4,441	4,219	4,219	4,219
5110 Personal Leave Relief	28,424	19,182	15,706	17,044	17,044	17,044
5115 Vacant Slot Relief	25,470	13,305				
5118 Standby Overtime	1,432	1,426	1,191	1,297	1,297	1,297
5120 Overtime Union	8,874	14,967	7,582	9,763	9,763	9,763
5201 PERS Taxes	244,468	228,341	264,580	292,000	292,000	292,000
5203 FICA/MEDI	95,823	86,070	101,405	104,092	104,092	104,092
5206 Worker's Comp	39,279	42,340	45,069	46,265	46,265	46,265
5207 TriMet/Wilsonville Tax	8,454	8,289	9,303	9,688	9,688	9,688
5208 OR Worker's Benefit Fund Tax	492	445	512	602	602	602
5210 Medical Ins Union	205,573	197,610	232,839	233,012	233,012	233,012
5220 Post Retire Ins Union	9,150	7,250	7,800	7,800	7,800	7,800
5270 Uniform Allowance	4,128	3,347	5,600	4,550	4,550	4,550
Total Personnel Services	1,932,203	1,804,633	1,992,659	2,058,667	2,058,667	2,058,667
5300 Office Supplies	327	297	500	520	520	520
5301 Special Department Supplies	3,658	4,098	4,050	4,160	4,160	4,160
5302 Training Supplies	18	52	300	300	300	300
5305 Fire Extinguisher	22	204	120	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies	13,339	9,680	16,100	16,100	16,100	16,100
5321 Fire Fighting Supplies	1,022	3,306	2,600	2,600	2,600	2,600
5325 Protective Clothing	1,862	1,381	1,300	2,080	2,080	2,080
5330 Noncapital Furniture & Equip	99	3,000	660	900	900	900
5350 Apparatus Fuel/Lubricants	9,540	12,477	11,520	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	5,971	10,883	29,506	8,606	8,606	8,606
5365 M&R Firefight Equip	200		390	200	200	200
5367 M&R Office Equip	1,066	1,453	1,600	1,600	1,600	1,600
5414 Other Professional Services	287	165	498	400	400	400
5415 Printing	18	166	75	75	75	75
5416 Custodial & Bldg Services		702	941	703	703	703
5432 Natural Gas	4,097	4,009	4,500	4,500	4,500	4,500
5433 Electricity	9,448	9,875	11,000	10,500	10,500	10,500
5434 Water/Sewer	6,797	6,125	7,200	8,000	8,000	8,000
5436 Garbage	2,187	2,187	2,200	2,220	2,220	2,220
5480 Community/Open House/Outreach			300	300	300	300

Station 61 Butner Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10061 General Fund						
5481 Community Education Materials		852	1,200	1,800	1,800	1,800
5500 Dues & Subscriptions	95	98	200	200	200	200
5570 Misc Business Exp	763	843	520	520	520	520
5575 Laundry/Repair Expense		491	520	500	500	500
Total Materials & Services	60,813	72,345	98,100	79,204	79,204	79,204
Total General Fund	1,993,016	1,876,978	2,090,759	2,137,871	2,137,871	2,137,871

Station 62 – Aloha

Fund 10 • Directorate 04 • Division 60 • Department 062

STATION DESCRIPTION

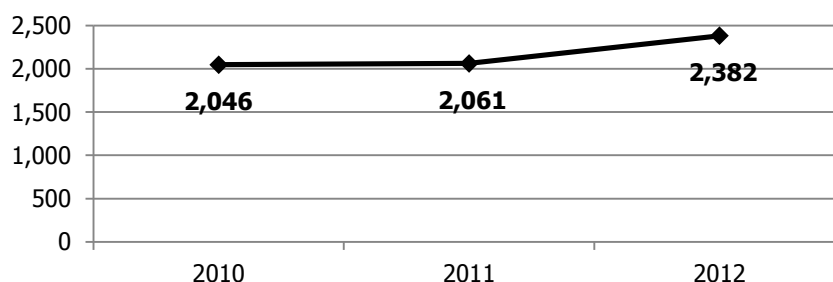
Station 62, located on SW 209th Avenue just south of Tualatin Valley Highway, was constructed in 1980. This 15,000 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing aerial pumper **Squirt 62** or switch to **Light Brush 62** when needed. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 62**.

The 6,840 acres (10.69 square miles) of Station 62's first due area includes a large portion of Aloha, as well as additional areas of unincorporated Washington County between Beaverton and Hillsboro. Volunteer Company 362 is located at Station 62, responding out of Engine 362 and Van 362. Personnel at this station also assist with the management of the District's Wildland Program by housing one of two Wildland Caches (in conjunction with Station 52). This equipment is taken when a team is deployed as part of a Washington County deployment.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,787,714	\$1,624,854	\$2,149,616	\$2,219,868
Materials and Services	78,310	89,419	108,433	105,059
Total Expenditures	\$1,866,024	\$1,714,273	\$2,258,049	\$2,324,927

STATION 62 FIRST-DUE AREA INCIDENT COUNT¹



STATION 62 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

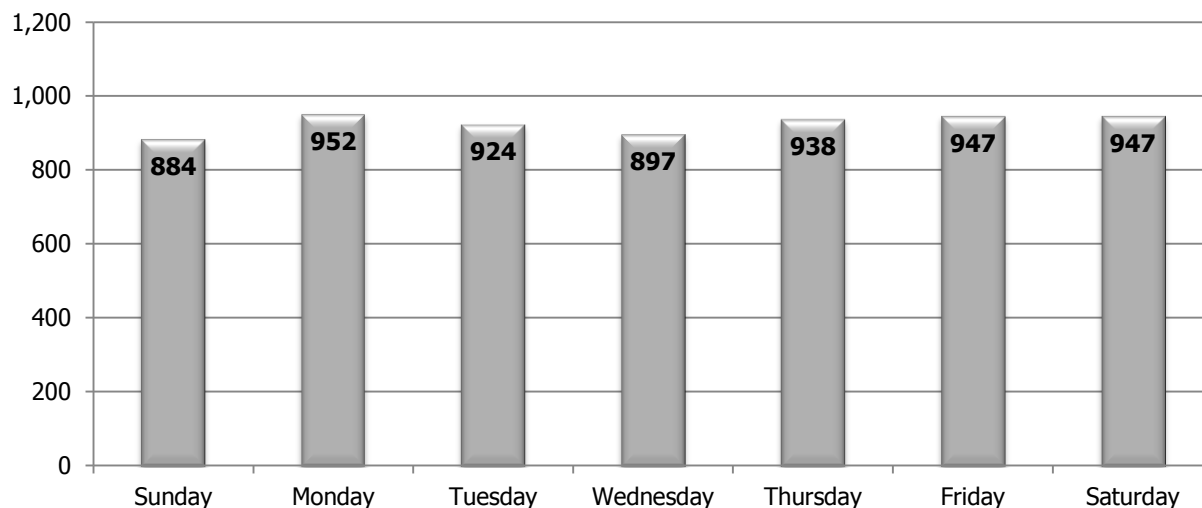
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	158	50	173	62	145	61
Overpressure	0	5	0	8	0	5
EMS/Rescue Call	1,736	1,389	1,748	1,375	2,056	1,607
Hazardous Condition	44	51	38	53	50	54
Service Call	75	116	72	118	96	123
Good Intent Call	33	338	13	347	12	450
False Call	0	96	0	97	0	79
Natural Condition	0	1	0	0	0	0
Other Situation	0	0	17	1	23	3
Total	2,046		2,061		2,382	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 62 – Aloha, continued

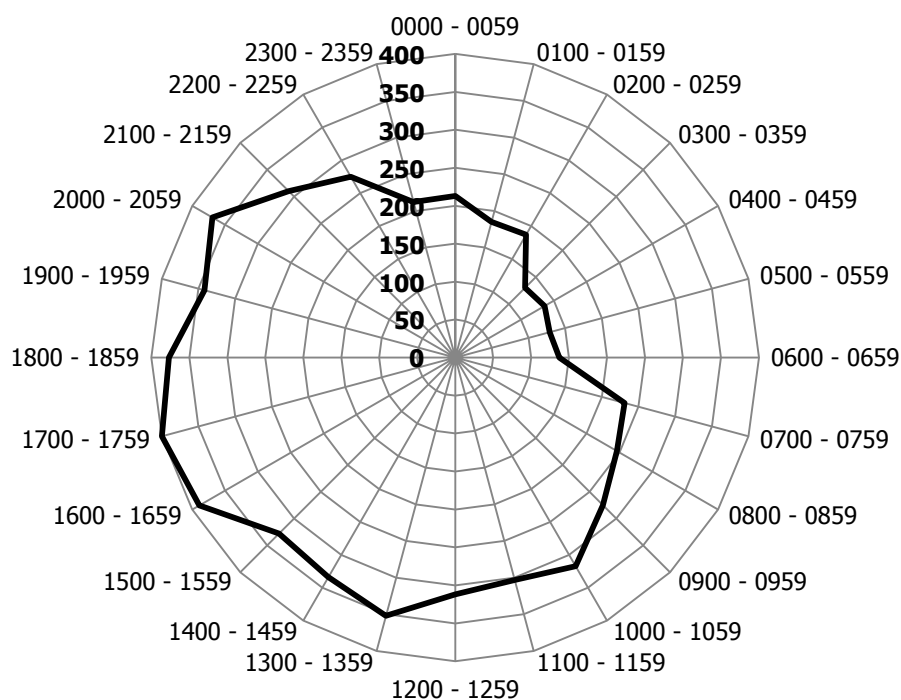
STATION 62 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 62 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 62 Aloha, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10062 General Fund						
5001 Salaries & Wages Union	832,346	766,718	990,404	1,016,797	1,016,797	1,016,797
5003 Vacation Taken Union	106,556	91,471	130,836	137,612	137,612	137,612
5005 Sick Leave Taken Union	32,952	34,209	35,045	33,483	33,483	33,483
5007 Personal Leave Taken Union	19,273	16,227	12,850	13,447	13,447	13,447
5016 Vacation Sold at Retirement			2,570	2,807	2,807	2,807
5017 PEHP Vac Sold at Retirement			6,775	4,157	4,157	4,157
5020 Deferred Comp Match Union	27,851	27,131	46,727	48,053	48,053	48,053
5101 Vacation Relief	113,608	106,919	133,990	139,110	139,110	139,110
5105 Sick Relief	26,078	13,701	32,709	29,410	29,410	29,410
5106 On the Job Injury Relief	7,661	5,372	7,476	7,735	7,735	7,735
5107 Short Term Disability Relief	350	2,553	4,790	4,550	4,550	4,550
5110 Personal Leave Relief	19,794	7,717	16,939	18,382	18,382	18,382
5115 Vacant Slot Relief	7,132	12,225				
5118 Standby Overtime	1,530	1,159	1,285	1,399	1,399	1,399
5120 Overtime Union	21,786	13,228	8,177	10,530	10,530	10,530
5201 PERS Taxes	225,263	198,944	285,351	314,922	314,922	314,922
5203 FICA/MEDI	89,385	80,119	109,366	112,264	112,264	112,264
5206 Worker's Comp	36,386	36,431	48,607	49,897	49,897	49,897
5207 TriMet/Wilsonville Tax	8,024	7,372	10,033	10,448	10,448	10,448
5208 OR Worker's Benefit Fund Tax	467	420	536	629	629	629
5210 Medical Ins Union	199,100	191,892	250,750	250,936	250,936	250,936
5220 Post Retire Ins Union	9,150	7,350	8,400	8,400	8,400	8,400
5270 Uniform Allowance	3,023	3,695	6,000	4,900	4,900	4,900
Total Personnel Services	1,787,714	1,624,854	2,149,616	2,219,868	2,219,868	2,219,868
5300 Office Supplies	496	564	500	560	560	560
5301 Special Department Supplies	4,289	4,697	4,350	4,480	4,480	4,480
5302 Training Supplies	35	44	300	300	300	300
5305 Fire Extinguisher	44	111	120	250	250	250
5307 Smoke Detector Program	462	277	300	300	300	300
5320 EMS Supplies	12,087	10,720	16,100	16,100	16,100	16,100
5321 Fire Fighting Supplies	2,804	2,763	2,800	2,800	2,800	2,800
5325 Protective Clothing	1,503	5,628	1,400	2,240	2,240	2,240
5330 Noncapital Furniture & Equip	2,252	714	1,400	3,320	3,320	3,320
5350 Apparatus Fuel/Lubricants	11,482	13,865	19,000	14,000	14,000	14,000
5361 M&R Bldg/Bldg Equip & Improv	5,112	8,375	8,750	8,975	8,975	8,975
5365 M&R Firefight Equip	38		420	200	200	200
5367 M&R Office Equip	1,149	1,360	1,600	1,600	1,600	1,600
5414 Other Professional Services	428	167	626	500	500	500
5415 Printing		229	75	75	75	75
5416 Custodial & Bldg Services		793	1,109	729	729	729
5432 Natural Gas	10,566	9,836	12,000	12,000	12,000	12,000
5433 Electricity	15,144	16,268	24,000	23,000	23,000	23,000
5434 Water/Sewer	8,858	9,555	10,000	10,000	10,000	10,000
5436 Garbage	1,190	1,463	1,500	1,500	1,500	1,500
5450 Rental of Equip	60	60				

Station 62 Aloha, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10062 General Fund						
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials		281	350	350	350	350
5500 Dues & Subscriptions	95	98	200	200	200	200
5570 Misc Business Exp	219	461	560	560	560	560
5575 Laundry/Repair Expense		1,092	673	720	720	720
Total Materials & Services	78,310	89,419	108,433	105,059	105,059	105,059
Total General Fund	1,866,024	1,714,273	2,258,049	2,324,927	2,324,927	2,324,927

Station 64 – Somerset

Fund 10 • Directorate 04 • Division 60 • Department 064

STATION DESCRIPTION

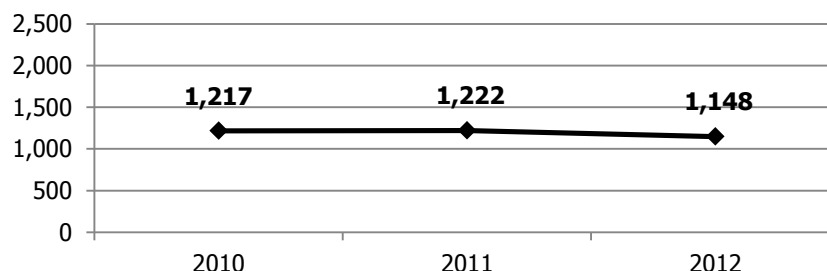
Station 64, located on NW 185th Avenue just north of Highway 26, was constructed in 1970. This 7,500 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 64** and can also respond in **Heavy Brush 64** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 18,235 acres (28.49 square miles) of Station 64's First-Due Area includes portions of northern Aloha and northeastern Hillsboro, as well as unincorporated Washington County to the Columbia County line.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,524,423	\$1,561,101	\$1,856,223	\$1,916,993
Materials and Services	61,631	72,906	75,086	80,248
Total Expenditures	\$1,586,054	\$1,634,007	\$1,931,309	\$1,997,241

STATION 64 FIRST-DUE AREA INCIDENT COUNT¹



STATION 64 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

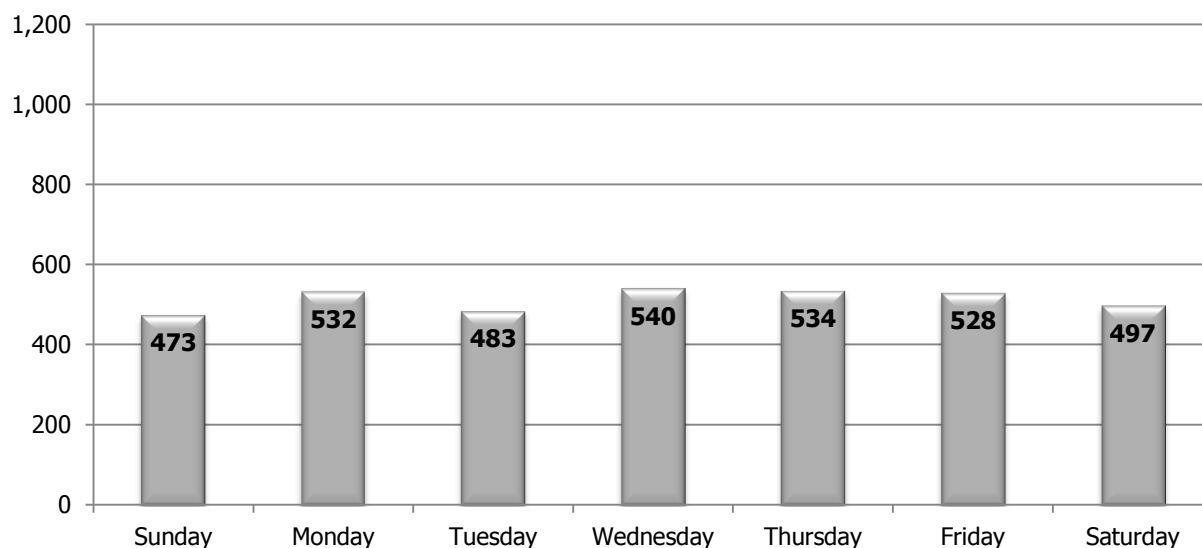
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	153	37	132	41	112	43
Overpressure	0	1	0	2	0	1
EMS/Rescue Call	983	799	1,000	798	946	776
Hazardous Condition	20	39	23	33	19	31
Service Call	35	76	43	91	40	91
Good Intent Call	26	174	6	202	5	152
False Call	0	90	0	52	0	50
Natural Condition	0	0	0	0	0	1
Other Situation	0	1	18	3	26	3
Total	1,217		1,222		1,148	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 64 – Somerset, continued

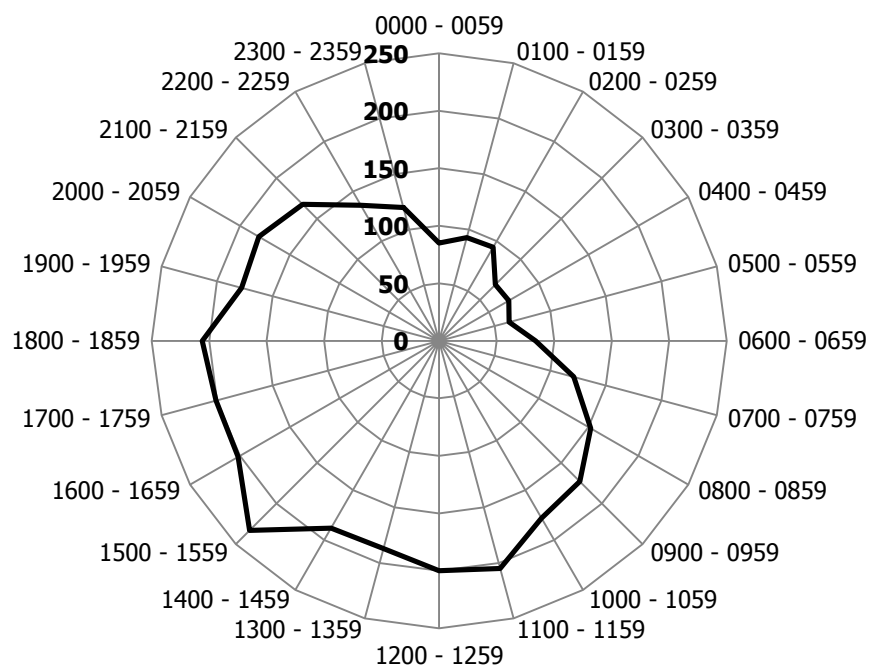
STATION 64 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 64 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 64 Somerset, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10064 General Fund						
5001 Salaries & Wages Union	719,118	727,268	854,770	878,384	878,384	878,384
5003 Vacation Taken Union	90,196	102,039	113,027	118,879	118,879	118,879
5005 Sick Leave Taken Union	19,016	12,673	30,275	28,925	28,925	28,925
5007 Personal Leave Taken Union	7,238	13,084	11,101	11,618	11,618	11,618
5016 Vacation Sold at Retirement		2,062	2,220	2,425	2,425	2,425
5017 PEHP Vac Sold at Retirement	1,966	2,007	5,853	3,591	3,591	3,591
5020 Deferred Comp Match Union	28,600	28,209	40,367	41,512	41,512	41,512
5101 Vacation Relief	96,659	112,511	115,752	120,174	120,174	120,174
5105 Sick Relief	25,476	20,177	28,257	25,407	25,407	25,407
5106 On the Job Injury Relief	2,250	1,068	6,459	6,682	6,682	6,682
5107 Short Term Disability Relief	5,371	3,200	4,568	3,931	3,931	3,931
5110 Personal Leave Relief	11,549	9,390	14,633	15,880	15,880	15,880
5115 Vacant Slot Relief	19,017	5,705				
5118 Standby Overtime	773	1,009	1,110	1,208	1,208	1,208
5120 Overtime Union	9,473	11,462	7,064	9,097	9,097	9,097
5201 PERS Taxes	190,362	198,253	246,511	272,054	272,054	272,054
5203 FICA/MEDI	75,418	75,814	94,480	96,982	96,982	96,982
5206 Worker's Comp	34,109	35,624	41,991	43,105	43,105	43,105
5207 TriMet/Wilsonville Tax	6,761	7,094	8,667	9,026	9,026	9,026
5208 OR Worker's Benefit Fund Tax	413	406	489	575	575	575
5210 Medical Ins Union	171,001	182,750	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	7,500	6,900	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,156	2,398	6,500	5,250	5,250	5,250
Total Personnel Services	1,524,423	1,561,101	1,856,223	1,916,993	1,916,993	1,916,993
5300 Office Supplies	272	207	500	600	600	600
5301 Special Department Supplies	3,504	3,873	4,650	4,800	4,800	4,800
5302 Training Supplies	15	75	300	300	300	300
5305 Fire Extinguisher		128	120	75	75	75
5306 Photography Supplies & Process	8					
5307 Smoke Detector Program	185	139	300	300	300	300
5320 EMS Supplies	12,888	12,080	13,800	13,800	13,800	13,800
5321 Fire Fighting Supplies	1,500	4,845	3,000	3,207	3,207	3,207
5325 Protective Clothing	2,264	1,953	1,500	2,400	2,400	2,400
5330 Noncapital Furniture & Equip		1,292		975	975	975
5350 Apparatus Fuel/Lubricants	18,261	23,217	24,000	25,200	25,200	25,200
5361 M&R Bldg/Bldg Equip & Improv	5,573	5,640	6,831	6,945	6,945	6,945
5365 M&R Firefight Equip	89	179	450	200	200	200
5367 M&R Office Equip	1,056	1,263	1,600	1,600	1,600	1,600
5414 Other Professional Services	335	260	596	500	500	500
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services		788	789	646	646	646
5432 Natural Gas	2,781	2,858	2,200	3,050	3,050	3,050
5433 Electricity	8,484	8,674	8,500	9,200	9,200	9,200
5434 Water/Sewer	3,064	3,295	3,200	3,500	3,500	3,500
5436 Garbage	1,000	1,005	1,000	1,100	1,100	1,100

Station 64 Somerset, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10064 General Fund						
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials		508	500	600	600	600
5500 Dues & Subscriptions	119	123	200	200	200	200
5570 Misc Business Exp	232	419	600	600	600	600
5575 Laundry/Repair Expense		70	100	100	100	100
Total Materials & Services	61,631	72,906	75,086	80,248	80,248	80,248
Total General Fund	1,586,054	1,634,007	1,931,309	1,997,241	1,997,241	1,997,241

Station 65 – West Slope

Fund 10 • Directorate 04 • Division 60 • Department 065

STATION DESCRIPTION

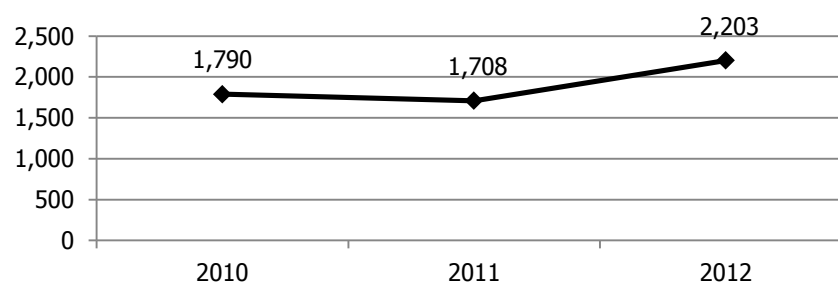
Station 65 is located on SW 103rd Avenue between Canyon Road (Highway 8) and Walker Road. The original station was constructed in 1968. Utilizing bond proceeds that were approved by voters in 2006, Station 65 was completely rebuilt in 2011-12, and reopened its doors on October 9, 2012. The station was relocated from the intersection of SW Canyon Drive and Canyon Road (Highway 8) to more efficiently serve the first due area. The new 9,600 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 65** and can also respond in **Water Tenders 65A and 65B** when needed.

The 3,294 acres (5.15 square miles) of Station 65's first due area primarily contains unincorporated territory in Washington and Multnomah counties (West Slope), as well as portions of Beaverton. Station 65 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,742,487	\$1,552,917	\$1,854,893	\$1,915,943
Materials and Services	46,589	51,775	100,823	80,565
Total Expenditures	\$1,789,076	\$1,604,692	\$1,955,716	\$1,996,508

STATION 65 FIRST-DUE AREA INCIDENT COUNT¹



STATION 65 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

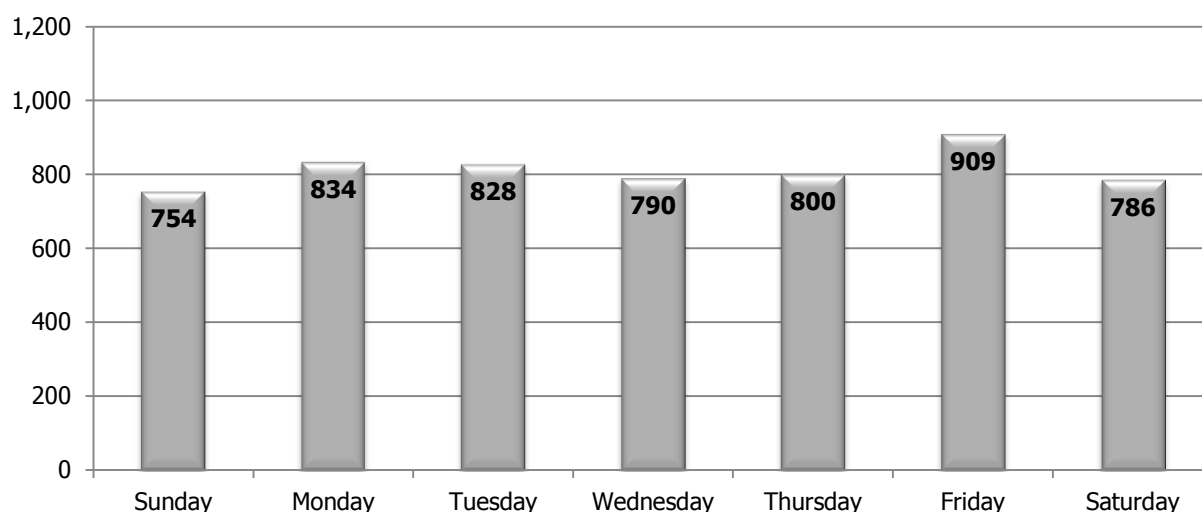
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	218	42	181	33	265	78
Overpressure	0	1	0	5	0	2
EMS/Rescue Call	1,486	1,125	1,441	1,069	1,811	1,297
Hazardous Condition	23	40	28	44	46	77
Service Call	37	134	38	136	44	157
Good Intent Call	26	332	9	335	10	462
False Call	0	113	0	84	0	129
Natural Condition	0	0	0	0	0	0
Other Situation	0	3	11	2	27	1
Total	1,790		1,708		2,203	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 65 – West Slope, continued

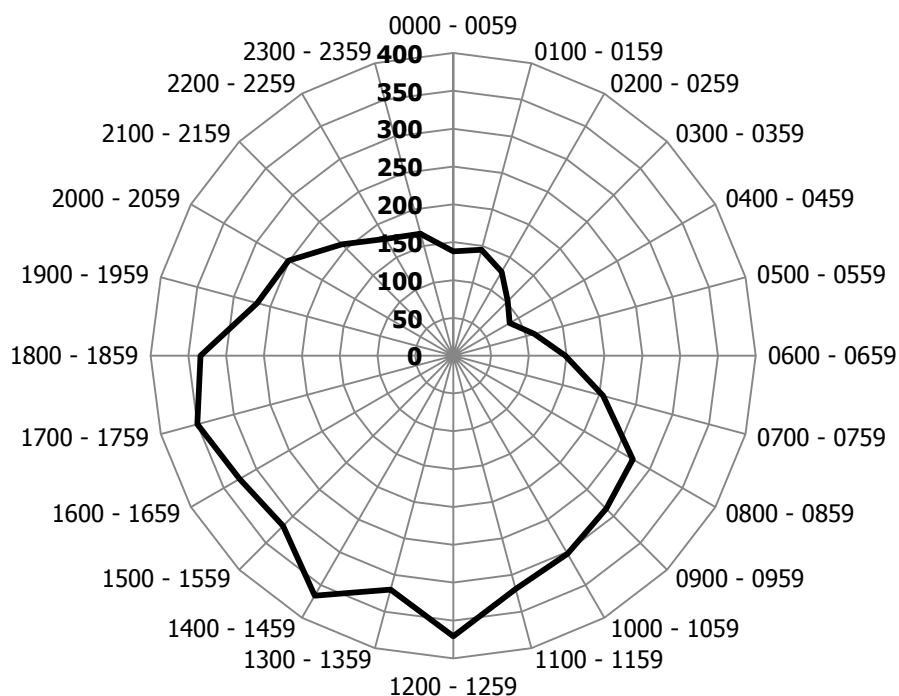
STATION 65 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 65 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 65 West Slope, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10065 General Fund						
5001 Salaries & Wages Union	798,613	732,116	854,770	878,384	878,384	878,384
5003 Vacation Taken Union	100,822	89,310	113,027	118,879	118,879	118,879
5005 Sick Leave Taken Union	27,919	15,415	30,275	28,925	28,925	28,925
5007 Personal Leave Taken Union	8,623	7,384	11,101	11,618	11,618	11,618
5016 Vacation Sold at Retirement			2,220	2,425	2,425	2,425
5017 PEHP Vac Sold at Retirement	2,121		5,853	3,591	3,591	3,591
5020 Deferred Comp Match Union	31,588	26,400	40,367	41,512	41,512	41,512
5101 Vacation Relief	138,388	92,588	115,752	120,174	120,174	120,174
5105 Sick Relief	22,842	23,393	28,257	25,407	25,407	25,407
5106 On the Job Injury Relief	9,909	3,244	6,459	6,682	6,682	6,682
5107 Short Term Disability Relief	12,604	4,717	4,568	3,931	3,931	3,931
5110 Personal Leave Relief	9,598	13,830	14,633	15,880	15,880	15,880
5115 Vacant Slot Relief	15,191	11,543				
5118 Standby Overtime	1,266	918	1,110	1,208	1,208	1,208
5120 Overtime Union	18,750	17,825	7,064	9,097	9,097	9,097
5201 PERS Taxes	221,686	204,667	246,511	272,054	272,054	272,054
5203 FICA/MEDI	86,749	74,076	94,480	96,982	96,982	96,982
5206 Worker's Comp	34,032	34,004	41,991	43,105	43,105	43,105
5207 TriMet/Wilsonville Tax	7,843	6,992	8,667	9,026	9,026	9,026
5208 OR Worker's Benefit Fund Tax	448	412	489	575	575	575
5210 Medical Ins Union	183,940	184,530	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	7,000	6,850	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,555	2,704	5,170	4,200	4,200	4,200
Total Personnel Services	1,742,487	1,552,917	1,854,893	1,915,943	1,915,943	1,915,943
5300 Office Supplies	418	573	800	480	480	480
5301 Special Department Supplies	3,203	3,684	9,750	3,840	3,840	3,840
5302 Training Supplies	121		300	300	300	300
5305 Fire Extinguisher	169	28	120	150	150	150
5307 Smoke Detector Program	144	133	300	300	300	300
5320 EMS Supplies	11,328	7,994	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	2,348	3,132	2,400	2,400	2,400	2,400
5325 Protective Clothing	1,634	2,472	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	453	400	20,000			
5350 Apparatus Fuel/Lubricants	7,911	9,186	11,450	12,000	12,000	12,000
5361 M&R Bldg/Bldg Equip & Improv	1,545	5,013	11,335	14,205	14,205	14,205
5365 M&R Firefight Equip		143	360	200	200	200
5367 M&R Office Equip	1,095	1,404	1,600	1,600	1,600	1,600
5414 Other Professional Services	262	51	3,503	300	300	300
5415 Printing	16	123	50	50	50	50
5416 Custodial & Bldg Services			1,586	640	640	640
5432 Natural Gas	1,539	1,500	3,500	4,500	4,500	4,500
5433 Electricity	8,759	9,063	10,000	16,000	16,000	16,000
5434 Water/Sewer	4,146	4,353	6,000	6,000	6,000	6,000
5436 Garbage	1,200	1,200	2,000	2,000	2,000	2,000
5480 Community/Open House/Outreach	25		1,300	300	300	300

Station 65 West Slope, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10065 General Fund						
5481 Community Education Materials		500	900	900	900	900
5500 Dues & Subscriptions	137	98	200	200	200	200
5570 Misc Business Exp	136	440	480	480	480	480
5575 Laundry/Repair Expense		285	189	300	300	300
Total Materials & Services	46,589	51,775	100,823	80,565	80,565	80,565
Total General Fund	1,789,076	1,604,692	1,955,716	1,996,508	1,996,508	1,996,508

Station 66 – Brockman Road

Fund 10 • Directorate 04 • Division 60 • Department 066

STATION DESCRIPTION

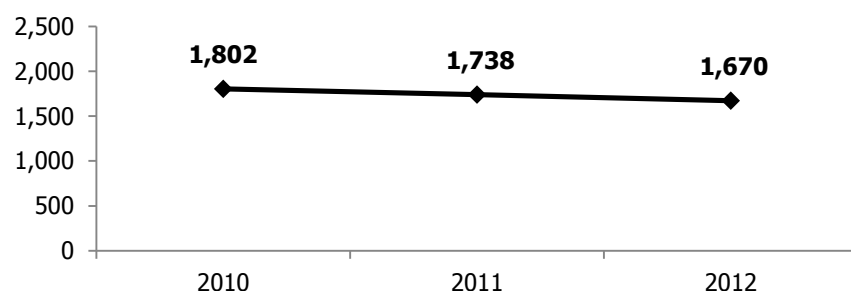
Station 66, located on the SE corner of Brockman Street and Davies Road just east of Murray Boulevard, was constructed in 1974 and recently remodeled in 2008, utilizing bond proceeds that were approved by voters in 2006. The 7,494 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 66**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 3,498 acres (5.47 square miles) of Station 66's First-Due Area includes south and southwest Beaverton (Murrayhill). Station 66 also houses **Heavy Squad 66**, a regional Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) response unit, equipped to deploy on any event within the region requiring mass decontamination or mass casualty resources.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,581,227	\$1,575,889	\$1,854,893	\$1,915,943
Materials and Services	53,127	67,223	70,974	73,111
Total Expenditures	\$1,634,354	\$1,643,112	\$1,925,867	\$1,989,054

STATION 66 FIRST-DUE AREA INCIDENT COUNT¹



STATION 66 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

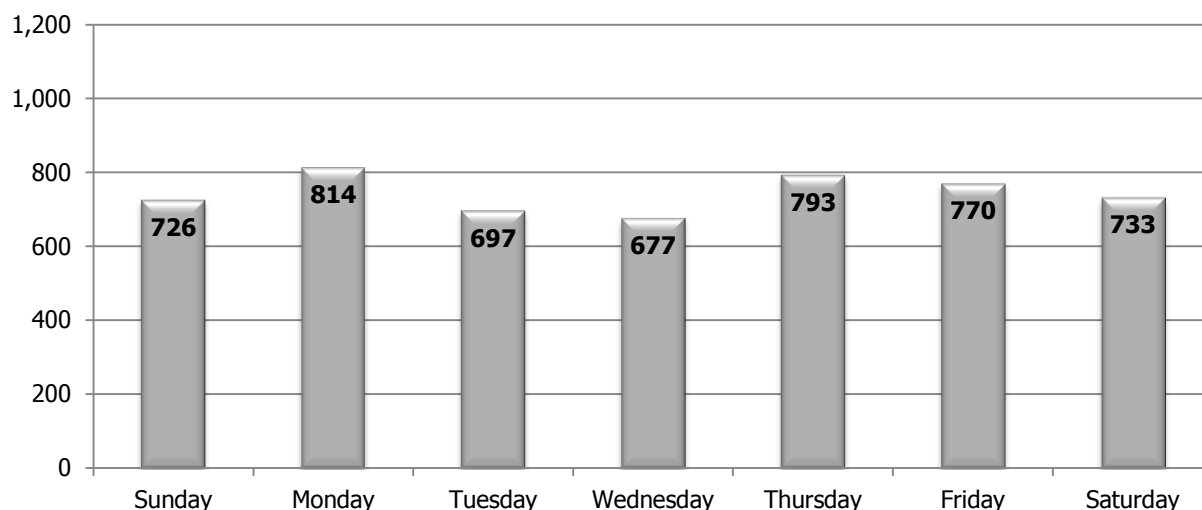
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	153	36	149	44	121	41
Overpressure	0	2	0	2	0	8
EMS/Rescue Call	1,536	1,304	1,477	1,198	1,446	1,238
Hazardous Condition	29	31	21	31	22	36
Service Call	52	94	68	91	57	92
Good Intent Call	32	234	5	264	8	174
False Call	0	100	0	106	0	80
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	18	2	16	1
Total	1,802		1,738		1,670	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 66 – Brockman Road, continued

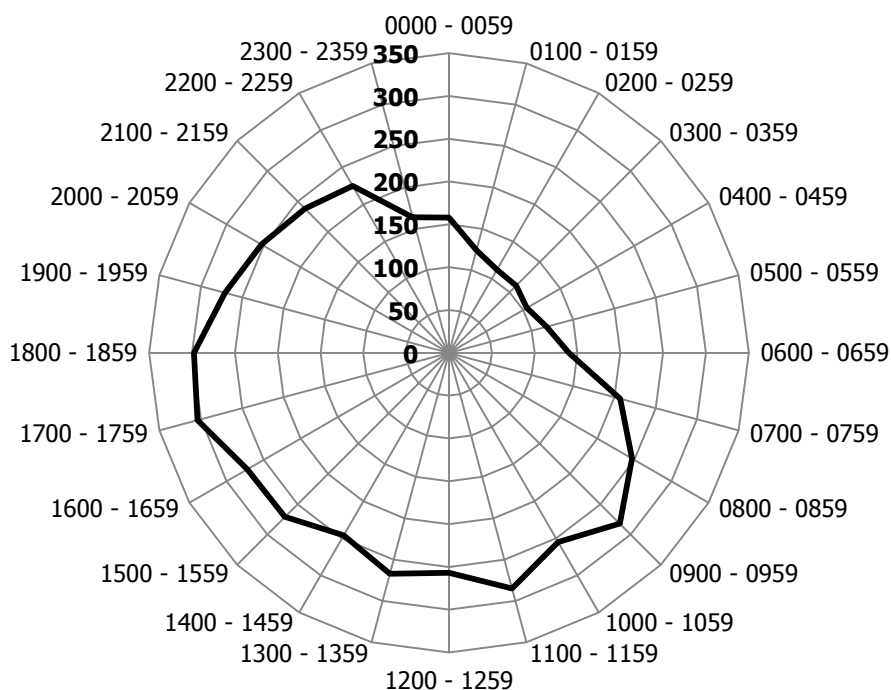
STATION 66 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 66 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 66 Brockman Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10066 General Fund						
5001 Salaries & Wages Union	739,009	728,114	854,770	878,384	878,384	878,384
5003 Vacation Taken Union	94,212	99,496	113,027	118,879	118,879	118,879
5005 Sick Leave Taken Union	21,607	16,257	30,275	28,925	28,925	28,925
5007 Personal Leave Taken Union	9,175	6,839	11,101	11,618	11,618	11,618
5016 Vacation Sold at Retirement			2,220	2,425	2,425	2,425
5017 PEHP Vac Sold at Retirement			5,853	3,591	3,591	3,591
5020 Deferred Comp Match Union	28,433	26,572	40,367	41,512	41,512	41,512
5101 Vacation Relief	113,455	116,984	115,752	120,174	120,174	120,174
5105 Sick Relief	30,975	21,032	28,257	25,407	25,407	25,407
5106 On the Job Injury Relief	2,199	6,435	6,459	6,682	6,682	6,682
5107 Short Term Disability Relief	2,629	2,139	4,568	3,931	3,931	3,931
5110 Personal Leave Relief	14,187	17,418	14,633	15,880	15,880	15,880
5115 Vacant Slot Relief	9,812	9,476				
5118 Standby Overtime	508	716	1,110	1,208	1,208	1,208
5120 Overtime Union	8,849	12,007	7,064	9,097	9,097	9,097
5201 PERS Taxes	198,980	208,712	246,511	272,054	272,054	272,054
5203 FICA/MEDI	77,380	75,777	94,480	96,982	96,982	96,982
5206 Worker's Comp	33,869	34,270	41,991	43,105	43,105	43,105
5207 TriMet/Wilsonville Tax	7,013	7,138	8,667	9,026	9,026	9,026
5208 OR Worker's Benefit Fund Tax	423	407	489	575	575	575
5210 Medical Ins Union	177,277	176,412	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	8,200	6,700	7,200	7,200	7,200	7,200
5270 Uniform Allowance	3,038	2,987	5,170	4,200	4,200	4,200
Total Personnel Services	1,581,227	1,575,889	1,854,893	1,915,943	1,915,943	1,915,943
5300 Office Supplies	275	356	500	480	480	480
5301 Special Department Supplies	3,567	4,326	3,750	3,840	3,840	3,840
5302 Training Supplies		55	300	300	300	300
5305 Fire Extinguisher	56	148	120	120	120	120
5307 Smoke Detector Program		205	300	300	300	300
5320 EMS Supplies	11,835	9,927	14,950	14,950	14,950	14,950
5321 Fire Fighting Supplies	1,610	1,410	2,400	2,400	2,400	2,400
5325 Protective Clothing	3,219	2,838	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip		3,999		1,590	1,590	1,590
5350 Apparatus Fuel/Lubricants	8,414	10,832	11,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	4,209	9,432	10,374	10,184	10,184	10,184
5365 M&R Firefight Equip	93	5	360	200	200	200
5367 M&R Office Equip	1,097	1,386	1,600	1,600	1,600	1,600
5414 Other Professional Services	324	167	553	500	500	500
5415 Printing	18	16	50	50	50	50
5416 Custodial & Bldg Services		726	727	922	922	922
5432 Natural Gas	3,745	4,530	4,100	3,500	3,500	3,500
5433 Electricity	7,997	8,746	9,500	8,750	8,750	8,750
5434 Water/Sewer	4,563	5,146	6,000	7,000	7,000	7,000
5436 Garbage	1,634	1,634	1,700	1,700	1,700	1,700
5450 Rental of Equip	60	60				

Station 66 Brockman Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10066 General Fund						
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials		690	300	700	700	700
5500 Dues & Subscriptions	95	98	200	200	200	200
5570 Misc Business Exp	314	308	480	480	480	480
5575 Laundry/Repair Expense		182	210	125	125	125
Total Materials & Services	53,127	67,223	70,974	73,111	73,111	73,111
Total General Fund	1,634,354	1,643,112	1,925,867	1,989,054	1,989,054	1,989,054

Station 67 – Farmington Road

Fund 10 • Directorate 04 • Division 60 • Department 067

STATION DESCRIPTION

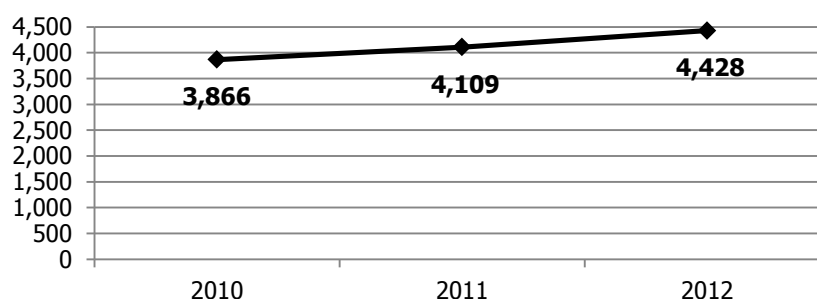
Station 67, located on SW Farmington Road between Murray Boulevard and Hocken Avenue, was constructed in 1998. The 11,000 square foot station houses a total of **25 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 67**, and an additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 67**. In addition to the first due area, the truck serves as a resource for the entire North Battalion. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 67**. The **North Battalion Chief (C5)** also responds from and maintains quarters at Station 67.

The 3,947 acres (6.17 square miles) of Station 67's First-Due Area includes central Beaverton and areas of unincorporated Washington County, including a portion of Aloha. Station 67 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$3,636,260	\$3,710,645	\$3,787,498	\$3,911,901
Materials and Services	89,151	133,610	133,174	119,558
Total Expenditures	\$3,725,411	\$3,844,255	\$3,920,672	\$4,031,459

STATION 67 FIRST-DUE AREA INCIDENT COUNT¹



STATION 67 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

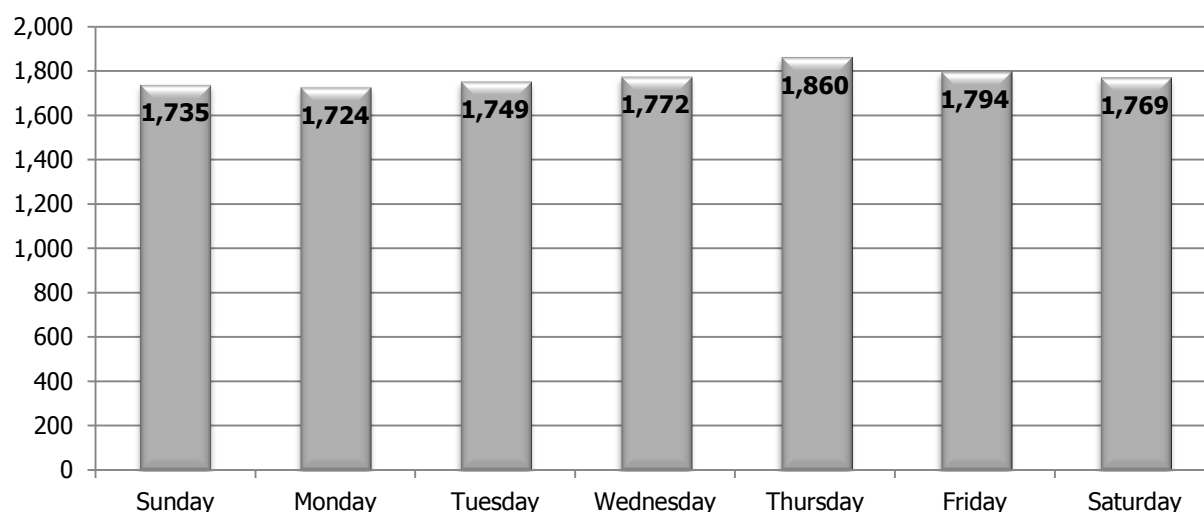
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	310	103	305	111	369	143
Overpressure	0	9	0	7	0	13
EMS/Rescue Call	3,312	2,543	3,553	2,503	3,810	2,853
Hazardous Condition	65	99	72	90	75	104
Service Call	122	199	110	258	113	242
Good Intent Call	57	749	8	989	14	882
False Call	0	161	0	150	0	190
Natural Condition	0	0	0	0	0	0
Other Situation	0	3	61	1	47	1
Total	3,866		4,109		4,428	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 67 – Farmington Road, continued

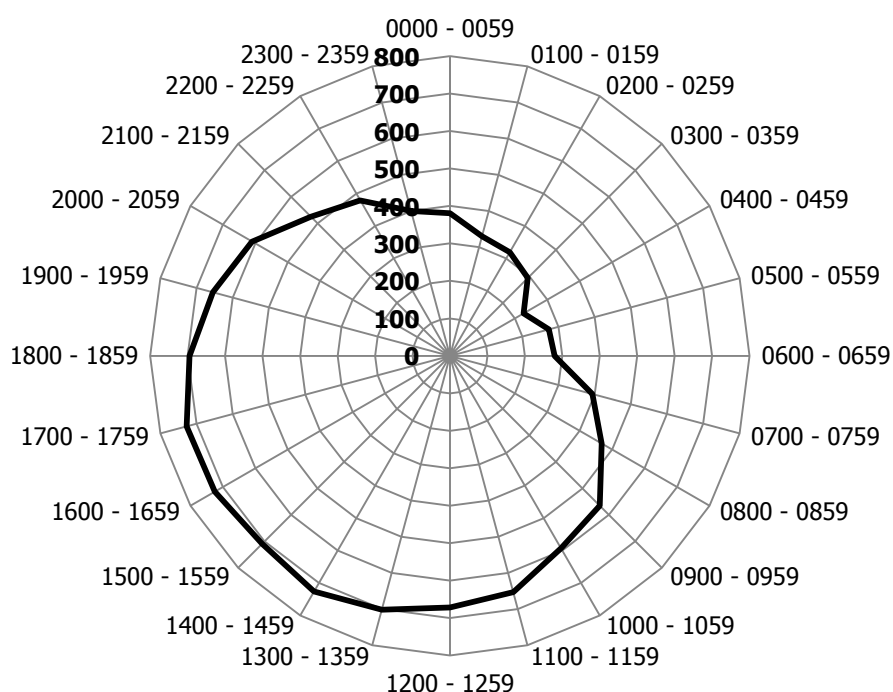
STATION 67 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 67 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 67 Farmington Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10067 General Fund						
5001 Salaries & Wages Union	1,607,524	1,646,565	1,740,463	1,788,635	1,788,635	1,788,635
5003 Vacation Taken Union	224,616	230,619	230,144	242,069	242,069	242,069
5005 Sick Leave Taken Union	118,588	54,566	61,646	58,897	58,897	58,897
5007 Personal Leave Taken Union	19,075	21,851	22,603	23,654	23,654	23,654
5016 Vacation Sold at Retirement		25,932	4,521	4,936	4,936	4,936
5017 PEHP Vac Sold at Retirement		6,265	11,918	7,310	7,310	7,310
5020 Deferred Comp Match Union	66,737	68,306	82,194	84,528	84,528	84,528
5101 Vacation Relief	264,519	284,130	235,692	244,705	244,705	244,705
5105 Sick Relief	46,338	51,135	57,536	51,734	51,734	51,734
5106 On the Job Injury Relief	15,354	6,125	13,151	13,605	13,605	13,605
5107 Short Term Disability Relief	1,696	9,839	9,298	8,002	8,002	8,002
5110 Personal Leave Relief	37,759	39,428	29,795	32,332	32,332	32,332
5115 Vacant Slot Relief	27,594	23,887				
5118 Standby Overtime	2,204	1,926	2,260	2,460	2,460	2,460
5120 Overtime Union	63,342	46,782	14,384	18,523	18,523	18,523
5201 PERS Taxes	461,177	495,958	501,941	553,969	553,969	553,969
5203 FICA/MEDI	181,341	179,624	192,377	197,478	197,478	197,478
5206 Worker's Comp	70,806	71,670	85,501	87,771	87,771	87,771
5207 TriMet/Wilsonville Tax	16,027	16,922	17,648	18,377	18,377	18,377
5208 OR Worker's Benefit Fund Tax	924	924	908	1,066	1,066	1,066
5210 Medical Ins Union	390,023	407,369	447,768	448,100	448,100	448,100
5220 Post Retire Ins Union	14,850	14,650	15,000	15,000	15,000	15,000
5270 Uniform Allowance	5,768	6,172	10,750	8,750	8,750	8,750
Total Personnel Services	3,636,260	3,710,645	3,787,498	3,911,901	3,911,901	3,911,901
5300 Office Supplies	417	699	500	1,000	1,000	1,000
5301 Special Department Supplies	6,022	7,087	7,650	8,000	8,000	8,000
5302 Training Supplies	94	184	300	300	300	300
5305 Fire Extinguisher	7	193	120	120	120	120
5307 Smoke Detector Program	219	713	300	300	300	300
5320 EMS Supplies	20,058	18,468	24,800	24,800	24,800	24,800
5321 Fire Fighting Supplies	5,033	3,970	6,000	6,207	6,207	6,207
5325 Protective Clothing	2,934	3,189	2,500	4,000	4,000	4,000
5330 Noncapital Furniture & Equip	18	1,477	8,610	600	600	600
5350 Apparatus Fuel/Lubricants	19,466	23,304	20,000			
5361 M&R Bldg/Bldg Equip & Improv	6,464	41,843	26,752	39,437	39,437	39,437
5365 M&R Firefight Equip	141	562	750	600	600	600
5367 M&R Office Equip	1,248	1,440	1,600	1,600	1,600	1,600
5414 Other Professional Services	555	225	1,106	600	600	600
5415 Printing	34	42	75	75	75	75
5416 Custodial & Bldg Services		688	1,132	1,571	1,571	1,571
5432 Natural Gas	6,492	6,614	6,300	6,300	6,300	6,300
5433 Electricity	10,915	12,336	12,960	12,960	12,960	12,960
5434 Water/Sewer	6,304	6,517	6,960	6,960	6,960	6,960
5436 Garbage	1,729	1,886	1,800	1,920	1,920	1,920
5480 Community/Open House/Outreach	11	22	300	300	300	300

Station 67 Farmington Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10067 General Fund						
5481 Community Education Materials		924	1,200	600	600	600
5484 Postage UPS & Shipping	8					
5500 Dues & Subscriptions	156	129	200	200	200	200
5570 Misc Business Exp	826	868	1,000	1,000	1,000	1,000
5575 Laundry/Repair Expense		231	259	108	108	108
Total Materials & Services	89,151	133,610	133,174	119,558	119,558	119,558
Total General Fund	3,725,411	3,844,255	3,920,672	4,031,459	4,031,459	4,031,459

Station 68 – Oak Hills

Fund 10 • Directorate 04 • Division 60 • Department 068

STATION DESCRIPTION

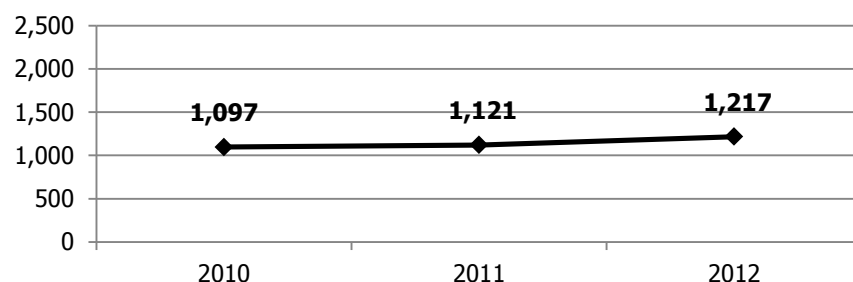
Station 68, located on NW 147th Place just north of West Union Road, was originally constructed in 1970 as a residential home. The 1,500 square foot station and detached 880 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant in 2011-12 for two years, which provided the funding for three of the twelve personnel. In 2013-14, the funding of the 12 firefighters is provided in the General Fund. The crew responds to incidents utilizing **Engine 68**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

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

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,363,856	\$1,532,661	\$1,382,842	\$1,867,330
Materials and Services	24,660	30,570	48,878	81,065
Total Expenditures	\$1,388,516	\$1,563,231	\$1,431,720	\$1,948,395

STATION 68 FIRST-DUE AREA INCIDENT COUNT¹



STATION 68 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

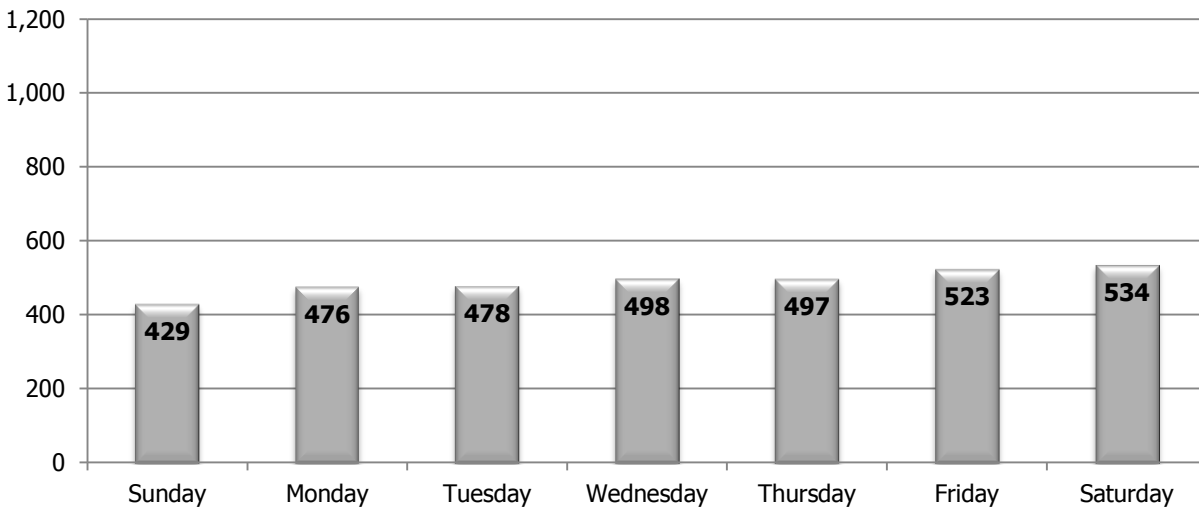
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	122	26	108	41	114	30
Overpressure	0	0	0	2	0	2
EMS/Rescue Call	885	736	928	760	1,004	829
Hazardous Condition	22	33	18	17	29	23
Service Call	49	99	46	114	62	89
Good Intent Call	19	125	10	130	2	160
False Call	0	76	0	56	0	83
Natural Condition	0	0	0	0	0	0
Other Situation	0	2	11	1	6	1
Total	1,097		1,121		1,217	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 68 – Oak Hills, continued

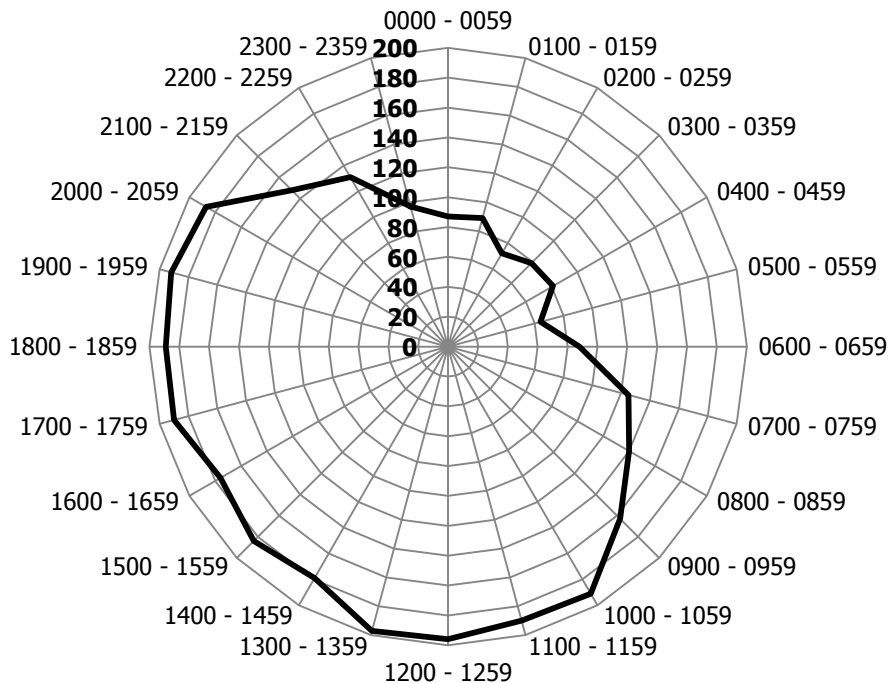
STATION 68 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹⁶



STATION 68 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹⁶ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 68 Oak Hills, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10068 General Fund						
5001 Salaries & Wages Union	622,527	694,179	636,056	853,154	853,154	853,154
5003 Vacation Taken Union	97,827	105,890	84,107	115,465	115,465	115,465
5005 Sick Leave Taken Union	10,501	22,958	22,529	28,094	28,094	28,094
5007 Personal Leave Taken Union	8,437	9,928	8,260	11,285	11,285	11,285
5016 Vacation Sold at Retirement			1,652	2,355	2,355	2,355
5017 PEHP Vac Sold at Retirement			4,356	3,488	3,488	3,488
5020 Deferred Comp Match Union	27,328	31,053	30,038	40,320	40,320	40,320
5101 Vacation Relief	127,591	100,316	86,134	116,722	116,722	116,722
5105 Sick Relief	12,335	24,040	21,027	24,678	24,678	24,678
5106 On the Job Injury Relief	1,985	4,291	4,806	6,490	6,490	6,490
5107 Short Term Disability Relief	3,847		3,399	3,819	3,819	3,819
5110 Personal Leave Relief	11,731	10,786	10,889	15,424	15,424	15,424
5115 Vacant Slot Relief	14,501	14,467				
5118 Standby Overtime	1,019	1,072	826	1,174	1,174	1,174
5120 Overtime Union	3,610	15,828	5,257	8,836	8,836	8,836
5201 PERS Taxes	173,999	203,106	183,435	264,241	264,241	264,241
5203 FICA/MEDI	67,607	73,014	70,305	94,197	94,197	94,197
5206 Worker's Comp	25,573	26,214	31,247	41,867	41,867	41,867
5207 TriMet/Wilsonville Tax	6,109	6,934	6,450	8,767	8,767	8,767
5208 OR Worker's Benefit Fund Tax	339	394	303	466	466	466
5210 Medical Ins Union	140,076	177,931	161,196	215,088	215,088	215,088
5220 Post Retire Ins Union	5,400	7,050	5,400	7,200	7,200	7,200
5270 Uniform Allowance	1,512	3,212	5,170	4,200	4,200	4,200
Total Personnel Services	1,363,856	1,532,661	1,382,842	1,867,330	1,867,330	1,867,330
5300 Office Supplies	77	259	500	480	480	480
5301 Special Department Supplies	2,448	3,564	3,750	9,840	9,840	9,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	164	48	120	120	120	120
5307 Smoke Detector Program	192	113	300	300	300	300
5320 EMS Supplies	8,721	6,786	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,166	1,391	2,400	2,400	2,400	2,400
5325 Protective Clothing	1,098	1,409	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip		961	3,530	24,445	24,445	24,445
5350 Apparatus Fuel/Lubricants	651	805	1,000	1,000	1,000	1,000
5361 M&R Bldg/Bldg Equip & Improv	1,291	4,905	13,500	12,080	12,080	12,080
5365 M&R Firefight Equip			360	200	200	200
5367 M&R Office Equip	1,061	1,256	1,600	1,600	1,600	1,600
5414 Other Professional Services		86	338	3,150	3,150	3,150
5415 Printing	16	16	50	50	50	50
5416 Custodial & Bldg Services		288	550	1,100	1,100	1,100
5432 Natural Gas	1,237	1,182	1,500	1,500	1,500	1,500
5433 Electricity	4,129	4,651	4,800	4,800	4,800	4,800
5434 Water/Sewer	1,853	2,085	1,900	1,900	1,900	1,900
5436 Garbage	446	450	500	500	500	500
5480 Community/Open House/Outreach			300	3,000	3,000	3,000

Station 68 Oak Hills, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10068 General Fund						
5481 Community Education Materials		147	500	500	500	500
5500 Dues & Subscriptions	46	76	200	200	200	200
5570 Misc Business Exp	63	91	480	480	480	480
Total Materials & Services	24,660	30,570	48,878	81,065	81,065	81,065
Total General Fund	1,388,516	1,563,231	1,431,720	1,948,395	1,948,395	1,948,395

Central Integrated Operations Division

Fund 10 • Directorate 04 • Division 61

DIVISION DESCRIPTION

The Central Integrated Operations division manages and responds to the central area of the District through the Central Operating Center and fire stations 33, 35, 50, 51, 53, and 69.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$14,615,591	\$14,452,964	\$15,783,721	\$16,854,911
Materials and Services	544,925	495,586	572,201	579,305
Total Expenditures	\$15,160,516	\$14,948,550	\$16,355,922	\$17,434,216

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Fire Marshal	0.00	0.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Deputy Fire Marshal	5.00	5.00	4.00	5.00
Administrative Assistant II	2.00	2.00	2.00	2.00
Administrative Assistant I	0.50	0.50	0.50	0.50
Station 33	12.00	12.00	12.00	12.00
Station 35	14.00	14.00	14.00	14.00
Station 50	13.00	13.00	13.00	13.00
Station 51	24.00	24.00	24.00	24.00
Station 53	14.00	14.00	14.00	14.00
Station 69 ¹	9.00	9.00	9.00	12.00
Total Full-Time Equivalents (FTE)	99.50	99.50	99.50	103.50

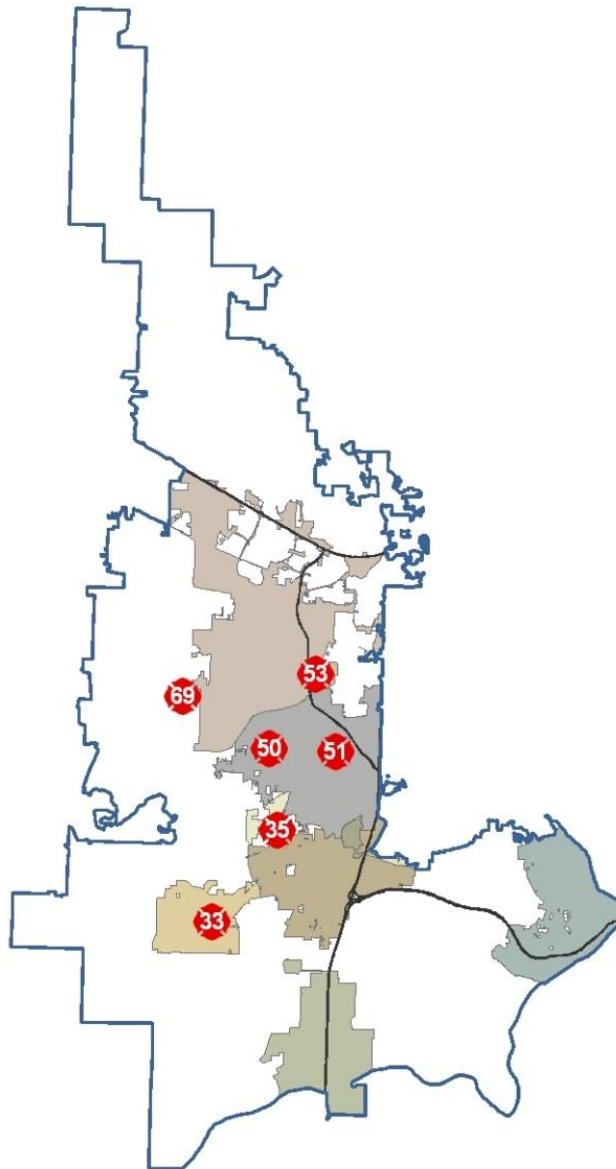
¹ These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

Central Integrated Operations Division, continued

2013-14 SIGNIFICANT CHANGES

The change in Personnel Services reflects the anticipated increases in wages and benefits as well as a transfer from the North Integrated Operations Center of a Deputy Fire Marshal position and the transfer of three firefighters from the Grant Fund to the General Fund at the end of grant funding.

LOCATION OF STATIONS IN AREA OF OPERATIONS



Central Integrated Operations Division, continued

STATION FTE AND UNITS

Stations	2012-13 Budget			2013-14 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 33 (Sherwood)	12.00		Engine	12.00		Engine
Station 35 (King City)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 50 (Walnut)	13.00	 	Engine, Car	13.00	 	Engine, Car
Station 51 (Tigard)	24.00	 	Truck, Heavy Rescue/Engine ¹	24.00	 	Truck, Heavy Rescue/Engine ¹
Station 53 (Progress)	14.00	 	Engine, Medic	14.00	 	Engine, Medic
Station 69 (Cooper Mountain) ²	12.00		Engine	12.00		Engine

¹These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

²These stations were budgeted at nine FTE per station in the General Fund and three additional FTE were budgeted in the Grant Fund through 2012-13. For 2013-14, firefighters are funded through the General Fund as part of the required matching provision of the grant.

○ Full Time Employees (FTE) per Unit



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



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

STATUS OF 2012-13 SERVICE MEASURES

- With the establishment of a more formal Community Risk Reduction (CRR) Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year. Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4

Service Type(s): Essential

Measured By: Increase use of the CRR SharePoint site to memorialize CRR projects, and quantitative increase in CRR projects.

Status or Outcome: Ongoing. The CRR SharePoint site was created to capture all station projects and projected timelines. Currently, it is used to post project details and highlights.

- Strengthen internal District communications and successful team building strategies for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s)/Call(s) for Action: I/7; VI/C and 2

Service Type(s): Essential

Measured By: Timely communications between Division and Battalion Chiefs and their direct reports, quarterly CRR meetings, station liaison visits, biannual Captain's meetings, Central Integrated Operations (CIO) meetings, Central Integrated Operations coffee chats, etc. This Service Measure will be evaluated by an annual survey (to be developed).

Status or Outcome: Ongoing. The Central Integrated Operations management team meets monthly, as does the Integrated Operations staff. Personnel meet quarterly/as needed with station Captains to work on Community Risk Reduction projects. Battalion Chiefs regularly communicate operational priority information and District updates to each of their assigned stations. Company Officers attend in-services in addition to Captains' meetings.

Central Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.**

Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations area.

Goal(s)/Call(s) for Action: I/4; II/1; VIII/1

Service Type(s): Essential

Measured By: Regularly attend city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings as well as Chamber of Commerce and other community organization events. In addition, strategic partners will be invited to ride with District staff.

Status or Outcome: Ongoing. CIO staff regularly attend Chamber of Commerce events, city council/staff meetings, civic forums, NAC, CPO, and HOA meetings, and serve on intergovernmental committees. Relationships continue to be developed with city officials, business owners, and citizens through participation in several key projects within the Central Integrated Operations area. These projects include SW Corridor, Sherwood Downtown, River Terrace, ODOT Rail, and Tigard Downtown.

In addition, CIO staff holds regular coffee chats with local law enforcement and city officials, and several participated in ride-alongs with District Battalion Chiefs or crews. Staff continues to build relationships with law enforcement through monthly/quarterly meetings on topics such as Active Shooters, shared public safety topics, and any response issues. CIO staff are currently working on a joint video project with Sherwood PD, Tualatin PD, Tigard PD, and Washington County Sheriff's Office regarding officer/firefighter safety and trends regarding drug labs.

- **Communicate regularly with local media** who cover the Central Operating service area. Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3 and 4; II/B, C, D, 1, 4, and 5; VIII/1

Service Type(s): Essential

Measured By: Quantitative use of FlashNews, social media outlets, traditional media, and community newsletters.

Status or Outcome: Ongoing. Staff works with local media and contributes to the TVF&R blog and social media platforms to promote District initiatives, safety information, and incident details. Staff also contributes to city and community newsletters, brochures, and feature stories (e.g., Hands-Only CPR, PulsePoint, bond projects, etc.). In addition to the day-to-day media messaging regarding incidents, staff used Facebook and Twitter to promote the Sherwood Community Services Fair and the Sherwood Santa Rides this year and saw increased attendance at both events. Staff also partnered with the City of Tigard during their water boiling incident to communicate their messages to District followers through social media.

Central Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the Central Operating Center.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent District-wide.
Status or Outcome: Ongoing. Increased attendance District-wide from 97 in 2011 to 168 in 2012. Again this year, the program was offered four times and the overall attendance increased by 73%. In addition, the registration data was updated and is sorted by first due to show whether or not an apartment community had attended the training, whether they had a fire, and when and where the fire occurred. Recently, a map was also developed to track the Washington County Housing Authority and other non-profit property locations, their attendance at the quarterly landlord training, and incident data.

- **Increase the number of community events within the Central Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: II/1 and 5
Service Type(s): Essential
Measured By: Increase number of scheduled community events.
Status or Outcome: Ongoing. The events in the District had an overall increase from 715 to 755. Central Integrated Operations saw an increase in community events from 210 to 231.

- **Continue to reduce the number of false alarms generated by automatic commercial alarms** within the Central Operating Center.

Goal(s)/Call(s) for Action: I/E and 1; II/2
Service Type(s): Essential
Measured By: Decrease number of false alarms.
Status or Outcome: Ongoing. False alarms have continued to drop/hold. Efforts taken have provided the following results for 2012:

	NOC	CBOC	SOC	Total
2008	817	573	528	1,918
2009	739	512	514	1,765
2010	644	437	484	1,565
2011	539	394	391	1,324
2012	513	407	391	1,311

Central Integrated Operations Division, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/4; II/1 and 2; VII/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management. May involve external partners and citizens.
Status or Outcome: Ongoing. Yearly, quarterly, and monthly reports were created using incident data to be viewed by the station Captain and his Integrated Operations team for analysis and decision making on outreach efforts. Their findings are discussed at the quarterly CRR meetings with the intent of capturing efforts (outputs/events/outreach) in order to reduce various call types, improve or create a behavioral change using fire and life safety measures, or enhance fire and life safety for firefighters and citizens. Both short- and long-term comparisons are made in an effort to reduce the number and severity of emergency incidents, as well as the ability to increase the community's participation in their safety, preparedness, knowledge, and support of the District and its services.

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

Goal(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities
Status or Outcome: Ongoing. One assisted living facility continues to be monitored by station personnel and data analysis has indicated a three year downward trend in 'Situation Found' calls. However, this year showed a slight uptick in those same calls (from 117 in 2011 to 159 in 2012). Station staff will continue to look at other factors that may have caused this increase, such as facility capacity. In addition, other care facilities have been added to CCR efforts.

- **Establish Hands-Only CPR training at Central Operations area middle schools** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A and C; 1 and 5; VII/A
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Purchase training mannequins out of proposed Pub Ed supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, and external partners/citizens
Status or Outcome: Ongoing. Hands-Only CPR events were held at numerous schools throughout the District. In the Central Operations area, those events included trainings at Hazelbrook (780 students) and St. Francis schools (40 students), which far surpassed the goal of reaching 50% of the eighth graders over a three-year period.

Central Integrated Operations Division, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Smoke alarm installation/battery replacement 'Knock & Talk' at three apartment communities; including one community outreach event after a fatal fire.
- Assisted care facilities continue to be targeted by station Captains for CRR projects, including holding staff meetings at a new assisted living center to help create a working partnership before they opened for business. In addition, station crews are branching out to more facilities surrounding their first due areas.
- South cities police/fire meetings have begun with the intention of pulling public safety together to work on joint police and fire issues. Examples include active shooter planning, movie theater walk-throughs, traffic and crowd control at busy shopping malls, and table top meetings and exercises, etc. These meetings have greatly improved communication and have created a video project (in planning) to improve awareness for safety considerations on responses.
- The Traffic & Transportation SharePoint site continues to be updated and this year communicates road closures, transportation projects, and creates web alerts for getting timely information to staff has become much more streamlined. In Central Operations, all three of its cities have had significant transportation projects, including the SW Corridor project, ODOT Rail Project, MSTIP, and Highway 99 improvements. This is just one way that integrating staff from Operations, Fire Prevention, and Administration has helped closed some informational gaps that might have previously existed.
- CIO staff successfully managed the Professional Development of three Battalion Chiefs and one Division Chief, working in temporary promotional roles for a period of six months, all while maintaining effective management of the Central Operations team.

2013-14 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build Change Strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s)/Call(s) for Action:	I/1, 3, and 4; II/1 and 2; VI/5; VII/A and 1
Service Type(s):	Essential
Measured By:	Captains will host quarterly Community Risk Reduction (CRR) meetings, review local data and prioritize projects with their CRR team including the Public Affairs Officer (PAO), Deputy Fire Marshal (DFM), and Duty Chief. Projects may involve utilizing other programs such as Public Education, Multi-Family Fire Reduction Program, False Alarm Program, Hands-Only CPR, etc. Additional meetings with other partners may occur based on the projects' needs. These partners may include, but are not limited to, the Fire Chief's Office, Planning, EMS, Training, Emergency Management, and may also involve external partners.

Central Integrated Operations Division, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s)/Call(s) for Action: I/7; VI/C, 2 and 3
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This Service Measure will be evaluated by an annual survey (to be developed).

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the Central Integrated Operations Division's service area.

Goal(s)/Call(s) for Action: II/1 and 3; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization, and home owner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- **Communicate regularly with local media** who cover the Central Integrated Operations Division's service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3 and 4; II/B, C, 3, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the Central Integrated Operating Division's service area.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, and 1
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

Central Integrated Operations Division, continued

2013-14 SERVICE MEASURES, CONTINUED

- Increase or maintain the number of community events within the Central Integrated Operations Division's service area to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/3 and 4; II/A, B, C, 1, 3, and 4
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- Continue to reduce the number of false alarms generated by automatic commercial alarms within the Central Integrated Operations Division's service area.

Goal(s) /Call(s) for Action: I/E and 1
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

2013-14 CHANGE STRATEGIES

- Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program. This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/4; II; VII/A
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Tracking and evaluating trends in each Operating Division.
Partner(s): Planning, EMS, Training, Emergency Management, may involve external partners and citizens

- Establish Hands-Only CPR training at middle schools in the Central Integrated Operations Division's service area with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A, C and 4; VII/A
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, external partners/citizens

Central Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5001 Salaries & Wages Union	6,332,576	6,204,887	6,608,450	7,061,291	7,061,291	7,061,291
5002 Salaries & Wages Nonunion	581,251	663,920	837,622	846,188	846,188	846,188
5003 Vacation Taken Union	851,957	882,735	855,384	931,515	931,515	931,515
5004 Vacation Taken Nonunion	55,245	69,191	63,916	64,568	64,568	64,568
5005 Sick Leave Taken Union	231,433	150,032	229,560	227,956	227,956	227,956
5006 Sick Taken Nonunion	5,431	7,353	12,783	12,917	12,917	12,917
5007 Personal Leave Taken Union	83,383	84,970	85,111	92,422	92,422	92,422
5008 Personal Leave Taken Nonunion	3,930	6,227	5,479	5,538	5,538	5,538
5010 Comp Taken Nonunion	4,162	821				
5015 Vacation Sold	1,798	5,502	42,756	26,302	26,302	26,302
5016 Vacation Sold at Retirement		12,010	22,582	18,374	18,374	18,374
5017 PEHP Vac Sold at Retirement	3,854	11,626	43,022	27,209	27,209	27,209
5020 Deferred Comp Match Union	241,807	244,493	310,769	332,119	332,119	332,119
5021 Deferred Comp Match Nonunion	11,670	25,155	36,524	36,897	36,897	41,384
5101 Vacation Relief	850,491	836,342	850,799	910,543	910,543	910,543
5102 Duty Chief Relief	84,839	72,179	82,480	87,600	87,600	87,600
5105 Sick Relief	193,411	134,747	207,694	192,505	192,505	192,505
5106 On the Job Injury Relief	39,394	30,266	47,475	50,581	50,581	50,581
5107 Short Term Disability Relief	20,572	28,907	30,736	29,783	29,783	29,783
5110 Personal Leave Relief	96,121	79,843	107,554	120,317	120,317	120,317
5115 Vacant Slot Relief	141,236	60,407				
5118 Standby Overtime	8,184	8,840	8,159	9,156	9,156	9,156
5120 Overtime Union	227,190	176,162	97,706	104,140	104,140	104,140
5121 Overtime Nonunion	723	664	2,000	1,000	1,000	1,000
5201 PERS Taxes	1,860,191	1,904,822	2,114,561	2,404,165	2,404,165	2,404,165
5203 FICA/MEDI	719,726	689,550	810,441	857,046	857,046	857,046
5206 Worker's Comp	299,540	294,977	343,109	364,273	364,273	364,273
5207 TriMet/Wilsonville Tax	65,538	65,101	74,349	79,799	79,799	79,799
5208 OR Worker's Benefit Fund Tax	3,532	3,502	4,986	6,114	6,114	6,114
5210 Medical Ins Union	1,411,317	1,493,407	1,606,515	1,687,856	1,687,856	1,687,856
5211 Medical Ins Nonunion	74,432	89,225	103,905	120,042	120,042	120,042
5220 Post Retire Ins Union	54,900	52,450	54,000	56,400	56,400	56,400
5221 Post Retire Ins Nonunion	7,334	7,263	8,100	8,550	8,550	8,550
5230 Dental Ins Nonunion	11,792	13,330	15,862	17,670	17,670	17,670
5240 Life/Disability Insurance	7,174	6,936	10,432	10,668	10,668	10,668
5270 Uniform Allowance	23,695	29,601	43,140	35,000	35,000	35,000
5295 Vehicle/Cell Allowance	5,760	5,520	5,760	13,920	13,920	13,920
Total Personnel Services	14,615,591	14,452,964	15,783,721	16,850,424	16,850,424	16,854,911
5300 Office Supplies	10,364	2,161	3,600	4,060	4,060	4,060
5301 Special Department Supplies	35,406	23,209	28,450	29,330	29,330	29,330
5302 Training Supplies	1,221	2,494	7,600	8,509	8,509	8,509
5305 Fire Extinguisher	344	365	720	715	715	715
5307 Smoke Detector Program	824	907	1,900	1,900	1,900	1,900
5320 EMS Supplies	62,977	57,511	78,006	78,000	78,000	78,000
5321 Fire Fighting Supplies	17,138	17,605	27,756	40,682	40,682	40,682

Central Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5325 Protective Clothing	15,933	19,951	15,900	21,240	21,240	21,240
5330 Noncapital Furniture & Equip	11,909	10,703	4,405	14,120	14,120	14,120
5350 Apparatus Fuel/Lubricants	85,918	95,932	103,040	109,325	109,325	109,325
5361 M&R Bldg/Bldg Equip & Improv	38,814	90,597	101,544	66,590	66,590	66,590
5364 M&R Fire Comm Equip		4				
5365 M&R Firefight Equip	2,048	1,236	5,020	2,850	2,850	2,850
5366 M&R EMS Equip		100				
5367 M&R Office Equip	10,638	13,368	15,600	15,600	15,600	15,600
5414 Other Professional Services	19,424	587	3,001	4,550	4,550	4,550
5415 Printing	1,978	1,118	1,900	2,100	2,100	2,100
5416 Custodial & Bldg Services		4,193	4,551	4,147	4,147	4,147
5432 Natural Gas	20,908	17,212	23,900	22,000	22,000	22,000
5433 Electricity	128,539	71,586	73,582	73,020	73,020	73,020
5434 Water/Sewer	41,710	34,434	31,308	36,800	36,800	36,800
5436 Garbage	11,051	8,846	9,370	9,650	9,650	9,650
5445 Rent/Lease of Building				2,400	2,400	2,400
5450 Rental of Equip	35					
5461 External Training		715				
5462 Travel and Per Diem	3,494	1,761	980	500	500	500
5471 Citizen Awards	295		250	300	300	300
5480 Community/Open House/Outreach	4,867	2,999	5,370	6,625	6,625	6,625
5481 Community Education Materials	8,386	6,725	10,000	9,434	9,434	9,434
5484 Postage UPS & Shipping	4,004	444	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	3,643	4,119	6,216	4,658	4,658	4,658
5502 Certifications & Licensing	310		250	800	800	800
5570 Misc Business Exp	2,747	2,351	4,180	4,880	4,880	4,880
5571 Planning Retreat Expense			550	550	550	550
5575 Laundry/Repair Expense		2,355	2,252	2,970	2,970	2,970
Total Materials & Services	544,925	495,586	572,201	579,305	579,305	579,305
Total General Fund	15,160,516	14,948,550	16,355,922	17,429,729	17,429,729	17,434,216

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Central Operating Center

Fund 10 • Directorate 04 • Division 61 • Department 160

DESCRIPTION

The Central Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the central portion of the District. The Center has been staffed with personnel transferred from other departments and one new Division Chief position.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,847,272	\$1,810,958	\$2,179,295	\$2,358,136
Materials and Services	175,303	30,581	42,761	44,931
Total Expenditures	\$2,022,575	\$1,841,539	\$2,222,056	\$2,403,067

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Fire Marshal	0.00	0.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Public Education Chief Officer	1.00	1.00	1.00	1.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Deputy Fire Marshal	5.00	5.00	4.00	5.00
Administrative Assistant II	2.00	2.00	2.00	2.00
Administrative Assistant I	0.50	0.50	0.50	0.50
Total Full-Time Equivalents (FTE)	13.50	13.50	13.50	14.50

2013-14 SIGNIFICANT CHANGES

This Center is based out of the Command and Business Operations Center (CBOC) at the District's Dartmouth facility, occupied in October of 2010. The Central Operating Center manages Integrated Operations for the central service area of the District. A Deputy Fire Marshal transferred from the North Operating Center budget in 2013-14.

Central Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10160 General Fund						
5001 Salaries & Wages Union	392,266	286,509	325,729	405,852	405,852	405,852
5002 Salaries & Wages Nonunion	581,251	663,920	837,622	846,188	846,188	846,188
5003 Vacation Taken Union	55,016	50,437	24,611	30,778	30,778	30,778
5004 Vacation Taken Nonunion	55,245	69,191	63,916	64,568	64,568	64,568
5005 Sick Leave Taken Union	16,841	10,388	7,032	8,795	8,795	8,795
5006 Sick Taken Nonunion	5,431	7,353	12,783	12,917	12,917	12,917
5007 Personal Leave Taken Union	3,545	6,181	3,516	4,400	4,400	4,400
5008 Personal Leave Taken Nonunion	3,930	6,227	5,479	5,538	5,538	5,538
5010 Comp Taken Nonunion	4,162	821				
5015 Vacation Sold	1,798	5,502	42,756	26,302	26,302	26,302
5016 Vacation Sold at Retirement			6,264			
5020 Deferred Comp Match Union	15,593	12,244	14,064	17,588	17,588	17,588
5021 Deferred Comp Match Nonunion	11,670	25,155	36,524	36,897	36,897	41,384
5102 Duty Chief Relief	84,839	72,179	82,480	87,600	87,600	87,600
5120 Overtime Union	40,473	24,177	35,869	26,063	26,063	26,063
5121 Overtime Nonunion	723	664	2,000	1,000	1,000	1,000
5201 PERS Taxes	238,088	247,881	300,678	340,879	340,879	340,879
5203 FICA/MEDI	88,756	83,199	115,240	121,523	121,523	121,523
5206 Worker's Comp	41,631	33,638	34,130	37,361	37,361	37,361
5207 TriMet/Wilsonville Tax	8,505	8,268	10,572	11,347	11,347	11,347
5208 OR Worker's Benefit Fund Tax	384	359	477	733	733	733
5210 Medical Ins Union	82,705	66,113	66,194	89,620	89,620	89,620
5211 Medical Ins Nonunion	74,432	89,225	103,905	120,042	120,042	120,042
5220 Post Retire Ins Union	3,150	2,400	2,400	3,000	3,000	3,000
5221 Post Retire Ins Nonunion	7,334	7,263	8,100	8,550	8,550	8,550
5230 Dental Ins Nonunion	11,792	13,330	15,862	17,670	17,670	17,670
5240 Life/Disability Insurance	7,174	6,936	10,432	10,668	10,668	10,668
5270 Uniform Allowance	4,777	5,878	4,900	3,850	3,850	3,850
5295 Vehicle/Cell Allowance	5,760	5,520	5,760	13,920	13,920	13,920
Total Personnel Services	1,847,272	1,810,958	2,179,295	2,353,649	2,353,649	2,358,136
5300 Office Supplies	7,630	425	600	500	500	500
5301 Special Department Supplies	11,284	630	350	350	350	350
5302 Training Supplies	42	150	2,200	3,759	3,759	3,759
5307 Smoke Detector Program		46	100	100	100	100
5320 EMS Supplies	355	898	300	300	300	300
5321 Fire Fighting Supplies	307	47		350	350	350
5325 Protective Clothing	1,588	832	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	3,546	1,212		960	960	960
5350 Apparatus Fuel/Lubricants	11,134	9,109	10,500	11,025	11,025	11,025
5361 M&R Bldg/Bldg Equip & Improv	12,620					
5367 M&R Office Equip	4,104	5,494	6,000	6,000	6,000	6,000
5414 Other Professional Services	17,865		375			
5415 Printing	1,944	658	1,500	1,700	1,700	1,700
5432 Natural Gas	2,632					
5433 Electricity	61,449					

Central Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10160 General Fund						
5434 Water/Sewer	12,301					
5436 Garbage	1,871					
5450 Rental of Equip	35					
5462 Travel and Per Diem	3,494	384	980	500	500	500
5471 Citizen Awards	295		250	300	300	300
5480 Community/Open House/Outreach	4,621	2,601	3,570	4,825	4,825	4,825
5481 Community Education Materials	8,386	3,997	6,800	5,334	5,334	5,334
5484 Postage UPS & Shipping	3,985	444	1,000	1,000	1,000	1,000
5500 Dues & Subscriptions	2,968	3,476	5,016	3,458	3,458	3,458
5502 Certifications & Licensing	310		250	800	800	800
5570 Misc Business Exp	538	159	300	1,000	1,000	1,000
5571 Planning Retreat Expense			550	550	550	550
5575 Laundry/Repair Expense		20	120	120	120	120
Total Materials & Services	175,303	30,581	42,761	44,931	44,931	44,931
Total General Fund	2,022,575	1,841,539	2,222,056	2,398,580	2,398,580	2,403,067

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Station 33 - Sherwood

Fund 10 • Directorate 04 • Division 60 • Department 033

STATION DESCRIPTION

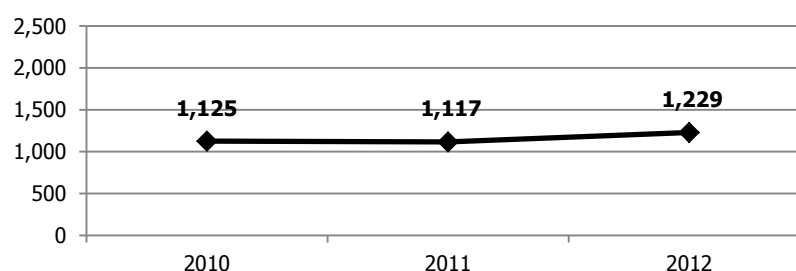
Station 33, located on SW Oregon Street northeast of downtown Sherwood, was constructed in 1971 and remodeled in 2002. The 6,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 33**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 18,570 acres (29.02 square miles) of Station 33's First-Due Area includes the City of Sherwood and surrounding portions of Washington and Clackamas counties. Station 33 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 333** is located at Station 33, responding out of **Rehab 333**, **Engine 333**, and **Van 333**.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,758,891	\$1,532,070	\$1,854,463	\$1,915,943
Materials and Services	52,870	59,486	83,796	74,278
Total Expenditures	\$1,811,761	\$1,591,556	\$1,938,259	\$1,990,221

STATION 33 FIRST-DUE AREA INCIDENT COUNT ¹



STATION 33 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR) ¹

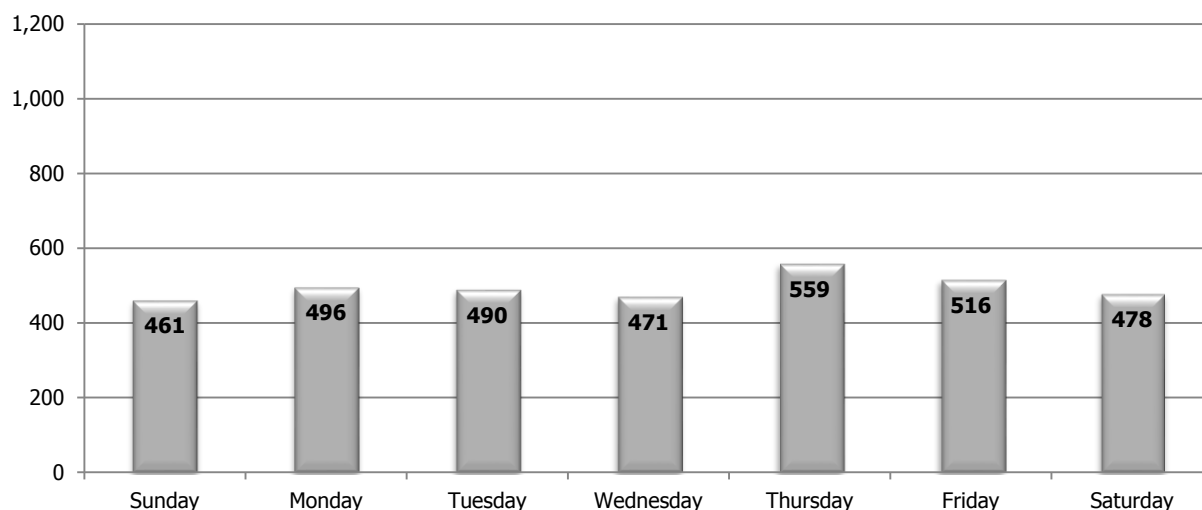
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	130	42	127	23	136	39
Overpressure	0	1	0	2	0	3
EMS/Rescue Call	889	734	886	730	992	820
Hazardous Condition	28	21	32	28	23	33
Service Call	45	80	48	77	50	88
Good Intent Call	33	176	9	184	16	172
False Call	0	66	0	66	0	73
Natural Condition	0	0	0	0	0	0
Other Situation	0	5	15	7	12	1
Total	1,125		1,117		1,229	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 33 – Sherwood, continued

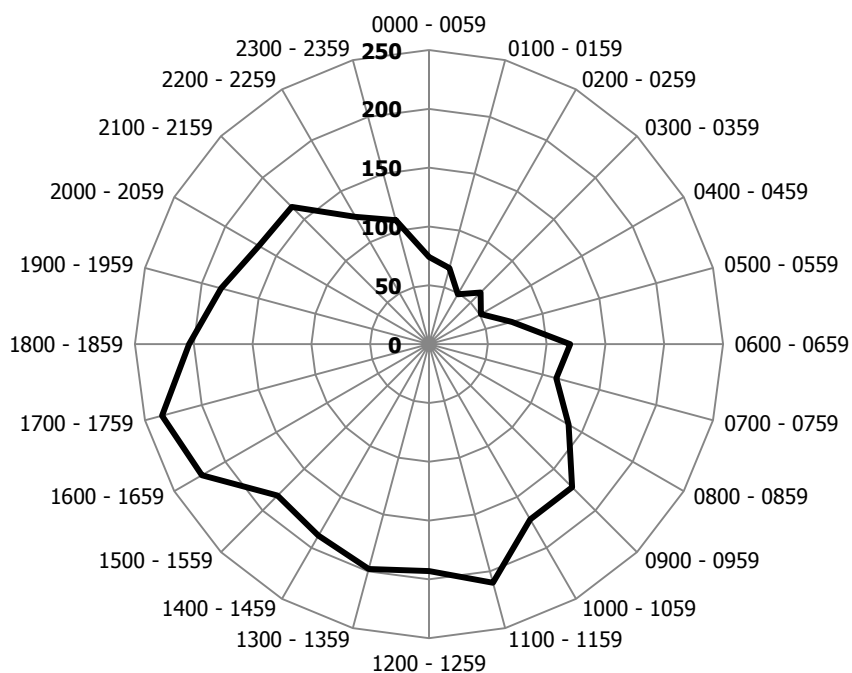
STATION 33 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 33 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 33 Sherwood, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10033 General Fund						
5001 Salaries & Wages Union	838,137	719,377	854,770	878,384	878,384	878,384
5003 Vacation Taken Union	117,078	101,001	113,027	118,879	118,879	118,879
5005 Sick Leave Taken Union	26,126	16,692	30,275	28,925	28,925	28,925
5007 Personal Leave Taken Union	8,458	10,186	11,101	11,618	11,618	11,618
5016 Vacation Sold at Retirement		12,010	2,220	2,425	2,425	2,425
5017 PEHP Vac Sold at Retirement			5,853	3,591	3,591	3,591
5020 Deferred Comp Match Union	28,510	26,455	40,367	41,512	41,512	41,512
5101 Vacation Relief	124,059	98,839	115,752	120,174	120,174	120,174
5105 Sick Relief	25,153	18,461	28,257	25,407	25,407	25,407
5106 On the Job Injury Relief	1,165	5,434	6,459	6,682	6,682	6,682
5107 Short Term Disability Relief	1,165	2,430	4,138	3,931	3,931	3,931
5110 Personal Leave Relief	17,039	7,975	14,633	15,880	15,880	15,880
5115 Vacant Slot Relief	13,745	4,879				
5118 Standby Overtime	1,012	1,504	1,110	1,208	1,208	1,208
5120 Overtime Union	13,248	14,189	7,064	9,097	9,097	9,097
5201 PERS Taxes	221,447	188,538	246,511	272,054	272,054	272,054
5203 FICA/MEDI	85,904	72,987	94,480	96,982	96,982	96,982
5206 Worker's Comp	33,838	36,235	41,991	43,105	43,105	43,105
5207 TriMet/Wilsonville Tax	7,555	6,453	8,667	9,026	9,026	9,026
5208 OR Worker's Benefit Fund Tax	444	401	489	575	575	575
5210 Medical Ins Union	186,608	179,024	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	6,900	5,550	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,301	3,451	5,170	4,200	4,200	4,200
Total Personnel Services	1,758,891	1,532,070	1,854,463	1,915,943	1,915,943	1,915,943
5300 Office Supplies	737	147	500	480	480	480
5301 Special Department Supplies	2,700	2,262	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	56		120	120	120	120
5307 Smoke Detector Program	185	246	300	300	300	300
5320 EMS Supplies	7,958	7,576	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,901	2,361	2,400	2,400	2,400	2,400
5325 Protective Clothing	2,030	2,319	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	520	303		3,020	3,020	3,020
5350 Apparatus Fuel/Lubricants	10,123	13,994	11,500	13,000	13,000	13,000
5361 M&R Bldg/Bldg Equip & Improv	4,815	6,416	27,431	11,621	11,621	11,621
5365 M&R Firefight Equip			360	200	200	200
5367 M&R Office Equip	1,146	1,266	1,600	1,600	1,600	1,600
5414 Other Professional Services	339	158	332	300	300	300
5415 Printing		52	50	50	50	50
5416 Custodial & Bldg Services		576	576	627	627	627
5432 Natural Gas	3,115	2,613	4,500	4,000	4,000	4,000
5433 Electricity	8,863	9,613	9,786	9,800	9,800	9,800
5434 Water/Sewer	6,543	6,981	6,500	8,000	8,000	8,000
5436 Garbage	1,480	1,457	1,500	1,500	1,500	1,500
5480 Community/Open House/Outreach	100	165	300	300	300	300

Station 33 Sherwood, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10033 General Fund						
5481 Community Education Materials		283	500	600	600	600
5500 Dues & Subscriptions	68	70	200	200	200	200
5570 Misc Business Exp	192	254	480	480	480	480
5575 Laundry/Repair Expense		373	411	420	420	420
Total Materials & Services	52,870	59,486	83,796	74,278	74,278	74,278
Total General Fund	1,811,761	1,591,556	1,938,259	1,990,221	1,990,221	1,990,221

Station 35 – King City

Fund 10 • Directorate 04 • Division 60 • Department 035

STATION DESCRIPTION

Station 35, located on Highway 99W just south of Durham Road, was constructed in 1972 and remodeled in 2003. The 6,700 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 35** and can also respond in **Water Tenders 35A** and **35B** when needed. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 35**.

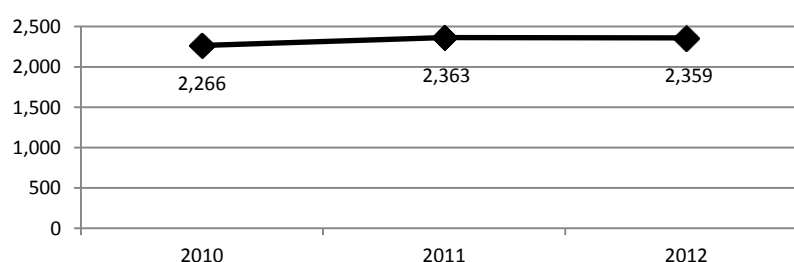
At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 35**.

The 5,679 acres (8.87 square miles) of Station 35's First-Due Area includes unincorporated territory in Washington County, King City, a portion of southwest Tigard, and a small corner of northwest Tualatin.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,956,740	\$1,694,397	\$2,183,849	\$2,256,334
Materials and Services	54,880	56,731	77,622	78,553
Total Expenditures	\$2,011,620	\$1,751,128	\$2,261,471	\$2,334,887

STATION 35 FIRST-DUE AREA INCIDENT COUNT¹



STATION 35 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

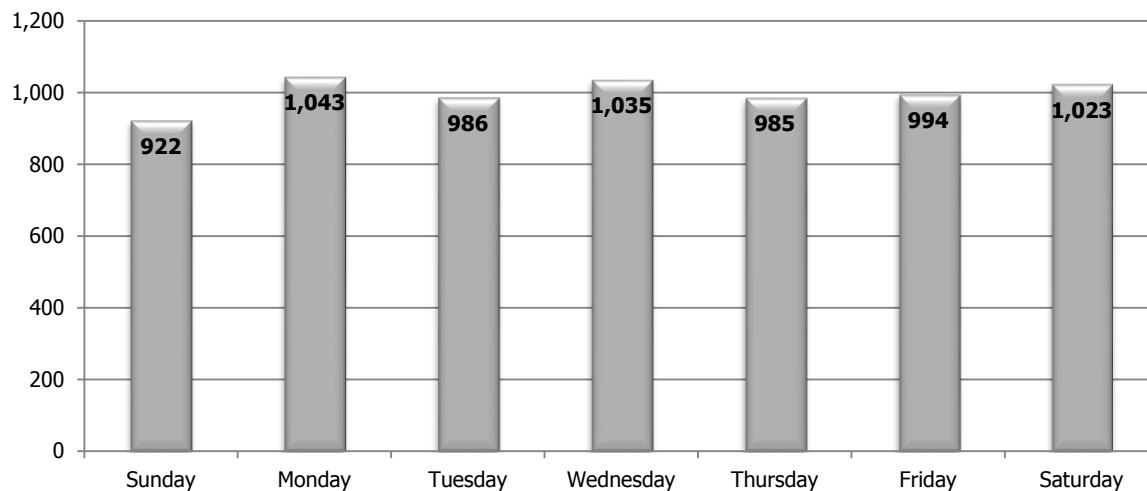
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	172	26	141	44	143	30
Overpressure	0	3	0	2	0	1
EMS/Rescue Call	1,992	1,548	2,135	1,576	2,076	1,553
Hazardous Condition	18	24	14	35	29	35
Service Call	60	178	51	215	74	241
Good Intent Call	24	348	7	393	8	363
False Call	0	139	0	96	0	130
Natural Condition	0	0	0	0	0	2
Other Situation	0	0	15	2	29	4
Total	2,266		2,363		2,359	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 35 – King City, continued

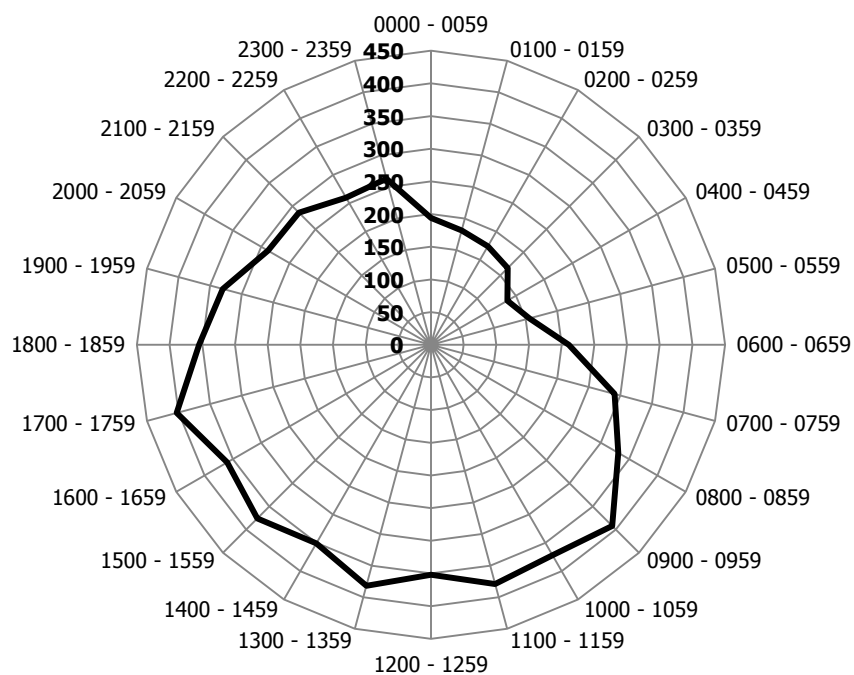
STATION 35 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 35 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 35 King City, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10035 General Fund						
5001 Salaries & Wages Union	882,010	788,911	1,007,901	1,035,720	1,035,720	1,035,720
5003 Vacation Taken Union	112,472	116,533	133,276	140,173	140,173	140,173
5005 Sick Leave Taken Union	56,077	25,919	35,699	34,106	34,106	34,106
5007 Personal Leave Taken Union	11,908	11,955	13,090	13,697	13,697	13,697
5016 Vacation Sold at Retirement			2,618	2,859	2,859	2,859
5017 PEHP Vac Sold at Retirement			6,902	4,235	4,235	4,235
5020 Deferred Comp Match Union	34,676	30,694	47,599	48,947	48,947	48,947
5101 Vacation Relief	120,349	97,978	136,489	141,699	141,699	141,699
5105 Sick Relief	31,214	12,269	33,319	29,958	29,958	29,958
5106 On the Job Injury Relief	7,869	3,886	7,616	7,879	7,879	7,879
5107 Short Term Disability Relief	7,286	4,956	4,879	4,635	4,635	4,635
5110 Personal Leave Relief	9,757	12,643	17,254	18,724	18,724	18,724
5115 Vacant Slot Relief	23,041	11,483				
5118 Standby Overtime	2,228	1,921	1,309	1,425	1,425	1,425
5120 Overtime Union	38,172	16,636	8,330	10,726	10,726	10,726
5201 PERS Taxes	246,901	217,378	290,673	320,783	320,783	320,783
5203 FICA/MEDI	96,371	80,500	111,405	114,354	114,354	114,354
5206 Worker's Comp	40,536	40,989	49,514	50,826	50,826	50,826
5207 TriMet/Wilsonville Tax	8,735	7,578	10,220	10,642	10,642	10,642
5208 OR Worker's Benefit Fund Tax	496	419	606	710	710	710
5210 Medical Ins Union	214,155	201,200	250,750	250,936	250,936	250,936
5220 Post Retire Ins Union	9,650	7,150	8,400	8,400	8,400	8,400
5270 Uniform Allowance	2,836	3,399	6,000	4,900	4,900	4,900
Total Personnel Services	1,956,740	1,694,397	2,183,849	2,256,334	2,256,334	2,256,334
5300 Office Supplies	277	176	500	560	560	560
5301 Special Department Supplies	3,421	2,787	4,350	4,480	4,480	4,480
5302 Training Supplies	195		300	300	300	300
5305 Fire Extinguisher	56		120	75	75	75
5307 Smoke Detector Program	308	123	300	300	300	300
5320 EMS Supplies	14,749	13,907	20,206	20,200	20,200	20,200
5321 Fire Fighting Supplies	1,532	1,858	2,800	2,800	2,800	2,800
5325 Protective Clothing	1,059	2,485	1,400	2,240	2,240	2,240
5330 Noncapital Furniture & Equip	1,013	1,587	265			
5350 Apparatus Fuel/Lubricants	9,213	10,409	14,000	17,000	17,000	17,000
5361 M&R Bldg/Bldg Equip & Improv	5,347	3,456	7,775	6,160	6,160	6,160
5365 M&R Firefight Equip		142	420	200	200	200
5367 M&R Office Equip	1,086	1,258	1,600	1,600	1,600	1,600
5414 Other Professional Services	415	133	613	400	400	400
5415 Printing		16	75	75	75	75
5416 Custodial & Bldg Services		634	688	553	553	553
5432 Natural Gas	2,329	2,347	4,500	3,500	3,500	3,500
5433 Electricity	8,313	8,935	10,500	10,500	10,500	10,500
5434 Water/Sewer	3,593	4,264	4,000	4,500	4,500	4,500
5436 Garbage	1,256	1,261	1,500	1,500	1,500	1,500
5480 Community/Open House/Outreach	146		300	300	300	300

Station 35 King City, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10035 General Fund						
5481 Community Education Materials		47	350	250	250	250
5500 Dues & Subscriptions	127	132	200	200	200	200
5570 Misc Business Exp	445	360	560	560	560	560
5575 Laundry/Repair Expense		415	300	300	300	300
Total Materials & Services	54,880	56,731	77,622	78,553	78,553	78,553
Total General Fund	2,011,620	1,751,128	2,261,471	2,334,887	2,334,887	2,334,887

Station 50 – Walnut

Fund 10 • Directorate 04 • Division 60 • Department 050

STATION DESCRIPTION

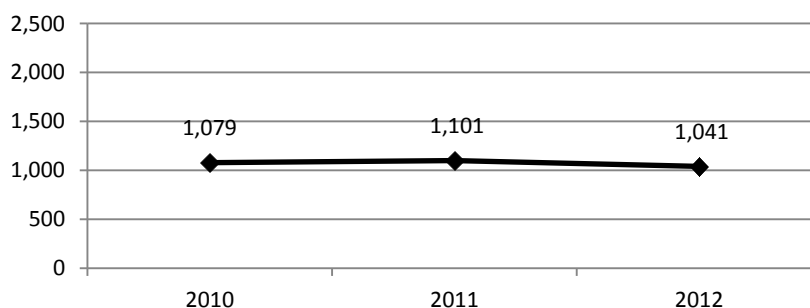
Station 50, located on SW Walnut Street just east of Gaarde Street, opened its doors in 2009, as the first station added to the District's service area in over a decade. Station 50 was constructed with bond proceeds that were approved by voters in 2006. The 11,700 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents utilizing **Engine 50**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. One EMT-Paramedic (on a ten-hour, four day/week schedule) responds to incidents utilizing **Car 50**.

The 2,953 acres (4.61 square miles) of Station 50's first due area includes the west side of Tigard, portions of south Beaverton along Scholls Ferry Road, and portions of unincorporated Washington County and Bull Mountain. Station 50 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. **Volunteer Company 350** is located at Station 50, responding out of **Rehab 350**, **Engine 350**, and **Van 350**.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,863,378	\$1,842,301	\$1,980,928	\$2,046,517
Materials and Services	62,285	92,422	91,472	87,449
Total Expenditures	\$1,925,663	\$1,934,723	\$2,072,400	\$2,133,966

STATION 50 FIRST-DUE AREA INCIDENT COUNT ¹



STATION 50 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR) ¹

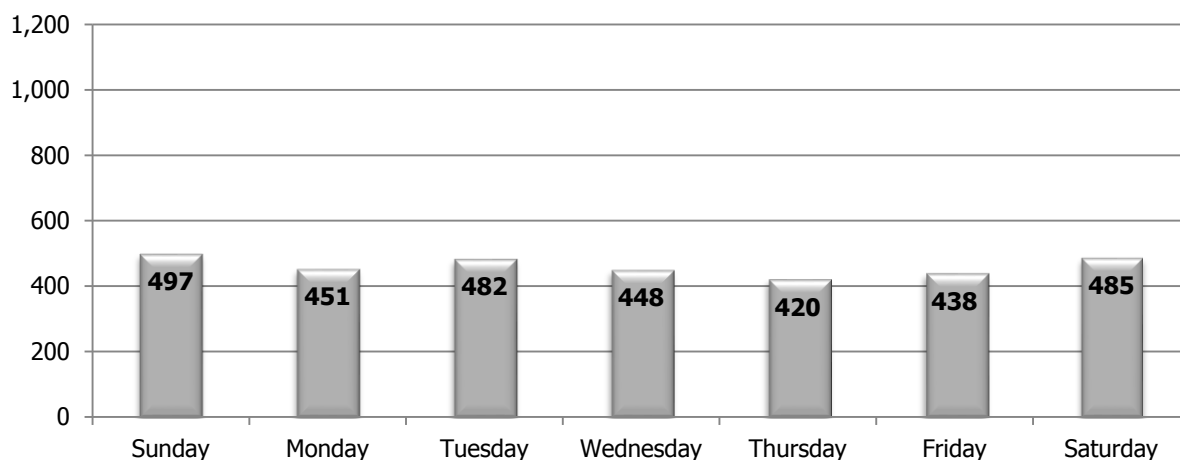
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	108	27	111	55	86	39
Overpressure	0	1	0	1	0	1
EMS/Rescue Call	876	697	888	714	848	718
Hazardous Condition	12	19	15	17	20	22
Service Call	57	87	61	86	64	49
Good Intent Call	26	156	11	161	3	144
False Call	0	90	0	65	0	67
Natural Condition	0	0	0	2	0	0
Other Situation	0	2	15	0	20	1
Total	1,079		1,101		1,041	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 50 – Walnut, continued

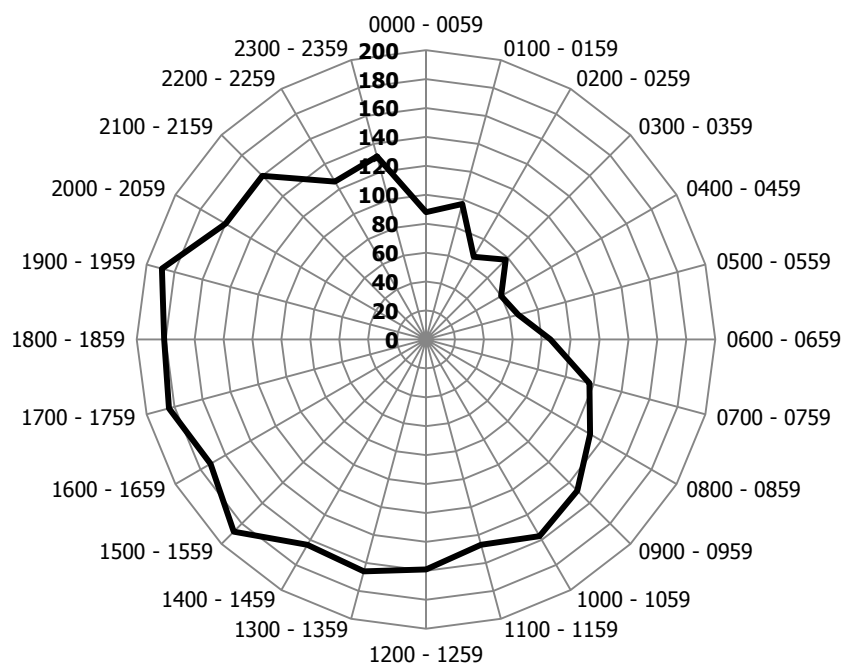
STATION 50 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 50 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 50 Walnut, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10050 General Fund						
5001 Salaries & Wages Union	896,212	879,746	911,271	936,479	936,479	936,479
5003 Vacation Taken Union	116,387	126,706	120,499	126,742	126,742	126,742
5005 Sick Leave Taken Union	22,209	19,578	32,276	30,838	30,838	30,838
5007 Personal Leave Taken Union	8,236	5,460	11,835	12,386	12,386	12,386
5016 Vacation Sold at Retirement			2,367	2,586	2,586	2,586
5017 PEHP Vac Sold at Retirement		804	6,240	3,829	3,829	3,829
5020 Deferred Comp Match Union	36,834	35,944	43,035	44,258	44,258	44,258
5101 Vacation Relief	120,721	110,372	123,403	128,121	128,121	128,121
5105 Sick Relief	31,654	9,860	30,125	27,088	27,088	27,088
5106 On the Job Injury Relief	7,870	5,404	6,886	7,124	7,124	7,124
5107 Short Term Disability Relief	4,043	6,177	4,411	4,191	4,191	4,191
5110 Personal Leave Relief	7,437	7,501	15,600	16,930	16,930	16,930
5115 Vacant Slot Relief	8,940	14,333				
5118 Standby Overtime	1,015	1,765	1,183	1,289	1,289	1,289
5120 Overtime Union	13,904	16,404	7,531	9,698	9,698	9,698
5201 PERS Taxes	235,356	240,140	262,806	290,047	290,047	290,047
5203 FICA/MEDI	92,526	89,187	100,725	103,396	103,396	103,396
5206 Worker's Comp	37,149	36,763	44,767	45,956	45,956	45,956
5207 TriMet/Wilsonville Tax	8,333	8,305	9,240	9,623	9,623	9,623
5208 OR Worker's Benefit Fund Tax	478	471	489	574	574	574
5210 Medical Ins Union	203,182	216,668	232,839	233,012	233,012	233,012
5220 Post Retire Ins Union	7,800	7,350	7,800	7,800	7,800	7,800
5270 Uniform Allowance	3,092	3,366	5,600	4,550	4,550	4,550
Total Personnel Services	1,863,378	1,842,301	1,980,928	2,046,517	2,046,517	2,046,517
5300 Office Supplies	291	455	500	520	520	520
5301 Special Department Supplies	3,903	5,637	4,050	4,160	4,160	4,160
5302 Training Supplies		55	300	300	300	300
5305 Fire Extinguisher		56	120	120	120	120
5307 Smoke Detector Program		226	300	300	300	300
5320 EMS Supplies	8,923	7,974	9,200	9,200	9,200	9,200
5321 Fire Fighting Supplies	1,351	1,656	2,600	3,669	3,669	3,669
5325 Protective Clothing	1,692	1,872	1,300	2,080	2,080	2,080
5330 Noncapital Furniture & Equip	926	997	400	375	375	375
5350 Apparatus Fuel/Lubricants	16,377	19,046	19,500	21,000	21,000	21,000
5361 M&R Bldg/Bldg Equip & Improv	2,782	23,716	21,952	12,702	12,702	12,702
5365 M&R Firefight Equip		32	390	200	200	200
5367 M&R Office Equip	1,069	1,380	1,600	1,600	1,600	1,600
5414 Other Professional Services	415	64	451	200	200	200
5415 Printing		16	75	75	75	75
5416 Custodial & Bldg Services		1,114	1,114	1,053	1,053	1,053
5432 Natural Gas	2,733	2,670	2,900	2,900	2,900	2,900
5433 Electricity	13,805	14,584	15,100	15,100	15,100	15,100
5434 Water/Sewer	6,275	7,389	6,300	7,300	7,300	7,300
5436 Garbage	1,499	1,499	1,500	1,600	1,600	1,600
5480 Community/Open House/Outreach			300	300	300	300

Station 50 Walnut, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10050 General Fund						
5481 Community Education Materials		1,449	500	1,700	1,700	1,700
5500 Dues & Subscriptions	117	123	200	200	200	200
5570 Misc Business Exp	127	124	520	520	520	520
5575 Laundry/Repair Expense		289	300	275	275	275
Total Materials & Services	62,285	92,422	91,472	87,449	87,449	87,449
Total General Fund	1,925,663	1,934,723	2,072,400	2,133,966	2,133,966	2,133,966

Station 51 – Tigard

Fund 10 • Directorate 04 • Division 60 • Department 051

STATION DESCRIPTION

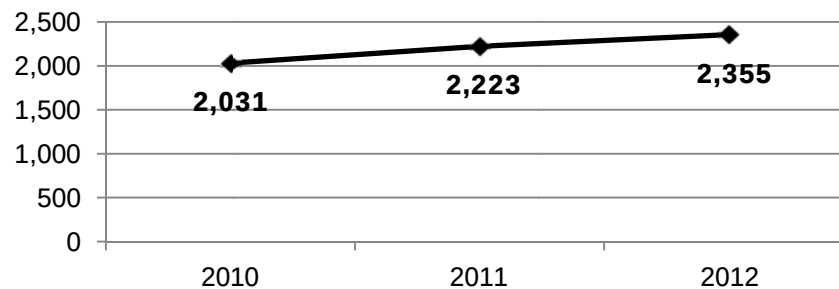
Station 51, located on SW Burnham Street between Main Street and Hall Boulevard, was constructed in 1993. The 9,800 square foot station houses a total of **24 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Heavy Rescue 51**, and can also respond in **Engine 51** when needed. An additional four personnel (on each 24-hour, three-shift schedule) respond utilizing **Truck 51**. In addition to the first due area, the truck serves as a resource for the entire Central Battalion. At least one crewmember per unit and shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 3,656 acres (5.71 square miles) of Station 51's First-Due Area includes the City of Tigard and a very small portion of Durham. Station 51 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Technical Rescue Team** is also housed at Station 51.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$3,613,198	\$3,674,038	\$3,892,663	\$4,022,302
Materials and Services	75,951	94,654	100,825	116,926
Total Expenditures	\$3,689,149	\$3,768,692	\$3,993,488	\$4,139,228

STATION 51 FIRST-DUE AREA INCIDENT COUNT¹



STATION 51 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

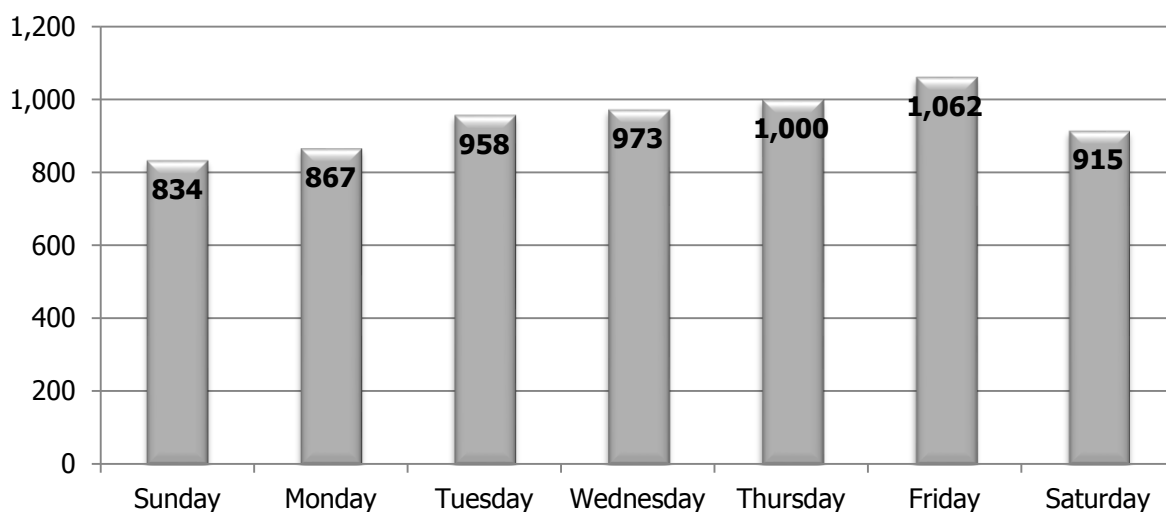
NFPA Code	2010		2011		2011	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	227	53	250	88	246	84
Overpressure	0	1	0	3	0	8
EMS/Rescue Call	1,685	1,152	1,834	1,299	1,968	1,436
Hazardous Condition	41	60	41	73	48	60
Service Call	39	103	59	86	53	88
Good Intent Call	39	526	15	555	13	552
False Call	0	132	0	116	0	119
Natural Condition	0	0	0	2	0	0
Other Situation	0	4	24	1	27	8
Total	2,031		2,223		2355	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 51 – Tigard, continued

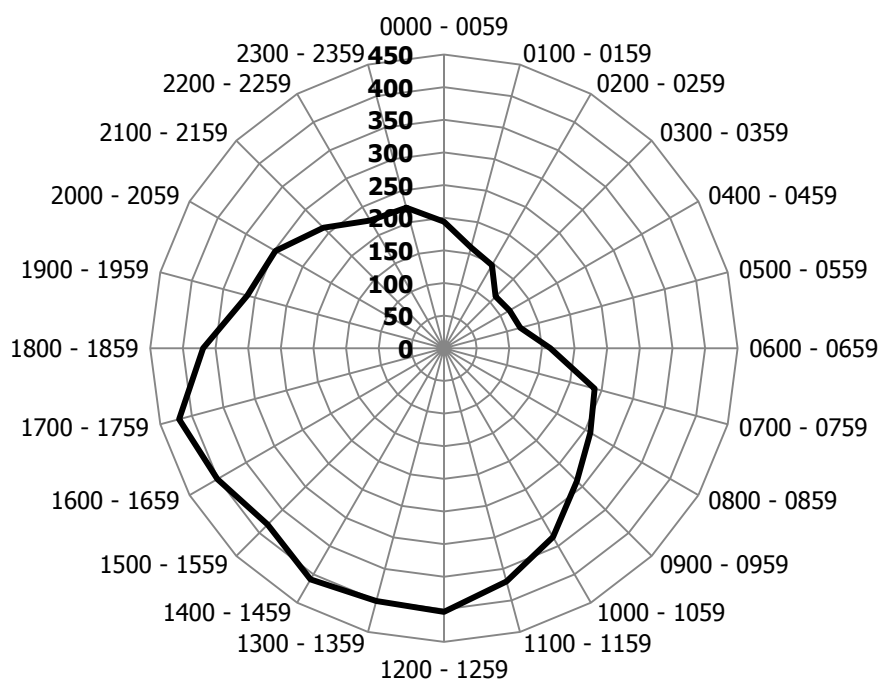
STATION 51 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 51 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 51 Tigard, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10051 General Fund						
5001 Salaries & Wages Union	1,725,323	1,718,363	1,805,766	1,855,429	1,855,429	1,855,429
5003 Vacation Taken Union	227,483	260,176	238,779	251,110	251,110	251,110
5005 Sick Leave Taken Union	39,381	36,087	63,959	61,098	61,098	61,098
5007 Personal Leave Taken Union	26,064	23,502	23,452	24,538	24,538	24,538
5016 Vacation Sold at Retirement			4,690	5,121	5,121	5,121
5017 PEHP Vac Sold at Retirement		6,280	12,365	7,583	7,583	7,583
5020 Deferred Comp Match Union	62,797	66,235	85,278	87,685	87,685	87,685
5101 Vacation Relief	229,763	234,035	244,535	253,843	253,843	253,843
5105 Sick Relief	47,150	46,776	59,695	53,665	53,665	53,665
5106 On the Job Injury Relief	10,720	4,945	13,645	14,114	14,114	14,114
5107 Short Term Disability Relief	6,154	11,893	8,741	8,301	8,301	8,301
5110 Personal Leave Relief	31,097	20,395	30,913	33,540	33,540	33,540
5115 Vacant Slot Relief	36,442	14,549				
5118 Standby Overtime	1,131	988	2,345	2,551	2,551	2,551
5120 Overtime Union	39,610	52,787	14,924	19,215	19,215	19,215
5201 PERS Taxes	458,572	485,842	520,774	574,657	574,657	574,657
5203 FICA/MEDI	179,072	176,032	199,595	204,854	204,854	204,854
5206 Worker's Comp	75,701	73,510	88,709	91,048	91,048	91,048
5207 TriMet/Wilsonville Tax	16,237	16,699	18,311	19,064	19,064	19,064
5208 OR Worker's Benefit Fund Tax	890	881	1,630	1,910	1,910	1,910
5210 Medical Ins Union	380,101	402,959	429,857	430,176	430,176	430,176
5220 Post Retire Ins Union	14,300	14,350	14,400	14,400	14,400	14,400
5270 Uniform Allowance	5,211	6,756	10,300	8,400	8,400	8,400
Total Personnel Services	3,613,198	3,674,038	3,892,663	4,022,302	4,022,302	4,022,302
5300 Office Supplies	786	175	500	960	960	960
5301 Special Department Supplies	6,263	5,373	7,350	7,680	7,680	7,680
5302 Training Supplies		37	300	300	300	300
5305 Fire Extinguisher	124	205	120	160	160	160
5307 Smoke Detector Program	158	123	300	300	300	300
5320 EMS Supplies	12,327	10,886	13,800	13,800	13,800	13,800
5321 Fire Fighting Supplies	3,087	4,758	5,800	9,950	9,950	9,950
5325 Protective Clothing	3,484	3,935	2,400	3,840	3,840	3,840
5330 Noncapital Furniture & Equip	1,008	3,077	2,200	4,200	4,200	4,200
5350 Apparatus Fuel/Lubricants	17,963	19,605	21,500	21,200	21,200	21,200
5361 M&R Bldg/Bldg Equip & Improv	2,959	14,669	11,586	13,496	13,496	13,496
5365 M&R Firefight Equip	66	292	720	600	600	600
5366 M&R EMS Equip		100				
5367 M&R Office Equip	1,127	1,262	1,600	1,600	1,600	1,600
5414 Other Professional Services	150	73	429	3,200	3,200	3,200
5415 Printing		16	75	75	75	75
5416 Custodial & Bldg Services		490	786	805	805	805
5432 Natural Gas	5,233	4,868	5,800	5,600	5,600	5,600
5433 Electricity	12,519	12,923	14,000	13,400	13,400	13,400
5434 Water/Sewer	6,101	8,349	6,800	8,800	8,800	8,800
5436 Garbage	1,798	1,796	1,950	1,950	1,950	1,950

Station 51 Tigard, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10051 General Fund						
5445 Rent/Lease of Building				2,400	2,400	2,400
5480 Community/Open House/Outreach			300	300	300	300
5481 Community Education Materials		305	900	700	700	700
5484 Postage UPS & Shipping	14					
5500 Dues & Subscriptions	149	98	200	200	200	200
5570 Misc Business Exp	635	799	960	960	960	960
5575 Laundry/Repair Expense		439	449	450	450	450
Total Materials & Services	75,951	94,654	100,825	116,926	116,926	116,926
Total General Fund	3,689,149	3,768,692	3,993,488	4,139,228	4,139,228	4,139,228

Technical Rescue Team

Fund 10 • Directorate 04 • Division 60 • Department 622

TEAM DESCRIPTION

Personnel at Station 51 serve as members of the District's Technical Rescue Team. The team is comprised of 30 members; Station 51 is staffed with 24 personnel, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of six members per shift. The team is trained at the Technician Level in heavy vehicle and machinery extrication, high-angle rope rescue, confined space rescue, trench rescue, and structural collapse rescue.

Heavy Rescue 51 and USAR 51 (tractor and trailer) are equipped with tools and equipment to support the team's needs in various technical rescue situations. Heavy Rescue 51 carries a heavy complement of extrication equipment, and expands its capabilities with stabilization and lifting equipment (ability to lift 50 tons) for more complicated extrications. It also houses an extensive array of ropes (e.g., life safety, utility, webbing, harness) for high-angle rescues, as well as line-supplied air equipment that provides the ability for members to enter a confined space. USAR 51 maintains equipment specific to breaking, cutting (torches), stabilizing, and lifting for structural collapse rescues. There are specialized cameras that allow members to see inside void areas, as well as listening devices in order to hear victims who may be trapped under a rubble pile. It is also equipped with shores and stabilization equipment for trench collapse situations. Resources on USAR 51 can also be used to assist in complex extrications.

The team also serves as the primary Rapid Intervention Team (RIT) on all structure fires. The RIT provides an immediately ready force to perform firefighter rescue should someone become trapped while working inside a burning structure. The Technical Rescue Team is assigned this function because of their specialized rescue training and tools, while utilizing techniques and procedures developed specifically for this contingency.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$51,946	\$3,565	\$13,071	\$12,196
Materials and Services	13,712	13,689	21,626	28,273
Total Expenditures	\$65,658	\$17,254	\$34,697	\$40,469

STATUS OF 2012-13 SERVICE MEASURES

- Provide high-angle rope rescue, trench rescue, structural collapse rescue, confined space rescue, and heavy vehicle and machinery extrication services.

Goal(s)/Call(s) for Action: I; III; VI
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome: In an effort to provide full Technical Rescue capabilities, the Technical Rescue Team has maintained training requirements in the five disciplines. In addition, a UASI grant provided funds for a new Heavy Rescue, which improved equipment capacities.

Technical Rescue Team, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Maintain current staffing levels trained to the appropriate level** (Operations or Technician level depending on length of membership on team) per SOG 5.9.1.

Goal(s)/Call(s) for Action: I; III; VI
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and Individual Mandatory Compliance Training documentation.
Status or Outcome: Staffing levels have been maintained and all team members have successfully completed individual mandatory compliance training. Several team members received additional training in structural collapse due to grant funds.

- **Continue to provide an enhanced level of Rapid Intervention Team (RIT) operations** for TVF&R incidents.

Goal(s)/Call(s) for Action: I; IV; VI
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51's response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.
Status or Outcome: The Technical Rescue Team continues to operate as a RIT team for the majority of fires in TVFR's service area. With the arrival of the new Scott airpacks, enhancements were made to the RIT air delivery systems and the new RIT packs were deployed throughout the District.

- **Be a resource to local businesses** for Technical Rescue information and assess target hazards when appropriate.

Goal(s)/Call(s) for Action: I; II; III
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.
Status or Outcome: The Technical Rescue Team saw a decrease in the number of specific target hazard preplanning requests; however, there continues to be a high number of consults, particularly related to confined space due to OSHA changes.

- **Maintain participation with state USAR.** This includes staffing for deployment, proper training, and participation in meetings and planning functions.

Goal(s)/Call(s) for Action: I; III; VII
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.
Status or Outcome: In 2012, the State USAR program shifted from state to local jurisdiction responsibility. TVF&R will continue to maintain response capability to structural collapse incidents statewide as part of metro area consortium.

Technical Rescue Team, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- Continue to participate in training activities with other TVF&R Special Operations teams.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Discretionary
Measured By: Participation in one multi-team drill with each of the Special Operations teams during 2011.
Status or Outcome: The Technical Rescue Team provided initial certification training to the Water Rescue team in rope operations. This training was provided to meet a new standard required by the Water Rescue team.

STATUS OF 2012-13 CHANGE STRATEGIES

- None

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Joint training with Oregon Army and Air National Guard. The Technical Rescue Team trained and provided technical advice on confined space and trench rescue operations.
- In 2012, the Technical Rescue Team, in cooperation with the Training Division, developed and delivered the fall Mandatory Company Officers (MCO) drill with a focus on RIT operations. MCO drills are a requirement of all line firefighters. Technical Rescue team members introduced new RIT equipment and techniques that will enhance capabilities in the event of a firefighter mayday.
- The Technical Rescue Team's rope discipline head assumed responsibility for budgeting of all District rope and hardware. This includes twenty stations and two specialty teams who use rope in their operations.
- Team members spent extensive hours developing the new Heavy Rescue, which was placed into service in January 2013. The new Heavy Rescue satisfies current and future needs for incident capacity, equipment storage, and dedicated reserve needs.
- The Technical Rescue Team deployed new RIT packs to District.

2013-14 SERVICE MEASURES

- Provide high-angle rope rescue, trench rescue, structural collapse rescue, confined space rescue, and heavy vehicle and machinery extrication services.

Goal(s)/Call(s) for Action: I; III; VI
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.

- Maintain current staffing levels trained to the appropriate level (operations or technician level depending on length of membership on team) per SOG 5.9.1.

Goal(s)/Call(s) for Action: I; III; VI
Service Type(s): Mandatory
Measured By: Appropriate staffing levels maintained. Initial team training and individual mandatory compliance training documentation.

Technical Rescue Team, continued

2013-14 SERVICE MEASURES, CONTINUED

- Continue to provide an enhanced level of Rapid Intervention Team (RIT) operations for TVF&R incidents.

Goal(s)/Call(s) for Action: I; IV; VI
Service Type(s): Mandatory
Measured By: Continuation of current deployment model. Heavy Rescue 51 response to all structure fires as a RIT resource providing a consistent, well trained, well equipped crew dedicated to RIT operations.

- Be a resource to local businesses for technical rescue information and assess target hazards when appropriate.

Goal(s)/Call(s) for Action: I; II; III
Service Type(s): Discretionary
Measured By: Participation in target hazard preplanning, consultation, conferences, and training opportunities with local businesses.

- Participate with metro area fire agencies in the development of training standards and a deployment model for ongoing statewide USAR response. This includes staffing, training, and participation in meetings and planning functions.

Goal(s)/Call(s) for Action: I; II; VII
Service Type(s): Essential
Measured By: Maintaining a combination of minimum staffing levels and appropriate initial and ongoing compliance training. Continued attendance at meetings, training, and planning functions.

- Continue to participate in training activities with other TVF&R special operations teams.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Discretionary
Measured By: Participation in one multi-team drill with each of the special operations teams during 2013.

2013-14 CHANGE STRATEGIES

- Implement and evaluate a new search and rescue (USAR) deployment model. USAR response, previously governed by the Office of State Fire Marshal (OSFM), will shift to local jurisdictions. Develop a program that ensures a seamless transition from state-provided USAR capabilities to a regional model. Establish a sustainable program for training, certification, and deployment of search and rescue capable apparatus and personnel. TVF&R will jointly offer this service to jurisdictions throughout the state with metro area response partners.

Goal(s)/Call(s) for Action: III/A; VI; VII/A
Budget Impact: None
Duration: Year 1 of 3
Budget Description: In the first year: 1) Establish partnerships with metro area fire agencies; 2) develop program parameters to include certification, training, and deployment; 3) provide outreach to state agencies; and 4) establish means to evaluate efficacy of the program.
Partner(s): OSFM, Clackamas Fire District #1, Portland Fire and Rescue, Gresham Fire Department, Fire Defense Board Chiefs, Training, Integrated Operations

Technical Rescue Team, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10622 General Fund						
5120 Overtime Union	40,518	2,441	9,913	9,152	9,152	9,152
5201 PERS Taxes	7,685	530	1,979	1,965	1,965	1,965
5203 FICA/MEDI	3,068	185	758	701	701	701
5206 Worker's Comp	386	329	337	312	312	312
5207 TriMet/Wilsonville Tax	273	80	70	66	66	66
5208 OR Worker's Benefit Fund Tax	16	1	14			
Total Personnel Services	51,946	3,565	13,071	12,196	12,196	12,196
5301 Special Department Supplies	212	377	500	500	500	500
5302 Training Supplies	985	2,155	3,600	2,950	2,950	2,950
5321 Fire Fighting Supplies	6,096	2,622	8,956	16,313	16,313	16,313
5325 Protective Clothing	4,236	4,970	5,000	5,000	5,000	5,000
5330 Noncapital Furniture & Equip				1,340	1,340	1,340
5350 Apparatus Fuel/Lubricants	47	429	900	600	600	600
5365 M&R Firefight Equip	1,902	769	2,350	1,250	1,250	1,250
5461 External Training		715				
5462 Travel and Per Diem		1,377				
5570 Misc Business Exp	235	274	320	320	320	320
Total Materials & Services	13,712	13,689	21,626	28,273	28,273	28,273
Total General Fund	65,658	17,254	34,697	40,469	40,469	40,469

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Station 53 – Progress

Fund 10 • Directorate 04 • Division 60 • Department 053

STATION DESCRIPTION

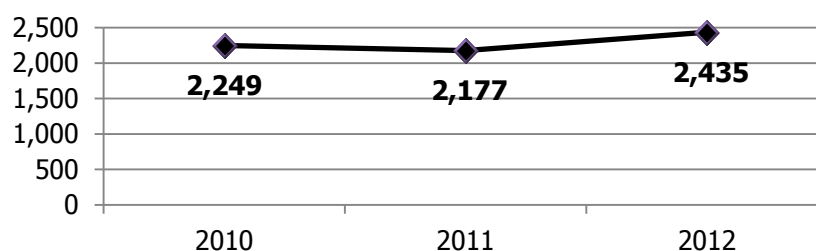
Station 53 is located on SW Scholls Ferry Road just north of Hall Boulevard and the Washington Square Mall. The original station was constructed in 1966. Utilizing bond proceeds that were approved by voters in 2006, Station 53 was completely rebuilt in 2009–10 and reopened its doors on July 7, 2010. The 12,368 square foot station houses a total of **14 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Engine 53**. At least one crewmember per shift is an EMT-Paramedic capable of providing ALS treatment. Two EMT-Paramedics (on a ten-hour, four day a week schedule) respond to incidents utilizing **Medic 53**. The **Central Battalion Chief (C7)** also responds from and maintains quarters at Station 53.

The 4,606 acres (7.20 square miles) of Station 53's First-Due area includes southeast Beaverton, portions of north Tigard, and unincorporated Washington County (Progress). Half of the District's **Hazardous Materials Team** is also housed at Station 53 (in conjunction with Station 34).

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$2,163,507	\$2,280,500	\$2,284,878	\$2,361,049
Materials and Services	73,660	84,807	100,466	94,869
Total Expenditures	\$2,237,167	\$2,365,307	\$2,385,344	\$2,455,918

STATION 53 FIRST-DUE AREA INCIDENT COUNT¹



STATION 53 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

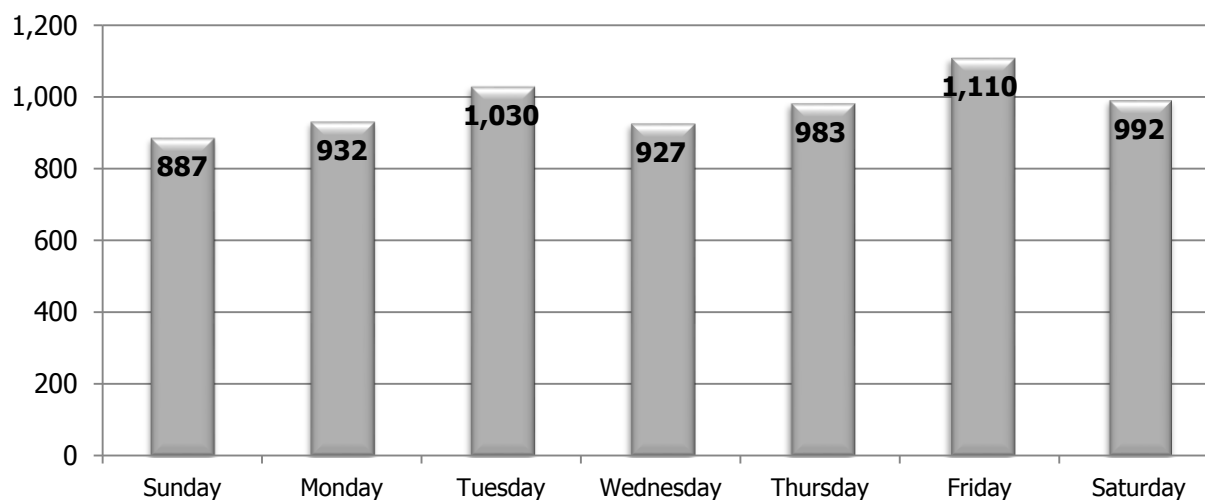
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	298	37	256	46	217	45
Overpressure	0	4	0	5	0	6
EMS/Rescue Call	1,820	1,419	1,792	1,414	2,058	1,639
Hazardous Condition	50	74	33	63	75	78
Service Call	47	121	54	114	54	145
Good Intent Call	34	378	12	359	5	394
False Call	0	215	0	172	0	125
Natural Condition	0	0	0	1	0	0
Other Situation	0	1	30	3	26	3
Total	2,249		2,177		2,435	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 53 – Progress, continued

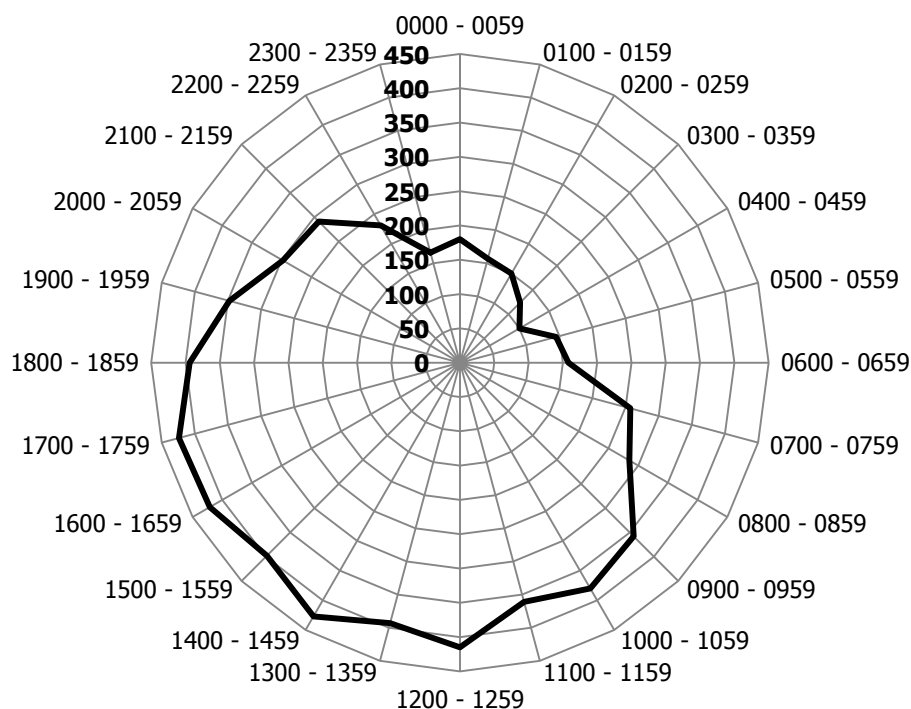
STATION 53 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 53 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 53 Progress, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10053 General Fund						
5001 Salaries & Wages Union	1,014,089	1,039,552	1,060,805	1,089,965	1,089,965	1,089,965
5003 Vacation Taken Union	125,634	129,809	140,272	147,515	147,515	147,515
5005 Sick Leave Taken Union	18,601	21,443	37,573	35,892	35,892	35,892
5007 Personal Leave Taken Union	17,940	18,633	13,777	14,415	14,415	14,415
5016 Vacation Sold at Retirement			2,755	3,010	3,010	3,010
5017 PEHP Vac Sold at Retirement		2,854	7,264	4,457	4,457	4,457
5020 Deferred Comp Match Union	40,087	41,677	50,097	51,511	51,511	51,511
5101 Vacation Relief	161,100	188,969	143,653	149,121	149,121	149,121
5105 Sick Relief	25,829	33,615	35,068	31,527	31,527	31,527
5106 On the Job Injury Relief	8,793	4,983	8,016	8,292	8,292	8,292
5107 Short Term Disability Relief	1,924	2,136	5,135	4,878	4,878	4,878
5110 Personal Leave Relief	20,566	26,399	18,160	19,705	19,705	19,705
5115 Vacant Slot Relief	36,834	8,832				
5118 Standby Overtime	1,458	1,340	1,378	1,501	1,501	1,501
5120 Overtime Union	24,894	26,452	8,767	11,288	11,288	11,288
5201 PERS Taxes	277,751	313,024	305,931	337,586	337,586	337,586
5203 FICA/MEDI	107,217	108,429	117,253	120,343	120,343	120,343
5206 Worker's Comp	42,736	47,428	52,112	53,488	53,488	53,488
5207 TriMet/Wilsonville Tax	9,812	10,379	10,757	11,200	11,200	11,200
5208 OR Worker's Benefit Fund Tax	516	545	955	1,119	1,119	1,119
5210 Medical Ins Union	214,506	241,135	250,750	250,936	250,936	250,936
5220 Post Retire Ins Union	8,200	8,900	8,400	8,400	8,400	8,400
5270 Uniform Allowance	5,021	3,965	6,000	4,900	4,900	4,900
Total Personnel Services	2,163,507	2,280,500	2,284,878	2,361,049	2,361,049	2,361,049
5300 Office Supplies	312	645	500	560	560	560
5301 Special Department Supplies	5,177	3,456	4,350	4,480	4,480	4,480
5302 Training Supplies		96	300	300	300	300
5305 Fire Extinguisher	108	56	120	120	120	120
5307 Smoke Detector Program	174	144	300	300	300	300
5320 EMS Supplies	15,470	11,335	18,400	18,400	18,400	18,400
5321 Fire Fighting Supplies	1,683	2,482	2,800	2,800	2,800	2,800
5325 Protective Clothing	1,170	2,670	1,400	2,240	2,240	2,240
5330 Noncapital Furniture & Equip	2,776	1,404	515	3,150	3,150	3,150
5350 Apparatus Fuel/Lubricants	13,477	13,471	16,500	16,500	16,500	16,500
5361 M&R Bldg/Bldg Equip & Improv	6,140	18,496	23,135	15,401	15,401	15,401
5365 M&R Firefight Equip			420	200	200	200
5367 M&R Office Equip	1,016	1,393	1,600	1,600	1,600	1,600
5414 Other Professional Services	202	110	660	300	300	300
5415 Printing	18	245	75	75	75	75
5416 Custodial & Bldg Services		853	856	728	728	728
5432 Natural Gas	2,187	2,081	3,200	3,000	3,000	3,000
5433 Electricity	16,526	17,861	16,900	16,000	16,000	16,000
5434 Water/Sewer	5,102	5,483	5,200	5,200	5,200	5,200
5436 Garbage	1,589	1,261	1,300	1,300	1,300	1,300
5480 Community/Open House/Outreach		62	300	300	300	300

Station 53 Progress, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10053 General Fund						
5481 Community Education Materials		466	600	600	600	600
5484 Postage UPS & Shipping	5					
5500 Dues & Subscriptions	95	98	200	200	200	200
5570 Misc Business Exp	432	259	560	560	560	560
5575 Laundry/Repair Expense		381	275	555	555	555
Total Materials & Services	73,660	84,807	100,466	94,869	94,869	94,869
Total General Fund	2,237,167	2,365,307	2,385,344	2,455,918	2,455,918	2,455,918

Station 69 – Cooper Mountain

Fund 10 • Directorate 04 • Division 60 • Department 069

STATION DESCRIPTION

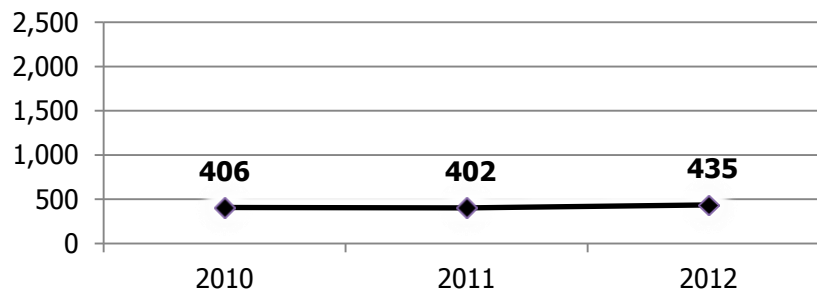
Station 69, located on SW 175th Avenue near the top of Cooper Mountain, was constructed in 1981. The 6,000 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The District was awarded the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant in 2011-12, which provided funding for three of the twelve personnel, until the 2013-14 budget, whereby the District's General Fund will continue to fund the three firefighters at this station for the matching year of the grant. The crew responds to incidents primarily utilizing **Engine 69** and can also respond in **Heavy Brush 69** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment. Personnel at this station also assist in the management of vacancy scheduling for all stations throughout the District.

The 6,677 acres (10.43 square miles) of Station 69's First-Due Area includes unincorporated Washington County and portions of west and southwest Beaverton.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,360,658	\$1,615,136	\$1,394,574	\$1,882,434
Materials and Services	36,264	63,215	53,633	54,026
Total Expenditures	\$1,396,922	\$1,678,351	\$1,448,207	\$1,936,460

STATION 69 FIRST-DUE AREA INCIDENT COUNT¹



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

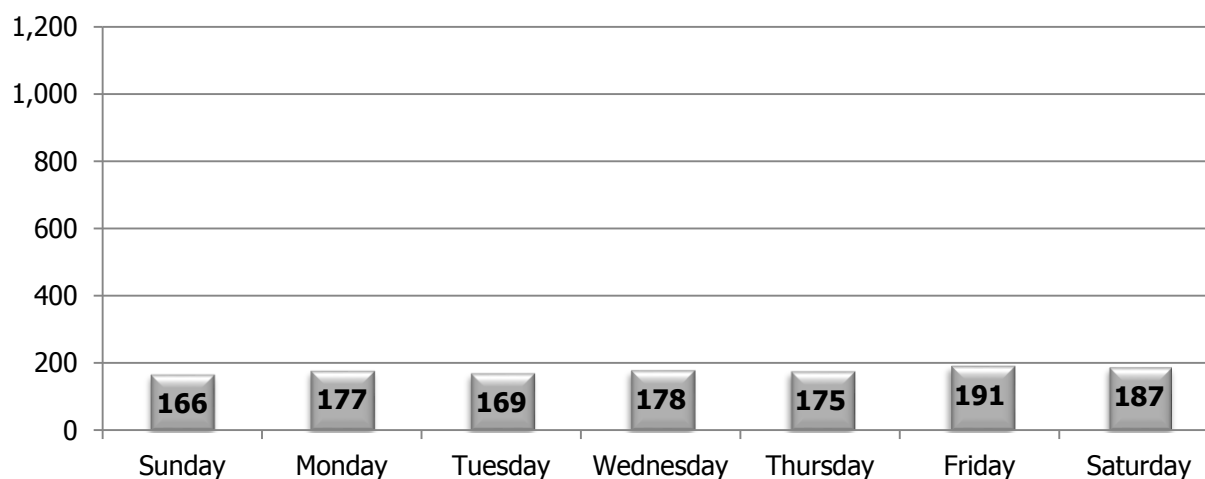
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	35	16	33	9	35	11
Overpressure	0	0	0	3	0	2
EMS/Rescue Call	324	290	334	281	352	309
Hazardous Condition	7	7	5	11	10	11
Service Call	21	30	18	19	25	25
Good Intent Call	19	39	4	60	4	50
False Call	0	24	0	16	0	26
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	8	3	9	1
Total	406		402		435	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 69 – Cooper Mountain, continued

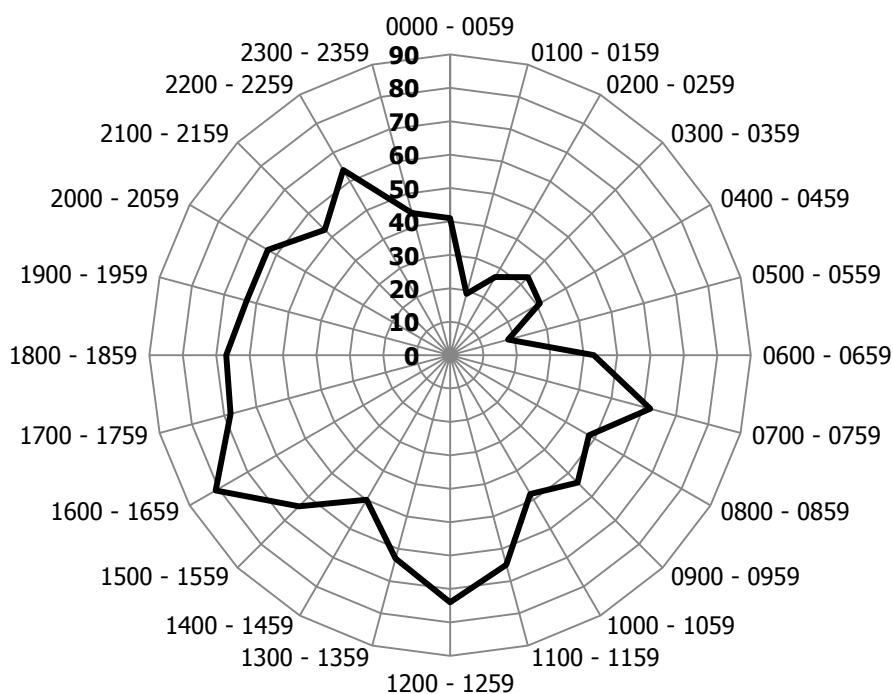
STATION 69 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 69 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 69 Cooper Mountain, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10069 General Fund						
5001 Salaries & Wages Union	584,539	772,430	642,208	859,462	859,462	859,462
5003 Vacation Taken Union	97,886	98,075	84,920	116,318	116,318	116,318
5005 Sick Leave Taken Union	52,198	19,925	22,746	28,302	28,302	28,302
5007 Personal Leave Taken Union	7,233	9,054	8,340	11,368	11,368	11,368
5016 Vacation Sold at Retirement			1,668	2,373	2,373	2,373
5017 PEHP Vac Sold at Retirement	3,854	1,689	4,398	3,514	3,514	3,514
5020 Deferred Comp Match Union	23,310	31,244	30,329	40,618	40,618	40,618
5101 Vacation Relief	94,499	106,149	86,967	117,585	117,585	117,585
5105 Sick Relief	32,411	13,767	21,230	24,860	24,860	24,860
5106 On the Job Injury Relief	2,977	5,613	4,853	6,490	6,490	6,490
5107 Short Term Disability Relief		1,316	3,432	3,847	3,847	3,847
5110 Personal Leave Relief	10,225	4,929	10,994	15,538	15,538	15,538
5115 Vacant Slot Relief	22,234	6,330				
5118 Standby Overtime	1,339	1,322	834	1,182	1,182	1,182
5120 Overtime Union	16,371	23,078	5,308	8,901	8,901	8,901
5201 PERS Taxes	174,392	211,490	185,209	266,194	266,194	266,194
5203 FICA/MEDI	66,812	79,031	70,985	94,893	94,893	94,893
5206 Worker's Comp	27,562	26,084	31,549	42,177	42,177	42,177
5207 TriMet/Wilsonville Tax	6,088	7,340	6,512	8,831	8,831	8,831
5208 OR Worker's Benefit Fund Tax	309	425	326	493	493	493
5210 Medical Ins Union	130,061	186,309	161,196	218,088	218,088	218,088
5220 Post Retire Ins Union	4,900	6,750	5,400	7,200	7,200	7,200
5270 Uniform Allowance	1,457	2,786	5,170	4,200	4,200	4,200
Total Personnel Services	1,360,658	1,615,136	1,394,574	1,882,434	1,882,434	1,882,434
5300 Office Supplies	330	138	500	480	480	480
5301 Special Department Supplies	2,446	2,687	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher		48	120	120	120	120
5307 Smoke Detector Program			300	300	300	300
5320 EMS Supplies	3,195	4,935	6,900	6,900	6,900	6,900
5321 Fire Fighting Supplies	1,180	1,821	2,400	2,400	2,400	2,400
5325 Protective Clothing	674	868	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	2,120	2,122	1,025	1,075	1,075	1,075
5350 Apparatus Fuel/Lubricants	7,582	9,868	8,640	9,000	9,000	9,000
5361 M&R Bldg/Bldg Equip & Improv	4,151	23,844	9,665	7,210	7,210	7,210
5364 M&R Fire Comm Equip		4				
5365 M&R Firefight Equip	80		360	200	200	200
5367 M&R Office Equip	1,090	1,315	1,600	1,600	1,600	1,600
5414 Other Professional Services	39	49	141	150	150	150
5415 Printing	16	115	50	50	50	50
5416 Custodial & Bldg Services		526	531	381	381	381
5432 Natural Gas	2,680	2,634	3,000	3,000	3,000	3,000
5433 Electricity	7,064	7,671	7,296	8,220	8,220	8,220
5434 Water/Sewer	1,794	1,969	2,508	3,000	3,000	3,000
5436 Garbage	1,559	1,571	1,620	1,800	1,800	1,800

Station 69 Cooper Mountain, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10069 General Fund						
5480 Community/Open House/Outreach		171	300	300	300	300
5481 Community Education Materials		177	350	250	250	250
5500 Dues & Subscriptions	119	123	200	200	200	200
5570 Misc Business Exp	144	121	480	480	480	480
5575 Laundry/Repair Expense		438	397	850	850	850
Total Materials & Services	36,264	63,215	53,633	54,026	54,026	54,026
Total General Fund	1,396,922	1,678,351	1,448,207	1,936,460	1,936,460	1,936,460

South Integrated Operations Division

Fund 10 • Directorate 04 • Division 62

DIVISION DESCRIPTION

The South Integrated Operations Division manages and responds to the southern area of the District through the South Operating Center and fire stations 34, 52, 56, 57, 58, and 59.

The South Operating Center is collocated with Station 56 after the station was reconstructed in 2012-13. Utilizing bond proceeds that were approved by voters in 2006, the combined fire station and office space is scheduled to open its doors in summer 2013.

BUDGET SUMMARY ¹

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$12,696,464	\$13,011,028	\$13,462,469	\$13,857,614
Materials and Services	503,596	552,992	690,248	622,509
Total Expenditures	\$13,200,060	\$13,564,020	\$14,152,717	\$14,480,123

¹ Wildland program transferred to Integrated Operations Administration in 2013-14.

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	4.00	4.00	4.00
Communications Officer	1.00	1.00	1.00	0.00
Public Affairs Officer	0.00	0.00	0.00	1.00
Administrative Assistant ¹	2.38	2.38	2.38	2.00
Station 34	12.00	12.00	13.00	13.00
Station 52	12.00	12.00	12.00	12.00
Station 56	13.00	13.00	12.00	12.00
Station 57	12.00	12.00	12.00	12.00
Station 58	12.00	12.00	12.00	12.00
Station 59	12.00	12.00	12.00	12.00
Total Full-Time Equivalents (FTE)	85.38	85.38	85.38	85.00

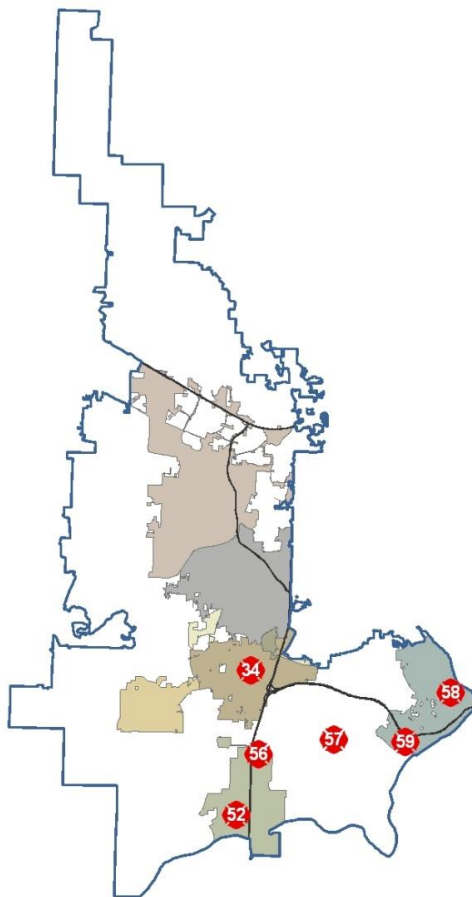
¹ The part-time Code Enforcement Program Assistant will be transferred on July 1, 2013 from the South Integrated Operations division to the North Integrated Operations Division.

2013-14 SIGNIFICANT CHANGES

For 2013-14, the South Operating Center lease in account 5445 is budgeted to end with the opening and move into the newly constructed South Operating Center.

South Integrated Operations Division, continued

LOCATION OF STATIONS IN AREA OF OPERATIONS



STATION FTE AND UNITS

Stations	2012-13 Budget			2013-14 Budget		
	FTE	Unit(s)	Unit Type	FTE	Unit(s)	Unit Type
Station 34 (Tualatin)	13.00	 	Aerial Pumper, Car	13.00	 	Aerial Pumper, Car
Station 52 (Wilsonville)	12.00		Engine	12.00		Engine
Station 56 (Elligsen Rd.)	12.00		Truck/Engine ¹	12.00		Truck/Engine ¹
Station 57 (Mountain Rd.)	12.00		Engine	12.00		Engine
Station 58 (Bolton)	12.00		Engine	12.00		Engine
Station 59 (Willamette)	12.00		Engine	12.00		Engine

¹ These are swing units. The primary unit is listed first, but crews may swing into the secondary unit based upon Dispatch Type.

o Full Time Employees (FTE) per Unit

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

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

South Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/5; VII/A, 3 and 4
Service Type(s): Essential
Measured By: South Operating Center station Captains will host quarterly Community Risk Reduction (CRR) Program meetings where their CRR Team (Public Affairs Officer, Deputy Fire Marshal, and Duty Chief) will review and identify local data and prioritize projects to be initiated. Projects may involve utilizing other programs such as Public Education, Apartment Manager Program, False Alarm Program, etc. Additional meetings with other partners may occur based on the projects initiated. These partners may include, but are not limited to, Fire Chief's Office, Planning, EMS, Training, Emergency Management, and may involve external partners and/or citizens.

Status or Outcome: Ongoing. The Community Risk Reduction SharePoint site is used to capture all station projects and projected timelines. Currently, it is used to post details and project highlights.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s)/Call(s) for Action: I/7; VI/C and 2
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate timely updates to all direct reports. Additional communication may occur through quarterly Community Risk Reduction meetings, station liaison visits, biannual Captain's meetings, Operating Center meetings, weekly Operating Center coffee chats, etc. This Service Measure will be evaluated by an annual survey (to be developed).

Status or Outcome: Ongoing. The South Operating Center (SOC) management team meets monthly, as does the Integrated Operations staff. Personnel meet quarterly/as needed with station Captains to work on Community Risk Reduction projects. Battalion Chiefs regularly communicate operational priority information and District updates to each station Captain. Company Officers attend in-services in addition to Captains' meeting.

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels, build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the South Integrated Operations area.

Goal(s)/Call(s) for Action: I/4; II/1; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center staff at city council, urban renewal, traffic and transportation, NAC, CPO, and HOA meetings, as well as Chamber of Commerce and other community organization events. In addition, invite strategic partners to ride with District staff.

Status or Outcome: Ongoing. South Operating Center personnel regularly attend Chamber of Commerce events, city council/staff meetings, civic forums, NAC, CPO, and HOA meetings, and serve on intergovernmental committees. In addition, staff holds regular coffee chats with local law enforcement and city officials.

South Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Communicate regularly with local media** who cover the South Operating service area. Proactive and reactive outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3, 4; II/B, C, D, 1, 4 and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, newsletter articles.
Status or Outcome: Ongoing. Staff work with local media and contribute to TVF&R blog and social media platforms to promote District initiatives, safety information, and incident detail. In addition, staff contributed to city and community newsletters, brochures, and features.

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the South Operating Center** - Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, 1, 2, and 5
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center staff. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.
Status or Outcome: Ongoing. Increased attendance District-wide from 97 in 2011 to 168 in 2012. Again this year, the program was offered four times and the overall attendance increased by 73%. In addition, the registration data was updated and is sorted by first due to show whether or not an apartment community had attended the training, whether they had a fire, and if so, when and where the fire occurred. Recently, a map was also developed to track the Washington County Housing Authority and other non-profit property locations, attendance at the quarterly landlord training, and incident data.

- **Increase the number of community events within the South Operating Center** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: II/1 and 5
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.
Status or Outcome: Ongoing. The events in the District had an overall increase from 715 to 755. South Operations maintained the number of events with 172 in 2011 and 2012.

South Integrated Operations Division, continued

STATUS OF 2012-13 SERVICE MEASURES

- Continue to reduce the number of false alarms generated by automatic commercial alarms within the South Operating Center.

Goal(s)/Call(s) for Action: I/E, and 1; II/2
Service Type(s): Essential
Measured By: Overall decrease of false alarms.
Status or Outcome: Ongoing. False alarms have continued to drop/hold. Efforts taken have provided the following results for 2012:

NOC – 513, CBOC – 407, SOC – 391 (total 1,311, which is a continued decrease each year in the past five years.)

	NOC	CBOC	SOC	Total
2008	817	573	528	1918
2009	739	512	514	1765
2010	644	437	484	1565
2011	539	394	391	1324
2012	513	407	391	1311

STATUS OF 2012-13 CHANGE STRATEGIES

- Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program. This will include all available data (internally and external).

Goal(s)/Call(s) for Action: I/4: II/1 and 2: VI/A
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Tracking and evaluating trends throughout each Operating Center.
Partner(s): Planning, EMS, Training, Emergency Management, and may involve external partners and citizens
Status or Outcome: Yearly, quarterly, and monthly reports were created using incident data to be viewed by the station Captains and their Integrated Operations teams for analysis and decision making on outreach efforts. Their findings are discussed at the quarterly CRR meetings with the intent of capturing efforts (outputs/events/outreach), in order to reduce various call types, improve or create a behavioral change using fire and life safety measures, or enhance fire and life safety for firefighters and citizens. Both short- and long-term comparisons are made in an effort to reduce the number and severity of emergency incidents, as well as the ability to increase the community's participation in their safety, preparedness, knowledge, and support of the District and its services.

South Integrated Operations Division, continued

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: I/C and E; II/1
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Using existing resources identified in the Community Risk Reduction Program.
Partner(s): DHS, EMS, care facilities
Status or Outcome: Ongoing. Through increased presence, conversation, and understanding, the number of invalid assist calls at targeted Assisted Living Facilities within Station 52's service area has been minimized.

- **Establish Hands-Only CPR training at South Operations area middle schools**, with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A and C; 1 and 5; VII/A
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Purchase training mannequins out of proposed Public Education supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, external partners/citizens
Status or Outcome: Ongoing. Hands-Only CPR events were held at numerous schools throughout the District. In the South Operations area, those events included trainings at Wood Middle School with 130 students, Athey Creek with 180 students, and Rosemont Middle School with 170 students.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Cooperative work with multiple agencies (local, state, and federal) at large scale incidents (e.g., Living Savior Lutheran Church fire).
- Hired a new Fire Inspector from within TVF&R's Volunteer ranks.
- Open house and Hands-Only CPR hosted by Station 57, rural addressing run cards updated, brochure created and distributed by Stations 52 and 56.
- Partnering with assisted living facilities to improve working relationships and operational efficiencies in an effort to reduce invalid assist responses.
- Movie theater partnership activity – increasing safety through proactive planning at local theaters in response to the active shooter event in Colorado.

South Integrated Operations Division, continued

2013-14 SERVICE MEASURES

- **With the establishment of a more formal Community Risk Reduction Program, use the process and data structure to collectively attain, analyze, and build change strategies geared towards the local response area for the next year.** Use the process to positively affect the global risks, but target them in the local region affected.

Goal(s)/Call(s) for Action: I/1, 3, and 4; II/1 and 2; VI/5; VII/A and 1
Service Type(s): Essential
Measured By: Captains will host quarterly Community Risk Reduction (CRR) meetings, review local data and prioritize projects with their CRR team including the Public Affairs Officer (PAO), Deputy Fire Marshal (DFM), and Duty Chief. Projects may involve utilizing other programs such as Public Education, Multi-Family Fire Reduction Program, False Alarm Program, Hands-Only CPR, etc. Additional meetings with other partners may occur based on the projects' needs. These partners may include, but are not limited to, the Fire Chief's Office, Planning, EMS, Training, Emergency Management, and may also involve external partners.

- **Strengthen internal District communications and successful team building strategies** for the implementation of the Community Risk Reduction Program and future organizational changes.

Goal(s)/Call(s) for Action: I/7; VI/C, 2 and 3
Service Type(s): Essential
Measured By: Division and Battalion Chiefs will communicate monthly updates to all direct reports. Additional communication may occur through quarterly station liaison visits, biannual Captain's meetings, Operating Center meetings, etc. This service measure will be evaluated by an annual survey (to be developed).

- **Communicate regularly with local business owners, community leaders, and city/county decision makers.** Using traditional and non-traditional channels build relationships and foster a spirit of cooperation and communication with stakeholders who live/work within the South Integrated Operations Division's service area.

Goal(s)/Call(s) for Action: II/1 and 3; VIII/1
Service Type(s): Essential
Measured By: Regular attendance by Operating Center personnel at city council, urban renewal, traffic and transportation, Chamber of Commerce, neighborhood association, citizen participation organization and home owner association meetings, as well as other community/civic events. Ride-alongs arranged with District personnel for strategic partners.

- **Communicate regularly with local media** who cover the South Integrated Operations Division's service area. Outreach to media entities to ensure greater public education and understanding of fire and life safety issues. Enhance citizen emergency preparedness and build support for TVF&R in the community.

Goal(s)/Call(s) for Action: I/3 and 4; II/B, C, 3, 4, and 5; VIII/1
Service Type(s): Essential
Measured By: Utilization of FlashNews, social media outlets, traditional media news stories, and newsletter articles.

South Integrated Operations Division, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Increase the number of apartment manager/property representatives trained through the Multi-Family Fire Reduction Program within the South Integrated Operations Division's service area.** Expand outreach efforts to include all Integrated Operations staff. Target multi-family housing within first-due geographical area and educate apartment managers/property representatives on the positive impact of fire and life safety training for minimizing potential risks.

Goal(s)/Call(s) for Action: I/B and 4; II/A, B, C, and 1
Service Type(s): Essential
Measured By: Increase attendance by ten percent utilizing the Community Risk Reduction Program to increase awareness internally and encouraging outreach by Operating Center personnel. In addition to this outreach, continue to use social media platforms, traditional media, and other external outlets to advertise the program.

- **Increase or maintain the number of community events within the South Integrated Operations Division's service area** to assist in educating citizens in fire and life safety. Expand outreach efforts to include all Integrated Operations staff with an emphasis on at-risk communities.

Goal(s)/Call(s) for Action: 1/3 and 4; II/A, B, C, 1, 3 and 4
Service Type(s): Essential
Measured By: Overall increase of scheduled events beyond prior year.

- **Continue to reduce the number of false alarms generated by automatic commercial alarms** within the South Integrated Operations Division's service area.

Goal(s)/Call(s) for Action: I/E and 1
Service Type(s): Essential
Measured By: Overall decrease of false alarms.

2013-14 CHANGE STRATEGIES

- **Identify methodology to address the trends and measure the impact developed out of the Community Risk Reduction Program.** This will include all available data (internal and external).

Goal(s)/Call(s) for Action: I/4; II; VII/A
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Tracking and evaluating trends in each Operating Division.
Partner(s): Planning, EMS, Training, Emergency Management. May involve external partners and citizens.

- **Establish Hands-Only CPR training at middle schools in the South Integrated Operations Division's service area** with a goal of reaching 50% of the eighth grade students each year during the three-year period.

Goal(s)/Call(s) for Action: I/3 and 4; II/A, C and 4; VII/A
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Purchase training mannequins from proposed public education supplies budget. There are grant funds available that may require matching funds from the District.
Partner(s): EMS, schools, external partners/citizens

South Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5001 Salaries & Wages Union	5,467,218	5,259,830	5,590,822	5,741,443	5,741,443	5,741,443
5002 Salaries & Wages Nonunion	613,698	686,594	741,337	749,986	749,986	731,899
5003 Vacation Taken Union	739,272	760,799	720,821	757,250	757,250	757,250
5004 Vacation Taken Nonunion	53,112	72,422	55,903	57,050	57,050	55,658
5005 Sick Leave Taken Union	131,993	181,670	193,518	185,311	185,311	185,311
5006 Sick Taken Nonunion	3,347	3,778	11,181	11,414	11,414	11,135
5007 Personal Leave Taken Union	68,852	76,082	71,894	75,138	75,138	75,138
5008 Personal Leave Taken Nonunion	2,571	4,630	4,792	4,895	4,895	4,775
5010 Comp Taken Nonunion	454	122				
5015 Vacation Sold	2,839	11,154	33,346	16,993	16,993	16,993
5016 Vacation Sold at Retirement		13,730	19,939	14,938	14,938	14,938
5017 PEHP Vac Sold at Retirement	3,148	59,308	36,055	22,122	22,122	22,122
5020 Deferred Comp Match Union	206,249	218,197	262,710	269,989	269,989	269,989
5021 Deferred Comp Match Nonunion	11,573	24,846	31,944	32,603	32,603	34,613
5101 Vacation Relief	840,294	791,068	712,994	740,210	740,210	740,210
5102 Duty Chief Relief	71,744	82,734	82,480	87,600	87,600	87,600
5105 Sick Relief	177,187	148,664	174,054	156,497	156,497	156,497
5106 On the Job Injury Relief	30,136	42,869	39,782	41,159	41,159	41,159
5107 Short Term Disability Relief	9,854	12,354	25,486	24,217	24,217	24,217
5110 Personal Leave Relief	103,659	110,494	90,134	97,813	97,813	97,813
5115 Vacant Slot Relief	81,534	68,536				
5118 Standby Overtime	7,401	6,533	6,837	7,443	7,443	7,443
5120 Overtime Union	164,835	222,548	115,665	126,003	126,003	126,003
5121 Overtime Nonunion	1,735	13,379	2,000	1,700	1,700	1,700
5201 PERS Taxes	1,619,073	1,754,235	1,801,728	1,979,531	1,979,531	1,975,094
5203 FICA/MEDI	626,231	611,479	690,543	705,671	705,671	704,089
5206 Worker's Comp	244,654	247,450	291,737	298,732	298,732	298,360
5207 TriMet/Wilsonville Tax	54,762	57,066	63,349	65,709	65,709	65,561
5208 OR Worker's Benefit Fund Tax	3,113	3,098	3,954	4,730	4,730	4,716
5210 Medical Ins Union	1,193,792	1,276,733	1,373,678	1,380,148	1,380,148	1,380,148
5211 Medical Ins Nonunion	72,270	93,369	100,433	115,493	115,493	115,493
5220 Post Retire Ins Union	45,650	46,310	46,200	46,200	46,200	46,200
5221 Post Retire Ins Nonunion	6,975	7,575	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	10,923	13,452	14,401	13,538	13,538	13,538
5240 Life/Disability Insurance	7,169	6,907	9,212	9,099	9,099	9,099
5270 Uniform Allowance	19,150	21,014	36,340	31,810	31,810	31,810
5295 Vehicle/Cell Allowance				2,400	2,400	2,400
Total Personnel Services	12,696,464	13,011,028	13,462,469	13,882,035	13,882,035	13,857,614
5300 Office Supplies	5,875	4,745	6,800	6,140	6,140	6,140
5301 Special Department Supplies	26,434	22,699	32,560	31,990	31,990	31,990
5302 Training Supplies	255	852	5,890	6,390	6,390	6,390
5305 Fire Extinguisher	557	969	720	790	790	790
5306 Photography Supplies & Process	79			100	100	100
5307 Smoke Detector Program	154	1,009	1,900	1,900	1,900	1,900
5311 Haz Mat Response Materials	103	2,537	3,300	3,000	3,000	3,000

South Integrated Operations Division, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
General Fund						
5320 EMS Supplies	47,738	48,018	53,050	56,550	56,550	56,550
5321 Fire Fighting Supplies	16,773	13,776	22,670	34,517	34,517	34,517
5325 Protective Clothing	14,079	14,513	13,610	14,796	14,796	14,796
5330 Noncapital Furniture & Equip	34,144	9,401	25,404	26,545	26,545	26,545
5350 Apparatus Fuel/Lubricants	63,115	79,332	75,870	77,941	77,941	77,941
5361 M&R Bldg/Bldg Equip & Improv	20,212	81,704	125,526	115,759	115,759	115,759
5363 Vehicle Maintenance	233					
5365 M&R Firefight Equip	1,306	2,848	10,690	13,260	13,260	13,260
5367 M&R Office Equip	10,912	12,015	13,644	13,644	13,644	13,644
5414 Other Professional Services	880	3,642	10,723	3,286	3,286	3,286
5415 Printing	928	478	2,425	2,475	2,475	2,475
5416 Custodial & Bldg Services	404	4,823	18,520	29,461	29,461	29,461
5417 Temporary Services	4,872	1,063				
5432 Natural Gas	26,411	23,629	25,700	27,200	27,200	27,200
5433 Electricity	69,755	69,495	70,790	80,690	80,690	80,690
5434 Water/Sewer	23,602	24,347	26,530	33,050	33,050	33,050
5436 Garbage	7,064	7,802	8,035	9,300	9,300	9,300
5445 Rent/Lease of Building	97,447	101,806	104,402			
5450 Rental of Equip	225	238	120			
5461 External Training	3,500					
5462 Travel and Per Diem	3,177	821	850	500	500	500
5471 Citizen Awards			250	300	300	300
5480 Community/Open House/Outreach	3,703	3,522	6,350	9,100	9,100	9,100
5481 Community Education Materials	10,250	6,443	10,000	8,581	8,581	8,581
5484 Postage UPS & Shipping	506	769	1,500	1,000	1,000	1,000
5500 Dues & Subscriptions	5,865	5,723	6,156	7,271	7,271	7,271
5502 Certifications & Licensing	285			800	800	800
5570 Misc Business Exp	2,191	2,609	4,300	4,280	4,280	4,280
5571 Planning Retreat Expense			550	550	550	550
5572 Advertis/Public Notice	561					
5575 Laundry/Repair Expense		1,364	1,413	1,343	1,343	1,343
Total Materials & Services	503,596	552,992	690,248	622,509	622,509	622,509
Total General Fund	13,200,060	13,564,020	14,152,717	14,504,544	14,504,544	14,480,123

South Operating Center

Fund 10 • Directorate 04 • Division 62 • Department 600

DIVISION DESCRIPTION

The South Operating Center manages the District's connection to the community, community risk reduction, and Integrated Operations for the southern portion of the District. The Center will begin operations from the newly constructed combined Station 56 and administrative building in Wilsonville.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,798,990	\$1,834,517	\$2,013,180	\$2,022,153
Materials and Services	159,252	152,369	176,014	60,582
Total Expenditures	\$1,958,242	\$1,986,886	\$2,189,194	\$2,082,735

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	3.00	3.00	3.00	3.00
Assistant Fire Marshal	1.00	1.00	1.00	1.00
Deputy Fire Marshal	4.00	4.00	4.00	4.00
Public Affairs Officer	1.00	1.00	1.00	1.00
Administrative Assistant	2.38	2.38	2.38	2.00
Total Full-Time Equivalents (FTE)	12.38	12.38	12.38	12.00

2013-14 SIGNIFICANT CHANGES

Effective July 1, 2013, the part-time Code Enforcement Program Assistant will move to the North Operating Center.

By moving into the new South Operating facility building, the District will no longer lease office space previously accounted for in account 5445. Because the Operating Center and Station 56 are collocated, many of the costs of operating the building such as utilities, custodial, and building maintenance are included in the Station 56 budget.

South Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10600 General Fund						
5001 Salaries & Wages Union	387,030	272,359	325,729	331,043	331,043	331,043
5002 Salaries & Wages Nonunion	613,698	686,594	741,337	749,986	749,986	731,899
5003 Vacation Taken Union	49,526	42,354	24,611	25,014	25,014	25,014
5004 Vacation Taken Nonunion	53,112	72,422	55,903	57,050	57,050	55,658
5005 Sick Leave Taken Union	11,462	10,501	7,032	7,148	7,148	7,148
5006 Sick Taken Nonunion	3,347	3,778	11,181	11,414	11,414	11,135
5007 Personal Leave Taken Union	5,366	4,467	3,516	3,576	3,576	3,576
5008 Personal Leave Taken Nonunion	2,571	4,630	4,792	4,895	4,895	4,775
5010 Comp Taken Nonunion	454	122				
5015 Vacation Sold	2,839	11,154	33,346	16,993	16,993	16,993
5016 Vacation Sold at Retirement		7,946	6,264			
5017 PEHP Vac Sold at Retirement		3,525				
5020 Deferred Comp Match Union	11,722	9,913	14,064	14,294	14,294	14,294
5021 Deferred Comp Match Nonunion	11,573	24,846	31,944	32,603	32,603	34,613
5101 Vacation Relief	5,164					
5102 Duty Chief Relief	69,848	77,970	82,480	87,600	87,600	87,600
5110 Personal Leave Relief	843					
5120 Overtime Union	25,359	30,846	39,300	31,760	31,760	31,760
5121 Overtime Nonunion	1,735	1,618	2,000	1,700	1,700	1,700
5201 PERS Taxes	231,231	249,957	276,745	295,611	295,611	291,174
5203 FICA/MEDI	84,635	84,244	106,067	105,383	105,383	103,801
5206 Worker's Comp	36,623	33,720	31,971	31,923	31,923	31,551
5207 TriMet/Wilsonville Tax	8,339	8,439	9,730	9,840	9,840	9,692
5208 OR Worker's Benefit Fund Tax	361	358	438	655	655	641
5210 Medical Ins Union	77,387	65,693	66,194	71,696	71,696	71,696
5211 Medical Ins Nonunion	72,270	93,369	100,433	115,493	115,493	115,493
5220 Post Retire Ins Union	2,950	2,250	2,400	2,400	2,400	2,400
5221 Post Retire Ins Nonunion	6,975	7,575	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	10,923	13,452	14,401	13,538	13,538	13,538
5240 Life/Disability Insurance	7,169	6,907	9,212	9,099	9,099	9,099
5270 Uniform Allowance	4,481	3,508	4,890	6,260	6,260	6,260
5295 Vehicle/Cell Allowance				2,400	2,400	2,400
Total Personnel Services	1,798,990	1,834,517	2,013,180	2,046,574	2,046,574	2,022,153
5300 Office Supplies	3,314	3,058	3,500	3,200	3,200	3,200
5301 Special Department Supplies	949	1,919	1,800	1,800	1,800	1,800
5302 Training Supplies	94	245	2,240	3,440	3,440	3,440
5306 Photography Supplies & Process	79					
5307 Smoke Detector Program		139	100	100	100	100
5320 EMS Supplies	373	1,123	300	300	300	300
5321 Fire Fighting Supplies	4,454	(241)		350	350	350
5325 Protective Clothing	2,151	651	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	636	3,372	1,500	2,150	2,150	2,150
5350 Apparatus Fuel/Lubricants	16,009	18,754	17,430	18,301	18,301	18,301
5361 M&R Bldg/Bldg Equip & Improv	35	133				
5367 M&R Office Equip	4,206	4,120	4,044	4,044	4,044	4,044

South Operating Center, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10600 General Fund						
5414 Other Professional Services		750	6,000	1,800	1,800	1,800
5415 Printing	878	374	2,100	1,900	1,900	1,900
5416 Custodial & Bldg Services		255	13,487			
5417 Temporary Services	4,872	1,063				
5436 Garbage			135			
5445 Rent/Lease of Building	97,447	101,072	103,052			
5450 Rental of Equip	40	58				
5462 Travel and Per Diem	3,177	821	850	500	500	500
5471 Citizen Awards			250	300	300	300
5480 Community/Open House/Outreach	3,470	3,015	3,250	4,600	4,600	4,600
5481 Community Education Materials	10,250	5,135	6,700	6,256	6,256	6,256
5484 Postage UPS & Shipping	443	769	1,350	1,000	1,000	1,000
5500 Dues & Subscriptions	5,150	4,935	4,956	6,071	6,071	6,071
5502 Certifications & Licensing	285			800	800	800
5570 Misc Business Exp	377	849	300	1,000	1,000	1,000
5571 Planning Retreat Expense			550	550	550	550
5572 Advertis/Public Notice	561					
5575 Laundry/Repair Expense			120	120	120	120
Total Materials & Services	159,252	152,369	176,014	60,582	60,582	60,582
Total General Fund	1,958,242	1,986,886	2,189,194	2,107,156	2,107,156	2,082,735

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Station 34 – Tualatin

Fund 10 • Directorate 04 • Division 62 • Department 034

STATION DESCRIPTION

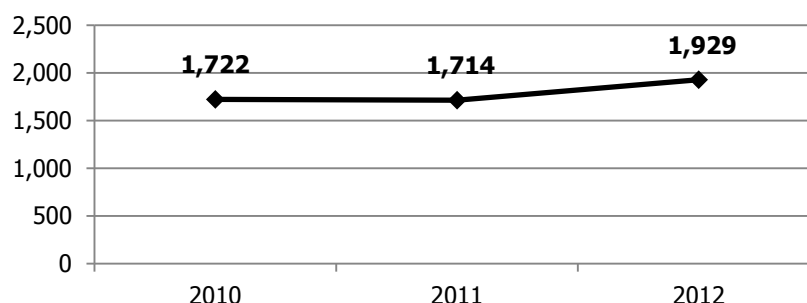
Station 34, located on SW 90th Court just off of Tualatin Sherwood Road west of Boones Ferry Road, was constructed in 1990. Utilizing bond proceeds that were approved by voters in 2006, Station 34 was remodeled in 2010 to incorporate adequate facilities for female firefighters. The 9,500 square foot station houses a total of **13 full-time personnel**. Four personnel (on each 24-hour, three-shift schedule) respond to incidents primarily utilizing **Squirt 34** and can also respond in **Water Tenders 34A** and **34B** when needed. One EMT-Paramedic (on a ten-hour, four day a week schedule) responds to incidents utilizing **Car 34**. The South **Battalion Chief (C6)** also responds from and maintains quarters at Station 34.

The 5,401 acres (8.44 square miles) of Station 34's First-Due Area includes most of Tualatin and Durham, all of Rivergrove, and a small corner of Tigard. Half of the District's **Hazardous Materials Team** is also housed at Station 34 (in conjunction with Station 53).

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,788,958	\$1,902,455	\$2,088,959	\$2,158,483
Materials and Services	81,731	85,729	81,811	81,622
Total Expenditures	\$1,870,689	\$1,988,184	\$2,170,770	\$2,240,105

STATION 34 FIRST-DUE AREA INCIDENT COUNT¹



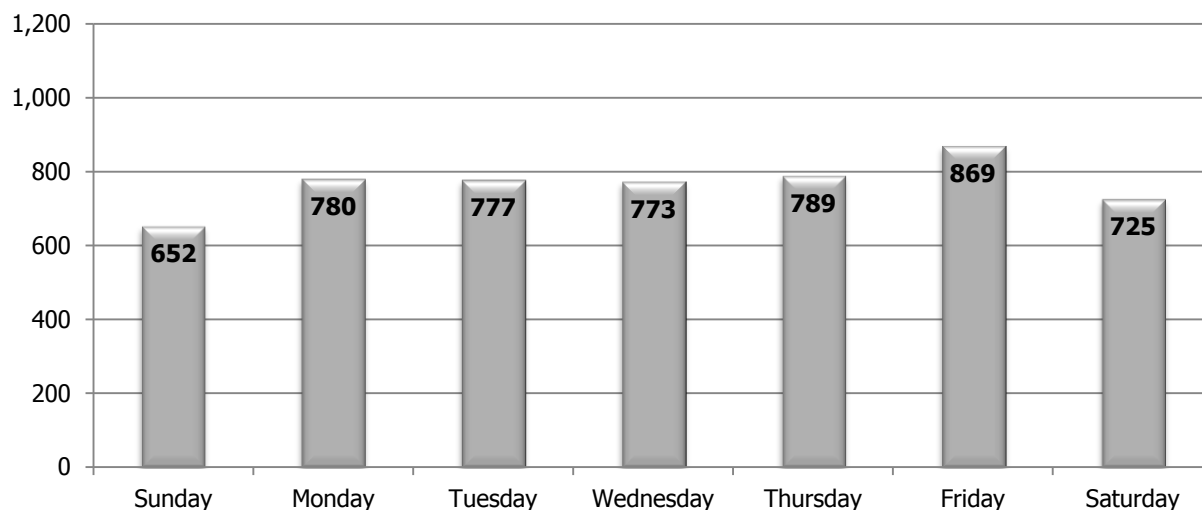
STATION 34 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	351	62	329	61	338	72
Overpressure	0	3	0	2	0	2
EMS/Rescue Call	1,251	947	1,281	949	1,468	1,112
Hazardous Condition	34	38	33	46	40	44
Service Call	42	73	42	91	48	76
Good Intent Call	44	363	6	370	14	424
False Call	0	234	0	192	0	197
Natural Condition	0	1	0	0	0	0
Other Situation	0	1	23	3	21	2
Total	1,722		1,714		1,929	

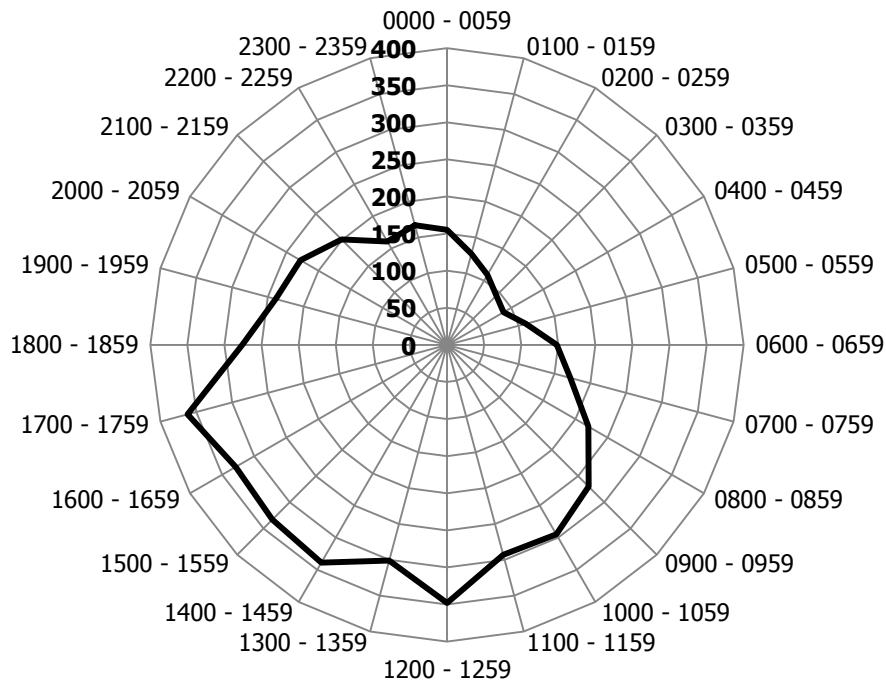
¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 34 - Tualatin, continued

STATION 34 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 34 FIRST-DUE AREA INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 34 Tualatin, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10034 General Fund						
5001 Salaries & Wages Union	861,214	864,176	967,866	994,509	994,509	994,509
5003 Vacation Taken Union	110,952	124,037	127,982	134,596	134,596	134,596
5005 Sick Leave Taken Union	11,285	8,304	34,281	32,749	32,749	32,749
5007 Personal Leave Taken Union	8,565	9,935	12,570	13,154	13,154	13,154
5016 Vacation Sold at Retirement			2,514	2,746	2,746	2,746
5017 PEHP Vac Sold at Retirement		1,678	6,628	4,066	4,066	4,066
5020 Deferred Comp Match Union	32,208	36,529	45,708	47,001	47,001	47,001
5101 Vacation Relief	110,464	158,342	131,068	136,061	136,061	136,061
5105 Sick Relief	43,027	38,284	31,996	28,767	28,767	28,767
5106 On the Job Injury Relief	3,435	3,416	7,313	7,566	7,566	7,566
5107 Short Term Disability Relief	870	951	4,685	4,452	4,452	4,452
5110 Personal Leave Relief	16,190	17,835	16,569	17,979	17,979	17,979
5115 Vacant Slot Relief	13,281	12,946				
5118 Standby Overtime	989	796	1,257	1,369	1,369	1,369
5120 Overtime Union	20,635	29,335	7,999	10,300	10,300	10,300
5201 PERS Taxes	227,113	247,629	279,128	308,022	308,022	308,022
5203 FICA/MEDI	88,481	89,077	106,980	109,804	109,804	109,804
5206 Worker's Comp	36,182	38,167	47,547	48,804	48,804	48,804
5207 TriMet/Wilsonville Tax	8,056	8,760	9,814	10,220	10,220	10,220
5208 OR Worker's Benefit Fund Tax	452	473	815	956	956	956
5210 Medical Ins Union	184,198	201,837	232,839	233,012	233,012	233,012
5220 Post Retire Ins Union	7,050	7,200	7,800	7,800	7,800	7,800
5270 Uniform Allowance	4,311	2,750	5,600	4,550	4,550	4,550
Total Personnel Services	1,788,958	1,902,455	2,088,959	2,158,483	2,158,483	2,158,483
5300 Office Supplies	547	337	500	520	520	520
5301 Special Department Supplies	3,975	4,053	4,050	4,160	4,160	4,160
5302 Training Supplies	18	195	300	300	300	300
5305 Fire Extinguisher		56	120			
5307 Smoke Detector Program	103	123	300	300	300	300
5320 EMS Supplies	16,094	12,073	11,500	11,500	11,500	11,500
5321 Fire Fighting Supplies	3,188	1,091	2,600	2,600	2,600	2,600
5325 Protective Clothing	4,325	1,506	1,300	2,080	2,080	2,080
5330 Noncapital Furniture & Equip	10,015	1,946	1,724	1,850	1,850	1,850
5350 Apparatus Fuel/Lubricants	10,215	13,140	12,000	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	6,803	23,469	19,495	20,050	20,050	20,050
5365 M&R Firefight Equip	140		390	200	200	200
5367 M&R Office Equip	1,216	1,399	1,600	1,600	1,600	1,600
5414 Other Professional Services	328	171	416	400	400	400
5415 Printing		16	50	75	75	75
5416 Custodial & Bldg Services	404	692	676	667	667	667
5432 Natural Gas	6,015	5,321	4,000	4,000	4,000	4,000
5433 Electricity	10,422	11,091	10,500	10,500	10,500	10,500
5434 Water/Sewer	5,922	6,501	6,780	6,800	6,800	6,800
5436 Garbage	1,635	1,732	1,700	1,800	1,800	1,800
5480 Community/Open House/Outreach	28	37	300	300	300	300

Station 34 Tualatin, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10034 General Fund						
5481 Community Education Materials		360	600			
5484 Postage UPS & Shipping	15					
5500 Dues & Subscriptions	93	96	200	200	200	200
5570 Misc Business Exp	230	72	520	520	520	520
5575 Laundry/Repair Expense		254	190	200	200	200
Total Materials & Services	81,731	85,729	81,811	81,622	81,622	81,622
Total General Fund	1,870,689	1,988,184	2,170,770	2,240,105	2,240,105	2,240,105

Hazardous Materials Team

Fund 10 • Directorate 04 • Division 62 • Department 625

TEAM DESCRIPTION

The District's Hazardous Materials (HazMat) Team is comprised of 30 personnel who operate out of two stations (34 and 53). The stations are staffed with 12 personnel each, with an additional six associate members who backfill positions when needed. The team has minimum staffing requirements of seven members per shift. The HazMat Team responds to fires, spills, and other incidents involving chemicals or toxic materials utilizing HazMat response units. The team is one of 14 in the Oregon State Regional Hazardous Material Response system and is known as Hazmat Team 9. As a regional responder, TVF&R is responsible for hazardous materials incidents within Region 9, which stretches from Scappoose to Salem and from Lake Oswego to Astoria. Members are trained to the Technician Level, allowing the team to perform Level-A entries in Immediately Dangerous to Life or Health (IDLH) hazardous environments.

The team utilizes equipment that can predict the movement of hazardous materials released into the atmosphere, as well as detect IDLH or combustible environments. The HazMat Team also has equipment that will ground/bond vessels, contain releases, and transfer hazardous products from leaking containers.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$40,425	\$29,130	\$16,177	\$24,300
Materials and Services	2,874	6,854	19,110	18,590
Total Expenditures	\$43,299	\$35,984	\$35,287	\$42,890

STATUS OF 2012-13 SERVICE MEASURES

- **To continue to enhance TVF&R's process for billing the Oregon State Fire Marshal's Office for hazardous materials services** - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.

Goal(s)/Call(s) for Action: VI; VII
Service Type(s): Discretionary
Measured By: Proposed efficiencies, policy compliance, and service standards will be reviewed annually with TVF&R partners from Finance and Business Operations.
Status or Outcome: TVF&R has satisfied OSFM by quarterly billing. The District will continue to educate HazMat personnel to utilize the correct Telestaff codes to ensure the benchmark of 100% reimbursement is obtained.

- **To continue established relationships** with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s)/Call(s) for Action: II; VII
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. In addition, ten new pre-incident site surveys within the District, as well as two in the state response region, will be completed.
Status or Outcome: Quarterly drills have maintained previous corporate relationships. The HazMat Team will continue to seek out opportunities to develop corporate relationships within the confines of District boundaries and in the OSFM Team #9 response area. No new partnerships were established in fiscal year 2012-13.

Hazardous Materials Team, continued

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **To continue to refine and enhance Team compliance training program** - to provide for continued development, review, and refinement of the compliance training modules.

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: Modules to be reviewed monthly after delivery and amended in areas identified by peer review process.
Status or Outcome: Progress has been made toward refining the HazMat training modules. Fifty percent of the original modules have been refined and updated. The development of a training group has helped establish defined areas of responsibility.

- **Continued support of Special Operations** (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - to develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.
Status or Outcome: The TVF&R Technical Rescue Team has been working toward redefining in-District HazMat support of search and rescue. The two teams are working on a protocol defining the roles of each team in a joint operation.

- **To ensure minimum Hazardous Materials Team staffing** as required by OSFM contract and TVFR S.O.G. 5.9.1.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Compliance with District S.O.G. 5.9.1 Minimum Staffing for Specialty Teams. The HazMat Team has maintained minimum staffing and continues to monitor the number of order backs and impact on personnel.
Status or Outcome: The HazMat Team is still monitoring the status of staffing. This includes maintenance of a candidate pool to fill vacancies.

Hazardous Materials Team, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- **To research, evaluate, and implement a Hazardous Materials Rapid Intervention Team (RIT) protocol -** Research will be conducted to investigate industry standards and practices in the area of Hazmat RIT. Once completed, a recommended protocol and associated equipment list will be presented.

Goal(s)/Call(s) for Action: IV; VI/C. To develop a program that ensures the compliance of two-in/two-out for HazMat Team member rescue to include protocol development and equipment purchase.

Budget Impact: Increase required due to first year implementation of the HazMat RIT program. This will require a RIT kit to align the program with AWARE (used for fire ground RIT).

Duration: Year 1 of 2. The RIT program and protocol will be ongoing and require Phase II purchases in fiscal year 2013-14 (e.g., tools for RIT members).

Budget Description: HazMat has joined the RIT Process Action Team to assist in District-wide RIT pack functional requirements.

Partner(s): Asset Management Team (formerly SEC), Tech Team, RFOG, OSFM

Status or Outcome: HazMat has participated in the RIT pack selection process and has identified the additional components necessary for RIT support of personnel in a level A suit. A work group has been established that will develop a protocol for rescue of a HazMat Technician clad in all levels of PPE (A-D).

- **Implementation of a District-wide fire ground air monitoring program.**

Goal(s)/Call(s) for Action: IV/A. Phase I is the development of a fire ground air monitoring deployment partnership with the Safety Division and Integrated Operations.

Budget Impact: Resource neutral

Duration: Year 1 of 2. Phase I (initial program development implementation first year), Phase II (ongoing development and program evaluation).

Budget Description: To research equipment needs for fireground toxic exposure awareness.

Partner(s): Asset Management Team (formerly SEC), IT, OSFM, Integrated Operations

Status or Outcome: This Change Strategy will not be moved forward in the 2013-2014 budget cycle. HazMat members and a Battalion Chief have completed fire ground best practices recommendations and placed them in appropriate District policies. The recommendations address those precautions taken on the fire ground to reduce the risk of airborne and skin exposure to toxins. The HazMat Team will respond on special requests to assist fire ground commanders in determining air quality or products of the fire ground risk that are unusual in nature or not normally encountered.

Hazardous Materials Team, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- Implementation of a HazMat Team communication plan.

Goal(s)/Call(s) for Action:	IV/A. Phase I is the purchase of a tablet to increase the efficiency in team communication. Phases II and III are yet to be cooperatively developed by HazMat and Information Technology/Communications departments.
Budget Impact:	Increase required. Phase I realizes a tablet purchase in fiscal year 2012-13.
Duration:	Year 1 of 3. Phase I (initial program development implementation first year), Phase II (ongoing development and program evaluation). Phase III budget request for a communication package purchase.
Budget Description:	Phase I of the communications item. Plan is the purchase of a Wi-Fi tablet.
Partner(s):	Information Technology, Communications
Status or Outcome:	An in-suit communications package has been identified and work to obtain and install the components is in progress. Phase I - the purchase of tablet(s) has been identified that meet the HazMat Team's functional requirements. Testing to determine the tablets that best meet the needs of the Safety Officers position is underway.

ADDITIONAL 2012-13 ACCOMPLISHMENTS (LIMIT TO TOP FIVE)

- Team members continue to manage District-wide radiological monitor program and assist with HazMat operations and Incident Commander recertification.
- Established and validated new system for billing the OSFM for reimbursed expenses.
- Successfully secured grant funds for training and completed coursework.
- A method and curriculum that decreases the time to analyze a HazMat problem and take action was identified in fiscal year 2012-13. The curriculum called HazMat-IQ was introduced at an OSFM HazMat conference and brought to the entire TVF&R HazMat team through funds secured by grants. HazMat-IQ will be the training focus for the newly established HazMat training group in fiscal year 2013-14. Future team equipment purchases will be based on the recommendations of the curriculum and its simplified approach to rapidly assessing a scene and taking action.

2013-14 SERVICE MEASURES

- Continue to enhance TVF&R's process for billing the Oregon State Fire Marshal's Office for hazardous materials services - Refine TVF&R's internal process for handling invoices and reimbursement requests based on OSFM recommended billing practices established by the state contract.

Goal(s)/Call(s) for Action:	VI; VII
Service Type(s):	Discretionary
Measured By:	Proposed efficiencies, policy compliance, and service standards will be reviewed annually with TVF&R partners from Finance and Business Operations.

Hazardous Materials Team, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Continue to expand established relationships** with current and new hazardous materials commercial partners and enhance the hazardous materials facility pre-incident review program.

Goal(s)/Call(s) for Action: II; VII
Service Type(s): Discretionary
Measured By: To be measured by growth in newly established corporate partnerships within the first year. In addition, ten new pre-incident site surveys within the District, as well as two in the state response region, will be completed.

- **Continue to refine and enhance Team compliance training program** to provide for continued development, review, and refinement of the compliance training modules.

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: The remaining modules to be reviewed monthly after delivery and amendments in areas identified by peer review process.

- **Continued support of Special Operations** (Emergency Management, Incident Management Teams, Technical Rescue Team, Water Rescue, and Oregon State All Hazards operations) - to develop a strategy/action plan to support specialized operations and enhance the Hazardous Material Team's working relationship with the various "special partners."

Goal(s)/Call(s) for Action: III; VII
Service Type(s): Mandatory
Measured By: Increased communication and interaction with the listed Special Operations groups to provide for the development of a long-term action plan for HazMat support of these operations.

- **Ensure minimum Hazardous Materials Team staffing** as required by OSFM contract and TVFR S.O.G. 5.9.1.

Goal(s)/Call(s) for Action: I; VII
Service Type(s): Mandatory
Measured By: Compliance with District S.O.G. 5.9.1 Minimum Staffing for Specialty Teams. The HazMat Team has maintained minimum staffing.

Hazardous Materials Team, continued

2013-14 CHANGE STRATEGIES

- **Research, evaluate, and implement a Hazardous Materials Rapid Intervention Team (RIT) protocol** – Finalize a program that ensures compliance with two in/two out for HazMat Team member rescue to include a recommended protocol and equipment purchase list developed with the RIT Process Action Team. Continue to investigate industry standards and practices in the area of Hazmat RIT.

Goal(s)/Call(s) for Action: IV: VI/C
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: Purchase of HazMat response specific RIT support equipment.
Partner(s): Asset Management Team (formerly SEC), Tech Team, RFOG, OSFM

- **Implementation of a Hazmat Team communication plan** to be developed cooperatively by the HazMat Team and the Information Technology and Communications departments.

Goal(s)/Call(s) for Action: IV/A
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Budget request for a communication package purchase and reconfiguration of the communications centers on both HazMat apparatus.
Partner(s): Information Technology, Communications

- **Implementation of new system for hazardous materials response.** Institute the HazMat-IQ system as the standardized approach to HazMat response and technical consultation. The new process improves and standardizes terminology and communication, and will provide guidelines that increase the safety and efficiency of the team on scene.

Goal(s)/Call(s) for Action: IV/A
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Complete Phases 1-3 during fiscal year 2013-2014. Phase I – evaluate and complete implementation of training and guidelines for the program. Phase II - purchase equipment needed to include two temperature guns and reagent testing supplies. Phase III - ongoing evaluation of program.
Partner(s): Training, Integrated Operations

Hazardous Materials Team, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10625 General Fund						
5120 Overtime Union	31,508	22,593	12,269	18,239	18,239	18,239
5201 PERS Taxes	5,965	4,445	2,449	3,914	3,914	3,914
5203 FICA/MEDI	2,349	1,575	939	1,396	1,396	1,396
5206 Worker's Comp	374	353	417	621	621	621
5207 TriMet/Wilsonville Tax	216	155	86	130	130	130
5208 OR Worker's Benefit Fund Tax	13	10	17			
Total Personnel Services	40,425	29,130	16,177	24,300	24,300	24,300
5300 Office Supplies		180				
5301 Special Department Supplies	520	1,094	1,500	1,500	1,500	1,500
5302 Training Supplies		351	750	750	750	750
5311 Haz Mat Response Materials	103	2,537	3,300	3,000	3,000	3,000
5321 Fire Fighting Supplies	140		2,550	2,450	2,450	2,450
5325 Protective Clothing	198		1,500			
5330 Noncapital Furniture & Equip	461	230				
5350 Apparatus Fuel/Lubricants	1,192	1,423	2,340	2,340	2,340	2,340
5365 M&R Firefight Equip		879	6,000	8,300	8,300	8,300
5414 Other Professional Services						
5415 Printing				250	250	250
5480 Community/Open House/Outreach			300			
5484 Postage UPS & Shipping	6		150			
5570 Misc Business Exp	253	160	720			
Total Materials & Services	2,874	6,854	19,110	18,590	18,590	18,590
Total General Fund	43,299	35,984	35,287	42,890	42,890	42,890

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Station 52 - Wilsonville

Fund 10 • Directorate 04 • Division 62 • Department 052

STATION DESCRIPTION

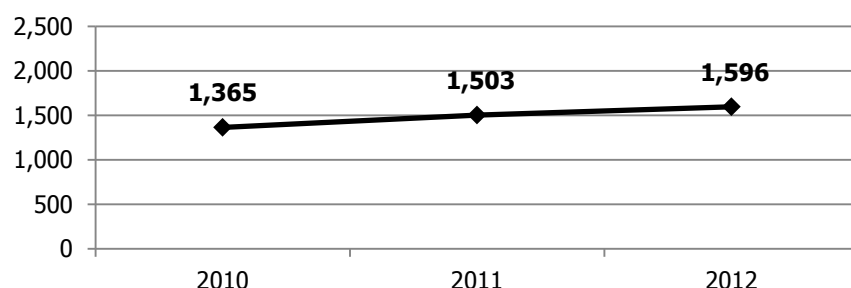
Station 52, located on SW Kinsman, west of Interstate 5's main Wilsonville exit, was constructed in 1991. The 9,400 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 52**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

The 8,686 acres (13.57 square miles) of Station 52's first due area includes central and south Wilsonville, plus vast tracts of unincorporated Clackamas County. The District's Mobile Command Center is located at Station 52 for use at incidents of extended duration, particularly those with a need for specialized communications due to location, current system status, or failure of existing systems. Personnel at this station also assist with the management of the District's Wildland Program by housing one of two Wildland Caches (in conjunction with Station 62). This equipment is taken when a team is deployed as part of a Washington County deployment.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,757,943	\$1,737,313	\$1,842,734	\$1,903,793
Materials and Services	49,033	71,459	69,369	71,526
Total Expenditures	\$1,806,976	\$1,808,772	\$1,912,103	\$1,975,319

STATION 52 FIRST-DUE AREA INCIDENT COUNT ¹



STATION 52 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR) ¹

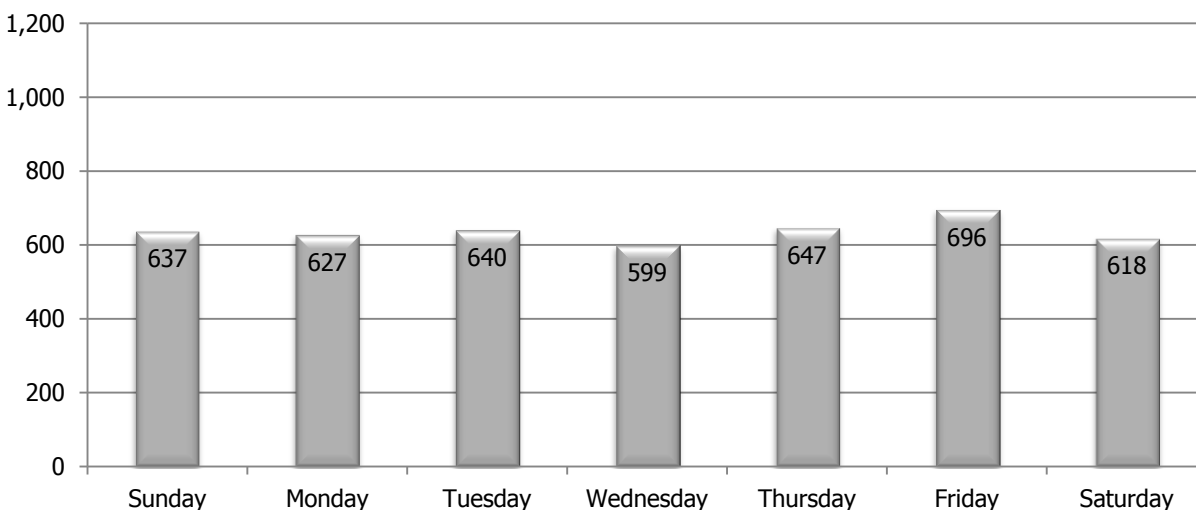
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	114	22	136	26	146	31
Overpressure	0	2	0	5	0	8
EMS/Rescue Call	1,184	978	1,295	1,093	1,376	1,141
Hazardous Condition	15	15	19	17	20	14
Service Call	30	87	27	107	41	93
Good Intent Call	22	175	6	187	7	202
False Call	0	85	0	67	0	107
Natural Condition	0	0	0	0	0	0
Other Situation	0	1	20	1	6	0
Total	1,365		1,503		1,596	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 52 - Wilsonville, continued

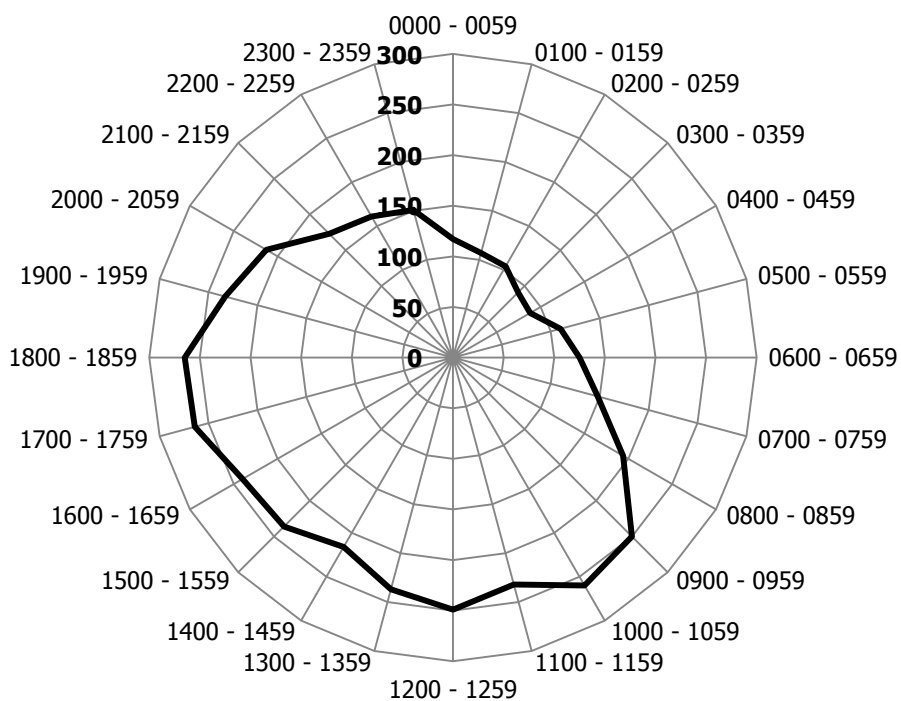
STATION 52 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 52 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 52 Wilsonville, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10052 General Fund						
5001 Salaries & Wages Union	847,652	816,928	848,619	872,077	872,077	872,077
5003 Vacation Taken Union	107,048	101,524	112,214	118,026	118,026	118,026
5005 Sick Leave Taken Union	15,896	17,145	30,057	28,717	28,717	28,717
5007 Personal Leave Taken Union	15,088	15,959	11,021	11,535	11,535	11,535
5016 Vacation Sold at Retirement			2,204	2,408	2,408	2,408
5017 PEHP Vac Sold at Retirement	1,339	2,007	5,811	3,566	3,566	3,566
5020 Deferred Comp Match Union	31,010	31,921	40,076	41,214	41,214	41,214
5101 Vacation Relief	131,749	123,778	114,919	119,311	119,311	119,311
5105 Sick Relief	26,335	23,536	28,054	25,225	25,225	25,225
5106 On the Job Injury Relief	2,205	4,478	6,412	6,634	6,634	6,634
5107 Short Term Disability Relief	2,022	1,045	4,108	3,903	3,903	3,903
5110 Personal Leave Relief	17,288	14,730	14,528	15,766	15,766	15,766
5115 Vacant Slot Relief	10,804	8,181				
5118 Standby Overtime	1,233	734	1,102	1,200	1,200	1,200
5120 Overtime Union	9,614	10,383	7,013	9,032	9,032	9,032
5201 PERS Taxes	218,948	227,002	244,737	270,101	270,101	270,101
5203 FICA/MEDI	86,564	84,934	93,800	96,286	96,286	96,286
5206 Worker's Comp	33,617	38,212	41,689	42,796	42,796	42,796
5207 TriMet/Wilsonville Tax	5,934	5,745	8,605	8,961	8,961	8,961
5208 OR Worker's Benefit Fund Tax	453	451	466	547	547	547
5210 Medical Ins Union	183,755	198,731	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	6,950	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,439	2,737	5,170	4,200	4,200	4,200
Total Personnel Services	1,757,943	1,737,313	1,842,734	1,903,793	1,903,793	1,903,793
5300 Office Supplies	673	287	500	480	480	480
5301 Special Department Supplies	3,457	3,653	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	175	240	120	200	200	200
5307 Smoke Detector Program		161	300	300	300	300
5320 EMS Supplies	8,099	12,446	11,500	13,500	13,500	13,500
5321 Fire Fighting Supplies	1,905	2,546	2,400	2,400	2,400	2,400
5325 Protective Clothing	1,131	2,413	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip		2,984				
5350 Apparatus Fuel/Lubricants	5,952	7,343	8,800	8,800	8,800	8,800
5361 M&R Bldg/Bldg Equip & Improv	3,721	13,386	8,566	8,866	8,866	8,866
5365 M&R Firefight Equip			360	200	200	200
5367 M&R Office Equip	1,071	1,290	1,600	1,600	1,600	1,600
5414 Other Professional Services	213		420	300	300	300
5415 Printing		16	75	50	50	50
5416 Custodial & Bldg Services		1,002	698	640	640	640
5432 Natural Gas	4,145	4,573	4,900	4,900	4,900	4,900
5433 Electricity	9,625	9,317	11,500	11,000	11,000	11,000
5434 Water/Sewer	6,675	6,560	8,250	8,000	8,000	8,000
5436 Garbage	1,830	1,946	2,000	2,100	2,100	2,100
5450 Rental of Equip	5					

Station 52 Wilsonville, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10052 General Fund						
5480 Community/Open House/Outreach	120	185	300	300	300	300
5481 Community Education Materials		420	725	725	725	725
5484 Postage UPS & Shipping	18					
5500 Dues & Subscriptions	169	158	200	200	200	200
5570 Misc Business Exp	51	146	480	480	480	480
5575 Laundry/Repair Expense		389	425	425	425	425
Total Materials & Services	49,033	71,459	69,369	71,526	71,526	71,526
Total General Fund	1,806,976	1,808,772	1,912,103	1,975,319	1,975,319	1,975,319

Station 56 – Elligsen Road

Fund 10 • Directorate 04 • Division 62 • Department 065

STATION DESCRIPTION

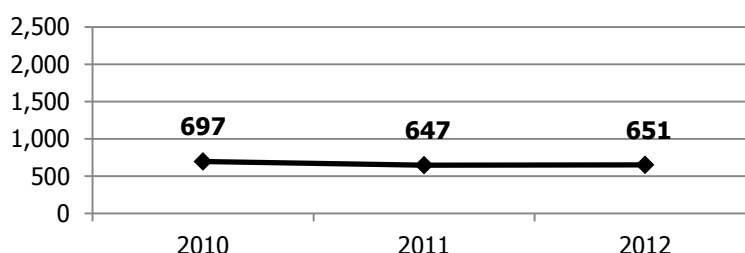
Station 56, located on SW Elligsen Road just east of Interstate 5's north Wilsonville exit, houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Truck 56** and can also respond in **Engine 56** when needed. In addition to the first due area, the truck serves as a resource for the entire South Battalion. Utilizing bond proceeds that were approved by voters in 2006, Station 56 was completely rebuilt in 2012-13, while the crew responded from a nearby temporary station. The joint fire station and attached offices space for the South Operating Center is scheduled to open its doors in summer 2013. The former original 1979 constructed combined fire station and office space had major structural and seismic concerns. The complete reconstruction significantly improves the ability of the fire station to respond in the event of a disaster and the Center will also house critical infrastructure back-up systems and Battalion Headquarters.

The 8,188 acres (12.79 square miles) of Station 56's First-Due Area includes the south end of Tualatin, north side of Wilsonville, and vast tracts of unincorporated Washington and Clackamas counties.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,879,778	\$1,849,489	\$1,889,657	\$1,952,409
Materials and Services	56,039	62,779	94,162	160,721
Total Expenditures	\$1,935,817	\$1,912,268	\$1,983,819	\$2,113,130

STATION 56 FIRST-DUE AREA INCIDENT COUNT¹



STATION 56 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

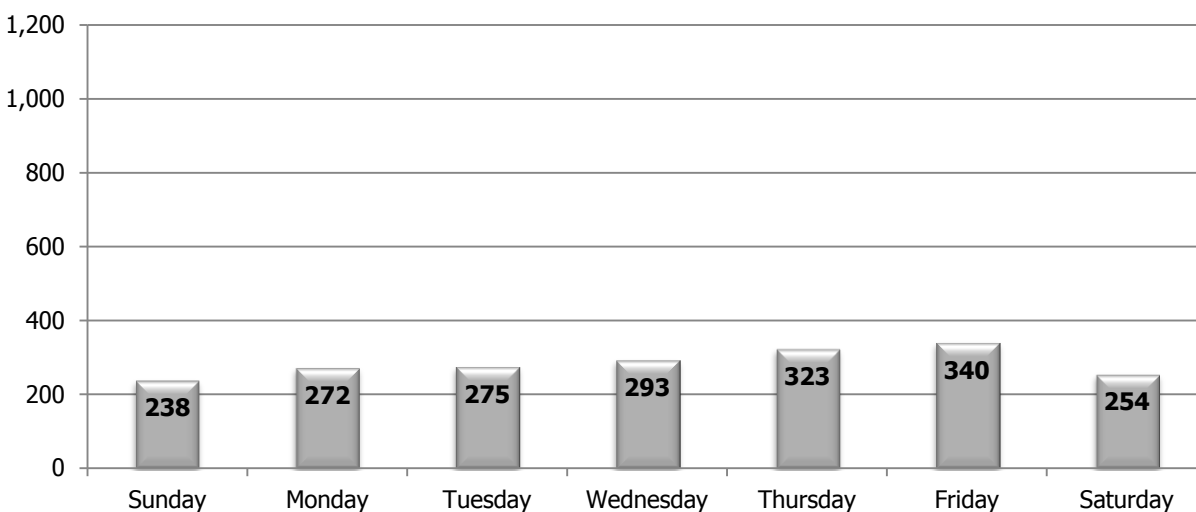
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	126	10	108	20	118	25
Overpressure	0	6	0	5	0	10
EMS/Rescue Call	517	415	503	390	482	355
Hazardous Condition	12	18	11	16	20	18
Service Call	28	52	11	48	19	32
Good Intent Call	14	116	6	113	4	150
False Call	0	80	0	54	0	59
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	8	1	8	2
Total	697		647		651	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 56 – Elligsen Road, continued

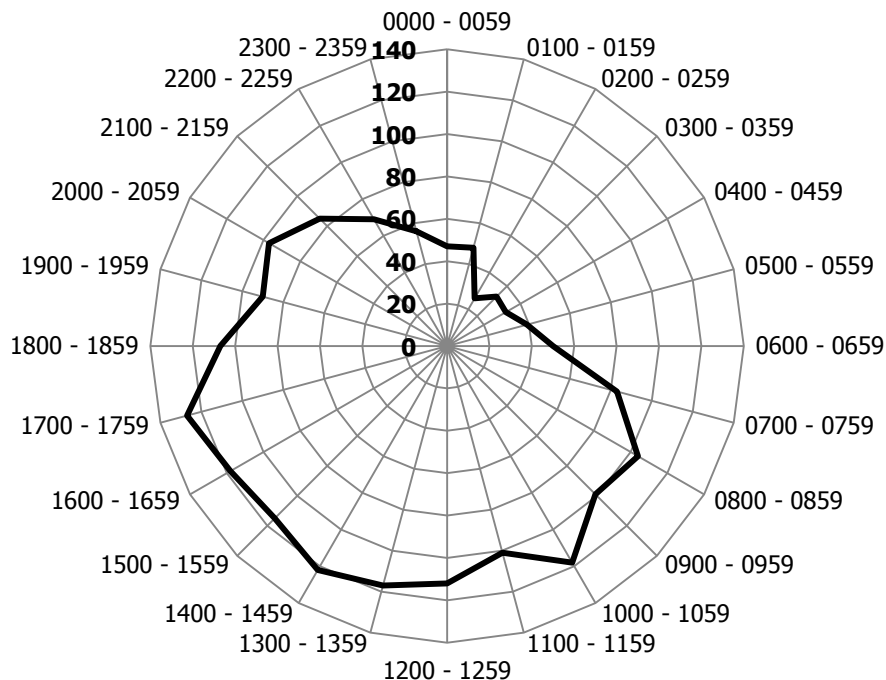
STATION 56 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 56 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 56 Elligsen Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10056 General Fund						
5001 Salaries & Wages Union	897,951	864,876	873,225	897,307	897,307	897,307
5003 Vacation Taken Union	126,461	141,446	115,468	121,440	121,440	121,440
5005 Sick Leave Taken Union	22,065	44,980	30,929	29,548	29,548	29,548
5007 Personal Leave Taken Union	8,724	11,111	11,341	11,868	11,868	11,868
5016 Vacation Sold at Retirement			2,268	2,477	2,477	2,477
5017 PEHP Vac Sold at Retirement		5,008	5,980	3,669	3,669	3,669
5020 Deferred Comp Match Union	36,697	37,182	41,239	42,406	42,406	42,406
5101 Vacation Relief	136,384	97,123	118,251	122,763	122,763	122,763
5105 Sick Relief	23,601	9,733	28,867	25,955	25,955	25,955
5106 On the Job Injury Relief	4,315	16,328	6,598	6,826	6,826	6,826
5107 Short Term Disability Relief	1,273	2,894	4,227	4,016	4,016	4,016
5110 Personal Leave Relief	14,751	7,442	14,949	16,222	16,222	16,222
5115 Vacant Slot Relief	4,957	7,522				
5118 Standby Overtime	950	1,006	1,134	1,234	1,234	1,234
5120 Overtime Union	13,390	12,130	7,217	9,293	9,293	9,293
5201 PERS Taxes	237,724	229,739	251,834	277,915	277,915	277,915
5203 FICA/MEDI	93,043	90,257	96,519	99,072	99,072	99,072
5206 Worker's Comp	35,880	33,885	42,898	44,034	44,034	44,034
5207 TriMet/Wilsonville Tax	8,174	8,423	8,855	9,220	9,220	9,220
5208 OR Worker's Benefit Fund Tax	479	447	559	656	656	656
5210 Medical Ins Union	202,693	217,005	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	7,800	7,850	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,467	3,104	5,170	4,200	4,200	4,200
Total Personnel Services	1,879,778	1,849,489	1,889,657	1,952,409	1,952,409	1,952,409
5300 Office Supplies	259	310	800	480	480	480
5301 Special Department Supplies	3,031	3,280	9,750	8,640	8,640	8,640
5302 Training Supplies	142	18	300	300	300	300
5305 Fire Extinguisher	144	673	120	250	250	250
5307 Smoke Detector Program		123	300	300	300	300
5320 EMS Supplies	8,384	5,300	8,050	8,050	8,050	8,050
5321 Fire Fighting Supplies	3,433	3,433	3,400	3,607	3,607	3,607
5325 Protective Clothing	1,444	1,234	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	22	159	20,000	16,000	16,000	16,000
5350 Apparatus Fuel/Lubricants	8,599	13,351	10,000	10,000	10,000	10,000
5361 M&R Bldg/Bldg Equip & Improv	1,171	4,912	10,450	36,316	36,316	36,316
5363 Vehicle Maintenance	223					
5365 M&R Firefight Equip	352	123	360	600	600	600
5367 M&R Office Equip	1,150	1,306	1,600	1,600	1,600	1,600
5414 Other Professional Services	49	2,525	3,227	250	250	250
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services		1,000	1,450	25,568	25,568	25,568
5432 Natural Gas	7,139	4,277	1,500	6,000	6,000	6,000
5433 Electricity	13,715	12,839	13,000	25,000	25,000	25,000
5434 Water/Sewer	4,439	4,120	2,500	8,250	8,250	8,250
5436 Garbage	1,839	2,049	2,000	3,000	3,000	3,000

Station 56 Elligsen Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10056 General Fund						
5445 Rent/Lease of Building		735	1,350			
5450 Rental of Equip	60	60				
5480 Community/Open House/Outreach			1,300	3,000	3,000	3,000
5481 Community Education Materials		48	525	500	500	500
5500 Dues & Subscriptions	137	116	200	200	200	200
5570 Misc Business Exp	307	424	480	480	480	480
5575 Laundry/Repair Expense		349	250	360	360	360
Total Materials & Services	56,039	62,779	94,162	160,721	160,721	160,721
Total General Fund	1,935,817	1,912,268	1,983,819	2,113,130	2,113,130	2,113,130

Station 57 – Mountain Road

Fund 10 • Directorate 04 • Division 62 • Department 057

STATION DESCRIPTION

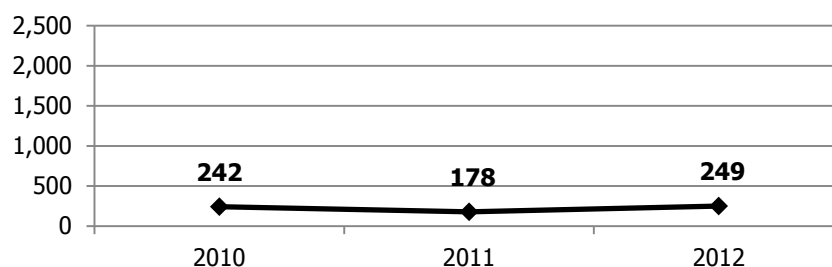
Station 57, located on SW Mountain Road south of Interstate 205 off of the Stafford Road exit, was originally constructed in 1995 as a residential home. The 2,200 square foot station and detached 3,600 square foot apparatus bay houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 57** and can also respond in **Heavy Brush 57** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 9,564 acres (14.94 square miles) of Station 57's First-Due Area includes unincorporated territory between West Linn and Wilsonville in northwest Clackamas County.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,739,295	\$1,700,525	\$1,819,272	\$1,879,482
Materials and Services	30,114	44,979	76,169	54,154
Total Expenditures	\$1,769,409	\$1,745,504	\$1,895,441	\$1,933,636

STATION 57 FIRST-DUE AREA INCIDENT COUNT¹



STATION 57 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

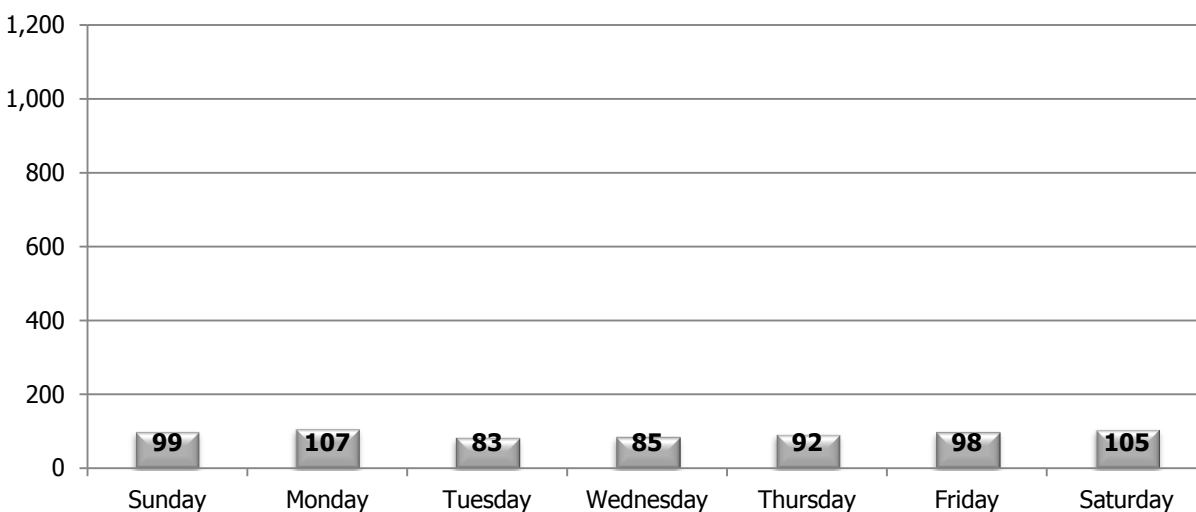
NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	66	11	44	9	64	9
Overpressure	0	0	0	0	0	1
EMS/Rescue Call	141	117	121	87	147	121
Hazardous Condition	12	13	3	8	12	15
Service Call	13	12	4	13	15	18
Good Intent Call	10	55	2	39	7	52
False Call	0	32	0	20	0	32
Natural Condition	0	0	0	0	0	0
Other Situation	0	2	4	2	4	2
Total	242		178		249	

¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 57 – Mountain Road, continued

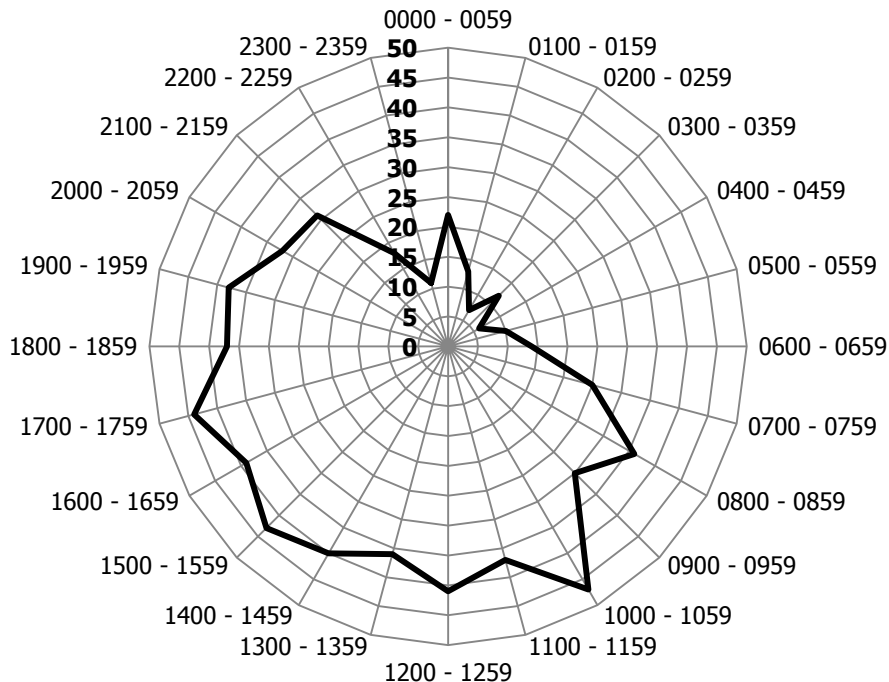
STATION 57 FIRST-DUE AREA

INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 57 FIRST-DUE AREA

INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 57 Mountain Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10057 General Fund						
5001 Salaries & Wages Union	768,617	741,307	836,315	859,462	859,462	859,462
5003 Vacation Taken Union	119,764	131,451	110,587	116,318	116,318	116,318
5005 Sick Leave Taken Union	35,571	55,476	29,622	28,302	28,302	28,302
5007 Personal Leave Taken Union	11,733	14,762	10,861	11,368	11,368	11,368
5016 Vacation Sold at Retirement		5,784	2,172	2,373	2,373	2,373
5017 PEHP Vac Sold at Retirement			5,727	3,514	3,514	3,514
5020 Deferred Comp Match Union	35,167	37,332	39,495	40,618	40,618	40,618
5101 Vacation Relief	153,861	92,671	113,253	117,585	117,585	117,585
5105 Sick Relief	26,325	16,752	27,647	24,860	24,860	24,860
5106 On the Job Injury Relief	4,845	4,197	6,319	6,538	6,538	6,538
5107 Short Term Disability Relief	1,985	1,045	4,048	3,847	3,847	3,847
5110 Personal Leave Relief	13,782	12,202	14,317	15,538	15,538	15,538
5115 Vacant Slot Relief	18,902	11,099				
5118 Standby Overtime	1,132	1,187	1,086	1,182	1,182	1,182
5120 Overtime Union	13,600	12,816	6,912	8,901	8,901	8,901
5201 PERS Taxes	222,563	232,558	241,189	266,194	266,194	266,194
5203 FICA/MEDI	87,549	80,576	92,440	94,893	94,893	94,893
5206 Worker's Comp	33,066	33,241	41,084	42,177	42,177	42,177
5207 TriMet/Wilsonville Tax	7,722	7,598	8,480	8,831	8,831	8,831
5208 OR Worker's Benefit Fund Tax	426	400	419	493	493	493
5210 Medical Ins Union	174,455	197,142	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	6,700	7,610	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,529	3,320	5,170	4,200	4,200	4,200
Total Personnel Services	1,739,295	1,700,525	1,819,272	1,879,482	1,879,482	1,879,482
5300 Office Supplies	551	180	500	480	480	480
5301 Special Department Supplies	3,121	3,321	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher			120	120	120	120
5307 Smoke Detector Program		21	300	300	300	300
5320 EMS Supplies	3,860	2,622	3,000	4,500	4,500	4,500
5321 Fire Fighting Supplies	1,860	930	2,400	2,607	2,607	2,607
5325 Protective Clothing	620	607	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	56		530	3,445	3,445	3,445
5350 Apparatus Fuel/Lubricants	3,147	4,235	5,000	5,000	5,000	5,000
5361 M&R Bldg/Bldg Equip & Improv	4,113	17,437	38,580	13,490	13,490	13,490
5363 Vehicle Maintenance	10					
5365 M&R Firefight Equip		110	360	400	400	400
5367 M&R Office Equip	1,121	1,296	1,600	1,600	1,600	1,600
5414 Other Professional Services	179		300	200	200	200
5415 Printing	33	24	50	50	50	50
5416 Custodial & Bldg Services		338	701	344	344	344
5432 Natural Gas	3,620	5,033	7,500	5,500	5,500	5,500
5433 Electricity	5,705	5,985	6,190	6,190	6,190	6,190
5436 Garbage	1,730	2,075	2,200	2,400	2,400	2,400
5450 Rental of Equip	120	120	120			

Station 57 Mountain Road, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10057 General Fund						
5480 Community/Open House/Outreach		266	300	300	300	300
5481 Community Education Materials			300	300	300	300
5500 Dues & Subscriptions	86	130	200	200	200	200
5570 Misc Business Exp	182	71	480	480	480	480
5575 Laundry/Repair Expense		178	188	188	188	188
Total Materials & Services	30,114	44,979	76,169	54,154	54,154	54,154
Total General Fund	1,769,409	1,745,504	1,895,441	1,933,636	1,933,636	1,933,636

Station 58 Bolton

Fund 10 • Directorate 04 • Division 62 • Department 058

STATION DESCRIPTION

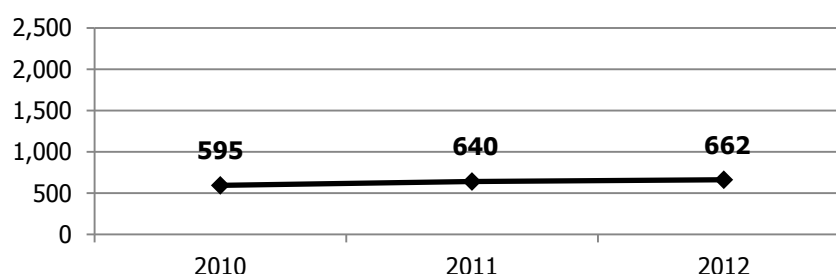
Station 58 is located on Failing Street just north of Highway 43. Utilizing bond proceeds that were approved by voters in 2006, Station 58 was completely rebuilt in 2009–10, and reopened its doors on August 25, 2010. The 12,800 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents primarily utilizing **Engine 58** and can also respond in **Heavy Brush 58** when needed. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 4,232 acres (6.61 square miles) of Station 58's First-Due Area includes the eastern portion of West Linn plus rural lands. Station 58 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,767,187	\$1,791,571	\$1,819,272	\$1,879,482
Materials and Services	76,303	59,888	90,530	69,254
Total Expenditures	\$1,843,490	\$1,851,459	\$1,909,802	\$1,948,736

STATION 58 FIRST-DUE AREA INCIDENT COUNT¹



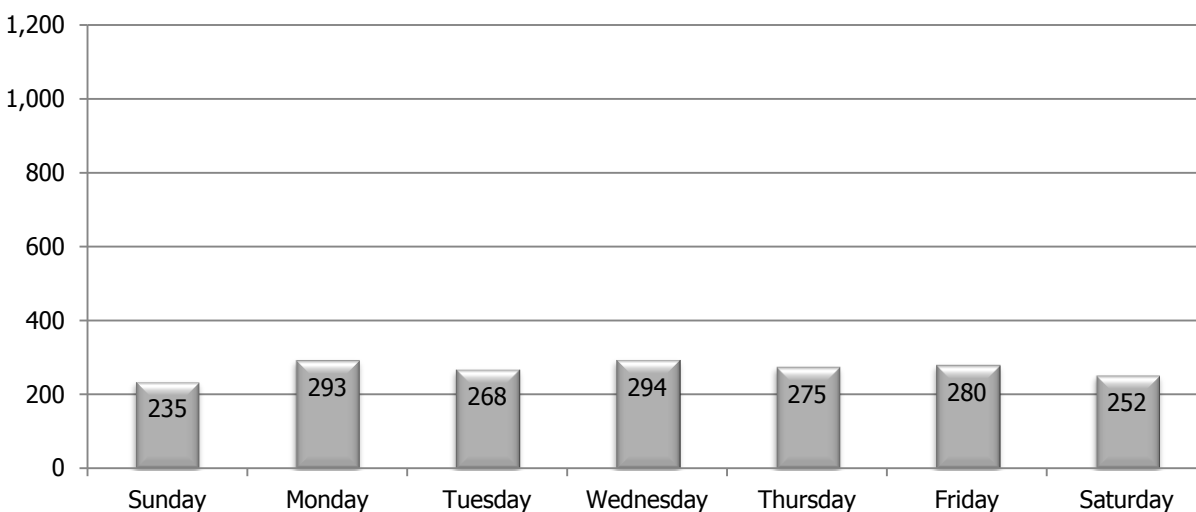
STATION 58 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	92	23	90	20	77	24
Overpressure	0	2	0	2	0	2
EMS/Rescue Call	422	342	487	395	495	421
Hazardous Condition	23	19	22	35	17	21
Service Call	11	37	25	29	22	48
Good Intent Call	47	127	6	122	45	109
False Call	0	45	0	36	0	36
Natural Condition	0	0	0	0	0	1
Other Situation	0	0	10	1	6	0
Total	595		640		662	

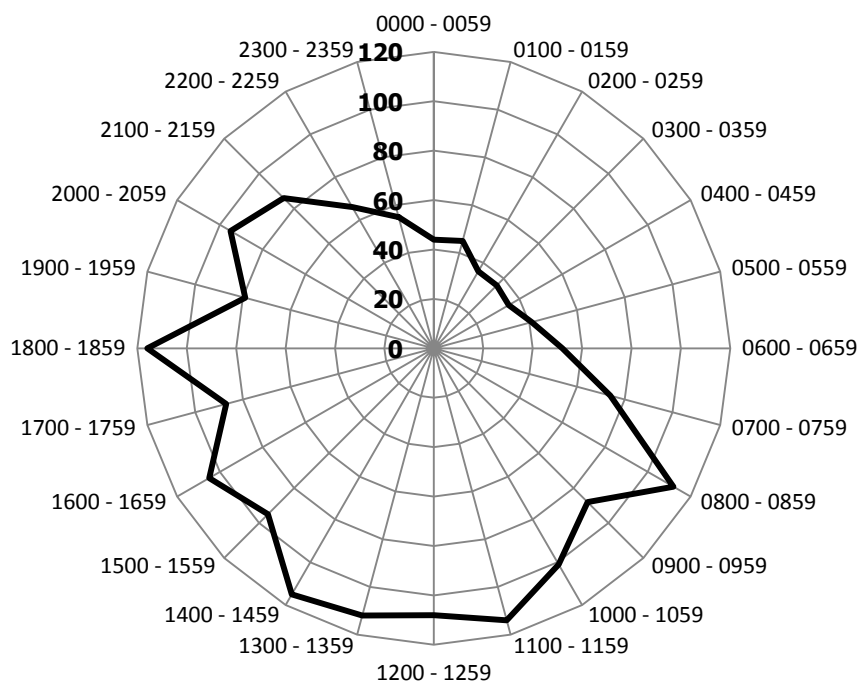
¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 58 – Bolton, continued

STATION 58 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 58 FIRST-DUE AREA INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012¹



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 58 Bolton, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10058 General Fund						
5001 Salaries & Wages Union	816,591	789,415	836,315	859,462	859,462	859,462
5003 Vacation Taken Union	111,069	115,015	110,587	116,318	116,318	116,318
5005 Sick Leave Taken Union	16,353	32,670	29,622	28,302	28,302	28,302
5007 Personal Leave Taken Union	8,593	7,793	10,861	11,368	11,368	11,368
5016 Vacation Sold at Retirement			2,172	2,373	2,373	2,373
5017 PEHP Vac Sold at Retirement	1,809	2,007	5,727	3,514	3,514	3,514
5020 Deferred Comp Match Union	29,528	33,148	39,495	40,618	40,618	40,618
5101 Vacation Relief	153,977	138,830	113,253	117,585	117,585	117,585
5105 Sick Relief	27,471	29,420	27,647	24,860	24,860	24,860
5106 On the Job Injury Relief	5,653	7,764	6,319	6,538	6,538	6,538
5107 Short Term Disability Relief		2,996	4,048	3,847	3,847	3,847
5110 Personal Leave Relief	17,436	24,005	14,317	15,538	15,538	15,538
5115 Vacant Slot Relief	15,540	10,939				
5118 Standby Overtime	1,704	1,869	1,086	1,182	1,182	1,182
5120 Overtime Union	12,771	15,686	6,912	8,901	8,901	8,901
5201 PERS Taxes	226,348	247,968	241,189	266,194	266,194	266,194
5203 FICA/MEDI	87,724	82,567	92,440	94,893	94,893	94,893
5206 Worker's Comp	33,366	33,750	41,084	42,177	42,177	42,177
5207 TriMet/Wilsonville Tax	7,936	8,119	8,480	8,831	8,831	8,831
5208 OR Worker's Benefit Fund Tax	460	446	419	493	493	493
5210 Medical Ins Union	184,007	197,282	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	7,050	7,100	7,200	7,200	7,200	7,200
5270 Uniform Allowance	1,801	2,780	5,170	4,200	4,200	4,200
Total Personnel Services	1,767,187	1,791,571	1,819,272	1,879,482	1,879,482	1,879,482
5300 Office Supplies	204	55	500	480	480	480
5301 Special Department Supplies	8,662	2,789	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	92		120	100	100	100
5307 Smoke Detector Program	51	41	300	300	300	300
5320 EMS Supplies	6,128	7,992	9,850	9,850	9,850	9,850
5321 Fire Fighting Supplies	728	1,641	2,400	2,400	2,400	2,400
5325 Protective Clothing	2,039	919	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	19,626					
5350 Apparatus Fuel/Lubricants	8,702	9,766	9,500	11,000	11,000	11,000
5361 M&R Bldg/Bldg Equip & Improv	3,419	9,582	33,865	12,666	12,666	12,666
5365 M&R Firefight Equip	100		360	200	200	200
5367 M&R Office Equip	1,093	1,300	1,600	1,600	1,600	1,600
5414 Other Professional Services	111	53	174	150	150	150
5415 Printing	18	16	50	50	50	50
5416 Custodial & Bldg Services		594	731	1,168	1,168	1,168
5432 Natural Gas	3,870	2,792	4,000	3,000	3,000	3,000
5433 Electricity	17,043	16,439	15,000	13,000	13,000	13,000
5434 Water/Sewer	3,931	5,016	5,000	6,000	6,000	6,000
5480 Community/Open House/Outreach	12		300	300	300	300
5481 Community Education Materials		326	750	200	200	200

Station 58 Bolton, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10058 General Fund						
5500 Dues & Subscriptions	162	156	200	200	200	200
5570 Misc Business Exp	311	355	480	480	480	480
5575 Laundry/Repair Expense		56	100	50	50	50
Total Materials & Services	76,303	59,888	90,530	69,254	69,254	69,254
Total General Fund	1,843,490	1,851,459	1,909,802	1,948,736	1,948,736	1,948,736

Station 59 - Willamette

Fund 10 • Directorate 04 • Division 62 • Department 059

STATION DESCRIPTION

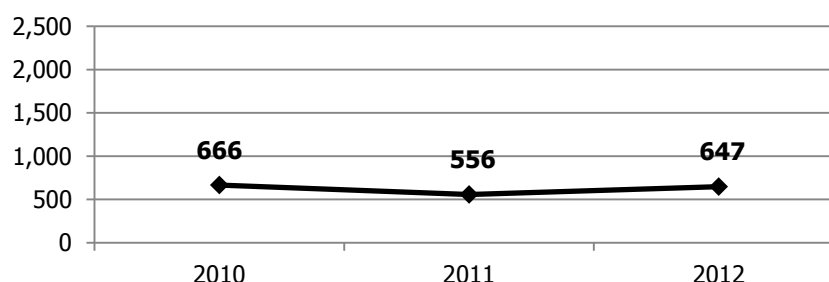
Station 59 is located on Willamette Falls Drive south of Interstate 205 off of the 10th Street exit. The original station was constructed in the 1940s or early 1950s. Utilizing bond proceeds that were approved by voters in 2006, Station 59 was completely rebuilt in 2009–10 and reopened its doors on March 3, 2010. The new 12,260 square foot station houses a total of **12 full-time personnel** (four personnel on each 24-hour, three-shift schedule). The crew responds to incidents utilizing **Engine 59**. At least one crewmember per shift is an EMT-Paramedic capable of providing advanced life support (ALS) treatment.

The 4,563 acres (7.13 square miles) of Station 59's First-Due Area includes the southwest portion of West Linn plus substantial rural lands. Station 59 has a Community Room that is used by a wide variety of neighborhood and community groups, as well as District personnel for training and meetings. The District's **Water Rescue Team** is also housed at Station 59.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,896,774	\$2,065,794	\$1,946,080	\$2,010,902
Materials and Services	37,734	52,471	65,083	77,551
Total Expenditures	\$1,934,508	\$2,118,265	\$2,011,163	\$2,088,453

STATION 59 FIRST-DUE AREA INCIDENT COUNT¹



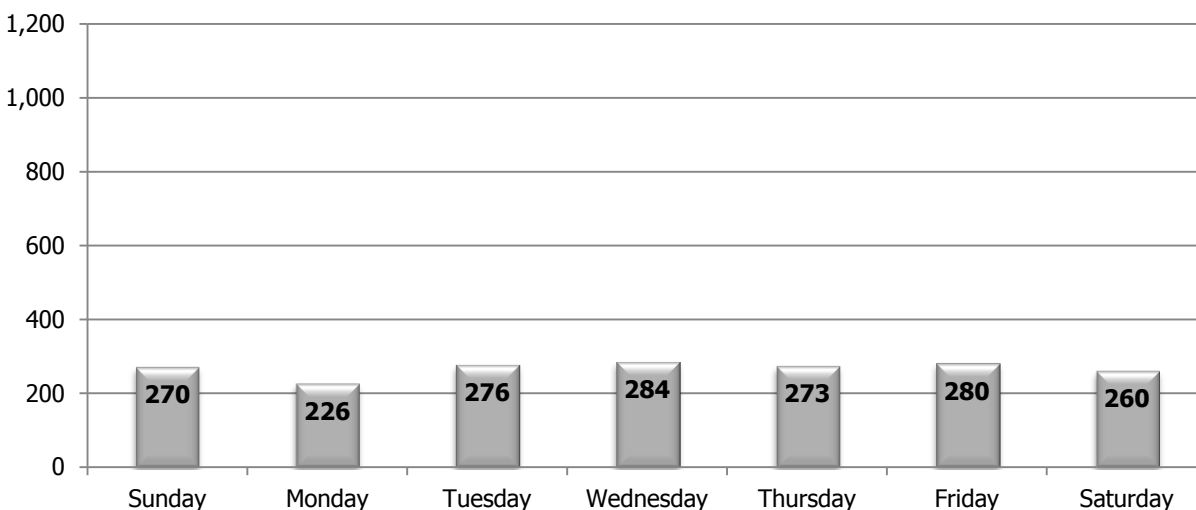
STATION 59 FIRST-DUE AREA INCIDENT SUMMARY (CALENDAR YEAR)¹

NFPA Code	2010		2011		2012	
	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found	Dispatch Call Type	Situation Found
Fire, Explosion	88	21	60	19	68	16
Overpressure	0	2	0	0	0	2
EMS/Rescue Call	507	437	444	366	471	431
Hazardous Condition	13	13	11	11	16	19
Service Call	16	33	21	39	36	30
Good Intent Call	42	111	8	90	45	95
False Call	0	49	0	31	0	54
Natural Condition	0	0	0	0	0	0
Other Situation	0	0	12	0	11	0
Total	666		556		647	

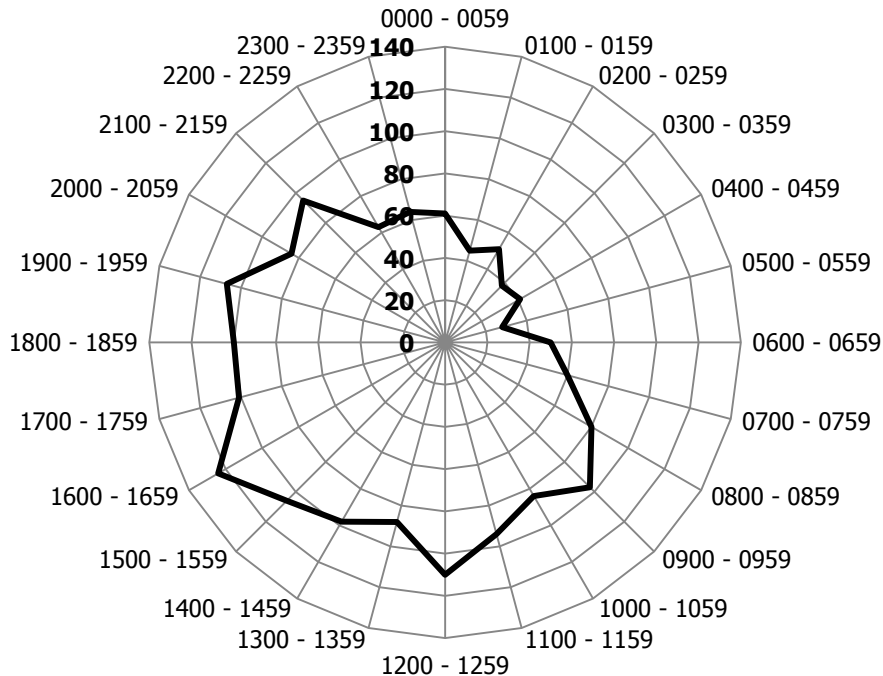
¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 59 - Willamette, continued

STATION 59 FIRST-DUE AREA INCIDENT COUNT BY DAY OF WEEK, CALENDAR YEARS 2010–2012¹



STATION 59 FIRST-DUE AREA INCIDENT COUNT BY HOUR OF DAY, CALENDAR YEARS 2010–2012



¹ NOTE: Incident totals include automatic aid responses to areas located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, or incidents that occurred within TVF&R's jurisdictional boundary with a response by automatic aid agencies only (no response by TVF&R crews).

Station 59 Willamette, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10059 General Fund						
5001 Salaries & Wages Union	888,163	910,769	902,753	927,583	927,583	927,583
5003 Vacation Taken Union	114,452	104,972	119,372	125,538	125,538	125,538
5005 Sick Leave Taken Union	19,362	12,594	31,975	30,545	30,545	30,545
5007 Personal Leave Taken Union	10,783	12,054	11,724	12,269	12,269	12,269
5016 Vacation Sold at Retirement			2,345	2,561	2,561	2,561
5017 PEHP Vac Sold at Retirement		45,083	6,182	3,793	3,793	3,793
5020 Deferred Comp Match Union	29,917	32,173	42,633	43,838	43,838	43,838
5101 Vacation Relief	148,696	180,323	122,250	126,905	126,905	126,905
5105 Sick Relief	30,428	30,939	29,843	26,830	26,830	26,830
5106 On the Job Injury Relief	9,683	6,685	6,821	7,057	7,057	7,057
5107 Short Term Disability Relief	3,704	3,423	4,370	4,152	4,152	4,152
5110 Personal Leave Relief	23,369	34,279	15,454	16,770	16,770	16,770
5115 Vacant Slot Relief	18,051	17,848				
5118 Standby Overtime	1,393	941	1,172	1,276	1,276	1,276
5120 Overtime Union	18,872	27,559	7,461	9,607	9,607	9,607
5201 PERS Taxes	245,200	298,936	260,349	287,293	287,293	287,293
5203 FICA/MEDI	94,317	93,458	99,783	102,415	102,415	102,415
5206 Worker's Comp	35,100	35,469	44,348	45,520	45,520	45,520
5207 TriMet/Wilsonville Tax	8,255	9,299	9,154	9,532	9,532	9,532
5208 OR Worker's Benefit Fund Tax	462	486	792	930	930	930
5210 Medical Ins Union	187,298	199,044	214,929	215,088	215,088	215,088
5220 Post Retire Ins Union	7,150	7,150	7,200	7,200	7,200	7,200
5270 Uniform Allowance	2,121	2,308	5,170	4,200	4,200	4,200
Total Personnel Services	1,896,774	2,065,794	1,946,080	2,010,902	2,010,902	2,010,902
5300 Office Supplies	325	338	500	500	500	500
5301 Special Department Supplies	2,622	2,288	3,750	3,840	3,840	3,840
5302 Training Supplies			300	300	300	300
5305 Fire Extinguisher	146		120	120	120	120
5306 Photography Supplies & Process				100	100	100
5307 Smoke Detector Program		401	300	300	300	300
5320 EMS Supplies	4,286	4,262	8,050	8,050	8,050	8,050
5321 Fire Fighting Supplies	799	1,265	2,400	2,400	2,400	2,400
5325 Protective Clothing	969	1,841	1,200	1,920	1,920	1,920
5330 Noncapital Furniture & Equip	2,420	598	200	500	500	500
5350 Apparatus Fuel/Lubricants	6,346	7,981	6,800	7,500	7,500	7,500
5361 M&R Bldg/Bldg Equip & Improv	949	12,786	14,570	24,371	24,371	24,371
5365 M&R Firefight Equip		6	360	360	360	360
5367 M&R Office Equip	1,055	1,304	1,600	1,600	1,600	1,600
5414 Other Professional Services		143	186	186	186	186
5415 Printing		16	50	50	50	50
5416 Custodial & Bldg Services		941	777	1,074	1,074	1,074
5432 Natural Gas	1,621	1,633	3,800	3,800	3,800	3,800
5433 Electricity	13,245	13,823	14,600	15,000	15,000	15,000
5434 Water/Sewer	2,635	2,149	4,000	4,000	4,000	4,000
5436 Garbage	30					

Station 59 Willamette, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10059 General Fund						
5480 Community/Open House/Outreach	75	20	300	300	300	300
5481 Community Education Materials		153	400	600	600	600
5500 Dues & Subscriptions	68	132	200	200	200	200
5570 Misc Business Exp	141	249	480	480	480	480
5575 Laundry/Repair Expense		139	140			
Total Materials & Services	37,734	52,471	65,083	77,551	77,551	77,551
Total General Fund	1,934,508	2,118,265	2,011,163	2,088,453	2,088,453	2,088,453

Water Rescue Team

Fund 10 • Directorate 04 • Division 62 • Department 626

TEAM DESCRIPTION

The District's 15-member Water Rescue Team is housed at Station 59, located near the Willamette, Tualatin, and Clackamas rivers. Twelve personnel are housed at Station 59, with three additional associate members who backfill positions when needed. The team has minimum staffing requirements of three members per shift. The Water Rescue Team is part of the Regional Water Rescue Consortium Team, consisting of several fire departments and sheriff offices that protect the waterways in the tri-county area (Washington, Clackamas, and Multnomah). Members maintain Oregon Department of Public Safety Standards and Training (DPSST) Marine Awareness, Deckhand, Boat Operator, Rescue Boat Operator, and Advanced Surface and Swift Water Technician certifications.

Water Rescue 59, a tow/support apparatus, is equipped with tools to support the team's needs in various types of rescue and search situations. Boat 59 is a 23-foot jet boat with twin 175 sport jets designed for rescue operations. It is also equipped with a high pressure water pump for fire suppression with the ability to flow 200 GPM in the event of boat fires, floating home fires, or brush fires requiring access via water. Zodiac 59 is a 15-foot inflatable with a custom aluminum hull. This vessel serves a primary role as a reserve vessel for Boat 59 and is well-suited for use in flood waters and waterways requiring a smaller vessel.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$9,820	\$1,914	\$8,627	\$6,945
Materials and Services	8,480	9,726	13,900	21,913
Total Expenditures	\$18,300	\$11,640	\$22,527	\$28,858

STATUS OF 2012-13 SERVICE MEASURES

- Provide swift- and surface-water rescue, boat rescue, and other water-related support services.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Mandatory
Measured By: The ability to maintain current staffing, training, equipment, and response levels.
Status or Outcome: Water Rescue, Boat 59, and 15 trained team members continue to provide water-based rescue and support services 24/7. The team commonly responds to over 50 calls for service per calendar year.

- Maintain current staffing levels per Standard Operating Guideline 5.9.1, with personnel who are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s)/Call(s) for Action: I
Service Type(s): Mandatory
Measured By: Staffing level maintained and standards met.
Status or Outcome: Team members continue to maintain annual compliance training set at a minimum of 20 hours per year, broken down into six major categories: Basic Boat Operations, Advanced Boat Operations, Rescue Deployment Watercraft Operations, Individual Swimming Skills, Rope Rescue Skills, and Water Rescue First Responder.

Water Rescue Team, continued

STATUS OF 2012-13 SERVICE MEASURES

- **Continue to refine and enhance water rescue compliance training program** through development, review, and refinement of the training modules.

Goal(s)/Call(s) for Action: VI
Service Type(s): Mandatory
Measured By: Lesson plans completed monthly for delivery with peer review process in place.
Status or Outcome: Water Rescue 59 continues to refine training lesson plans, drills, and compliance training, actively exercising each week and working jointly with internal and external partners.

- **Continue to build on established relationships** with Washington, Clackamas, and Multnomah County agencies, which improve overall performance for water related incidents.

Goal(s)/Call(s) for Action: VII
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.
Status or Outcome: TVF&R continues to build on existing partnerships and has explored further involvement with the OSFM and their water rescue typing endeavor. The Water Rescue Team attends monthly consortium meetings and provides input for countywide response and equipment changes.

- **Maintain support of TVF&R Special Operations where disciplines overlap to other teams.** Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, and Incident Management Teams.

Goal(s)/Call(s) for Action: VII
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.
Status or Outcome: Continue to work in an integrated fashion with internal partners, demonstrated by multi-discipline drills combining HazMat, Technical Rescue, and Water Rescue Team. The Water Rescue Team continues to be available for large scale drills in conjunction with Incident Management Teams. In addition, Water Rescue 59 continues to incorporate outreach services to TVF&R engine companies to provide water rescue first responder training and updates.

Water Rescue Team, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- **Implementation of NFPA standards for Swiftwater Rescue Technician.** Provides for a slightly increased level of performance with regard to rope rescue. In addition, ensures swiftwater training is consistent with DPSST and other local authorities.

Goal(s)/Call(s) for Action: I/1; VI. Implementation of NFPA Rope Level II training for Water Rescue Team members. Training level will be consistent with DPSST Swiftwater Technician and other local authorities.

Budget Impact: Increase required

Duration: Year 1 of 2

Budget Description: Modest increase required in first year.

Partner(s): Technical Rescue Team

Status or Outcome: NFPA/DPSST Rope II Training of 15 members nearly complete, with completion expected in 2013.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Involved in over 50 water related rescue incidents.
- Drilled weekly with consortium members.
- Certified 15 members to the NFPA SWIFT standard, which gives them technical rope rescue skills in addition to swiftwater competencies. All training provided on-duty by Technical Rescue Team personnel.

2013-14 SERVICE MEASURES

- **Provide swift- and surface-water rescue, boat rescue, and other water-related support services.**

Goal(s)/Call(s) for Action: I; III

Service Type(s): Mandatory

Measured By: The ability to maintain current staffing, training, equipment, and response levels.

- **Maintain current staffing levels** per Standard Operating Guideline 5.9.1, with personnel who are trained to the standards set forth by the mandatory compliance requirements for team disciplines.

Goal(s)/Call(s) for Action: I

Service Type(s): Mandatory

Measured By: Staffing level maintained and standards met.

- **Continue to refine and enhance water rescue compliance training program** through development, review, and refinement of the training modules.

Goal(s)/Call(s) for Action: VI

Service Type(s): Mandatory

Measured By: Lesson plans completed monthly for delivery with peer review process in place.

Water Rescue Team, continued

2013-14 SERVICE MEASURES, CONTINUED

- **Continue to build on established relationships** with Washington, Clackamas, and Multnomah County agencies, which improves overall performance for water related incidents.

Goal(s)/Call(s) for Action: VII
Service Type(s): Discretionary
Measured By: Continued partnerships with outside agencies and attendance at consortium meetings.

- **Maintain support of TVF&R Special Operations where disciplines overlap to other teams.** Continue to seek opportunities for joint training with the HazMat Team, Technical Rescue Team, Incident Management Teams, and engine companies in general.

Goal(s)/Call(s) for Action: VII
Service Type(s): Management
Measured By: Maintaining communication and interaction with the listed Special Operation groups to provide for the development of a long-term support of water-related operations.

2013-14 CHANGE STRATEGIES

- **Implementation of NFPA standards for Swiftwater Rescue Technician.** Provides for a slightly increased level of performance with regard to rope rescue. In addition, ensures swiftwater training is consistent with DPSST and other local authorities.

Goal(s)/Call(s) for Action: I/1; VI
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: Provide NFPA Rope Level II training for Water Rescue Team members. Training level will be consistent with DPSST Swiftwater Technician and that of other local authorities.
Partner(s): Technical Rescue Team

Water Rescue Team, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10626 General Fund						
5120 Overtime Union	7,498	1,196	6,543	5,211	5,211	5,211
5201 PERS Taxes	1,429	259	1,306	1,119	1,119	1,119
5203 FICA/MEDI	556	84	501	399	399	399
5206 Worker's Comp	286	366	222	178	178	178
5207 TriMet/Wilsonville Tax	47	8	46	38	38	38
5208 OR Worker's Benefit Fund Tax	3		9			
Total Personnel Services	9,820	1,914	8,627	6,945	6,945	6,945
5301 Special Department Supplies		44	220	250	250	250
5302 Training Supplies		44	1,000	300	300	300
5321 Fire Fighting Supplies	91	611	3,020	14,203	14,203	14,203
5325 Protective Clothing	1,202	3,960	1,850			
5330 Noncapital Furniture & Equip		112	1,150			
5350 Apparatus Fuel/Lubricants	2,953	3,225	4,000	4,000	4,000	4,000
5365 M&R Firefight Equip	714	1,730	2,500	3,000	3,000	3,000
5461 External Training	3,500					
5484 Postage UPS & Shipping	20					
5570 Misc Business Exp			160	160	160	160
Total Materials & Services	8,480	9,726	13,900	21,913	21,913	21,913
Total General Fund	18,300	11,640	22,527	28,858	28,858	28,858

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PROGRAM DESCRIPTION

The Emergency Medical Services (EMS) program is responsible to ensure the highest quality medical care is delivered to patients on emergency scenes by District responders.

The Occupational Health Services (OHS) portion of this program was established to provide OSHA blood and airborne pathogen compliance, vaccination and testing services, and other health monitoring for District personnel, as well as other contract agencies. OHS has expanded its range of services to include pre-physical examinations, lead and cholesterol testing, and respiratory protection compliance for outside clients. Contract revenues offset a portion of expenditures for this program.

The Wellness portion provides uniformed personnel an annual physical and fitness assessment as outlined in the District's Joint Wellness Fitness Initiative. The Wellness Program coordinates the new hire process for all District employees and works with Human Resources to facilitate the return-to-work and fit-for-duty processes. The program provides a variety of wellness and fitness resources for all District personnel.

BUDGET SUMMARY

Revenues	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Charges for Services	\$313,217	\$305,998	\$248,725	\$233,111
Miscellaneous Revenue	15,357	18,111		
Total Revenues	\$328,574	\$324,109	\$248,725	\$233,111

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,273,079	\$1,312,610	\$1,446,682	\$1,654,231
Materials and Services	425,364	408,446	558,376	546,980
Total Expenditures	\$1,698,443	\$1,721,056	\$2,005,058	\$2,201,211

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00
EMS Officer Paramedic	1.00	1.00	1.00	1.00
Program Manager	1.00	1.00	1.00	1.00
Wellness Coordinator	1.00	1.00	1.00	1.00
OHS Business Manager	0.00	0.00	0.00	1.00
Program Assistant	1.00	1.00	1.00	1.00
EMS Specialist	1.00	1.00	1.00	1.00
Nurse	1.00	1.00	1.00	1.00
Behavioral Health Specialist	1.00	0.50	0.50	1.00
Total Full-Time Equivalents (FTE)	9.00	8.50	8.50	10.00

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

EMS / Health / Wellness, continued

2013-14 SIGNIFICANT CHANGES

Budgeted revenues for this cost center are \$233,111 and come primarily from contracts and fees from area agencies served and a Clackamas County intergovernmental service agreement that provides revenue sharing from the ambulance provider for medical calls.

Personnel Services includes Union Overtime for three mandatory ALS in-service trainings (\$113,607), critical skills instructor training, EMS QI, and peer fitness training and instruction. In addition, the Behavioral Health Specialist position has been increased by 0.5 FTE to full-time, reflecting increased needs of employees, and one position has been added in the Occupational Health program to assist in management of the program, records, and to allow clinicians to more solely focus on the health needs of the workforce.

Materials and Services expenses include District-wide EMS Supplies (5320) for the vaccines and immunizations provided by OHS personnel and EMS response supplies for personnel not assigned to fire stations. Account 5366 provides for preventative maintenance and service for cardiac monitors and other EMS equipment maintenance. Medical supervision is provided for in Account 5413 and chaplains are paid for through a temporary agency in account 5417 for \$22,500, in addition to temporary services for nursing staff of \$15,000 and other temporary assistance for the EMS program. Account 5414 also includes \$74,350 for estimated lab services, \$12,000 in chest x-rays, \$8,000 for rehabilitative care for injured employees, among other services. In addition, the District must recertify its Paramedics every two years and accordingly, the certification fees account 5502 was decreased as this is not a recertification year.

STATUS OF 2012-13 SERVICE MEASURES

- **Ensure compliance** for mandatory OSHA, CDC, NFPA, and public health mandates per industry best practices.

Goal(s)/Call(s) for Action:	IV/B and 6; VI/A, B and 5; VII/A
Service Type:	Mandatory
Measured By:	Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.
Status or Outcome:	Hearing protection policies and equipment were updated. Mandatory compliance items are met/exceeded and best practices kept current.

- **Provide appropriate testing and pre-physical services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative** (expand applicable components to non-line employees).

Goal(s)/Call(s) for Action:	IV/B, 2, and 8; VII/E, 1, 3, and 4
Service Type:	Mandatory (DOT/CDL), Essential
Measured By:	Percentage of examinations completed.
Status or Outcome:	314 line pre-physicals were completed in record time. Testing continues to support the IAFF/IAFC Wellness Initiative and operate per best practices.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

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

Goal(s)/Call(s) for Action: IV/2
Service Type(s): Essential
Measured By: The annual Wellness survey outlines staff participation as well as customer satisfaction. Fitness assessment data outlines year-to-year changes among individuals as well as aggregate District data.
Status or Outcome: The annual Wellness survey was conducted and revealed increased participation in aerobic activity and resistance training. Participation in flexibility training is down slightly and targeted for education in the coming year. The total number of employees who exercise at the stations during all shifts has increased.

- **Maintain cardiac arrest survival rate.**

Goal(s)/Call(s) for Action: I
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients (V-fib and overall). Due to small numbers per year, must look at long-term trending.
Status or Outcome: Awaiting ROC data from the District physician.

- **Work with Cardiac Campaign partners** to include new field performance measures for STEMI performance.

Goal(s)/Call(s) for Action: I/D; VII
Service Type(s): Discretionary
Measured By: Increased bystander training in Hands Only Cardiopulmonary Resuscitation (CPR). New STEMI metrics per countywide QI effort.
Status or Outcome: ST-Segment Elevation Myocardial Infarction (STEMI) response guidelines established for personnel at mandatory in-services. STEMI PAT is following the metrics and will report out performance in May 2013.

- **Partner with HR, Training, Integrated Operations, the District physician, occupational health providers, and SAIF** to provide a comprehensive return-to-work process.

Goal(s)/Call(s) for Action: IV/1 and 7; VII
Service Type(s): Essential
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process that manages employee leave due to injury and illness.
Status or Outcome: Individual case management continues to return employees to work in a timely manner. Training and relationships with SAIF have shortened time to accept claims. Battalion Chiefs now conduct return-to-work evaluations without need of Training Officer attendance.

EMS / Health / Wellness, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- **Select replacement cardiac monitors** for purchase during fiscal year 2012-13.

Goal(s)/Call(s) for Action: I; VII/1
Budget Impact: Increase required
Duration: Year 2 of 2
Budget Description: Replace large capital item in 2012-2013 budget year.
Partner(s): Information Technology, Finance, external agencies
Status or Outcome: A regional selection process was conducted by TVF&R's EMS Division and a monitor was selected for purchase. Training and deployment will occur during fiscal year 2012-13.

- **Enhance internal service and synchronize existing partnerships** to provide cost-effective Occupational Health and Wellness Services to District staff and contract agencies.

Goal(s)/Call(s) for Action: IV/8; VII
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: Further expansion of services requires additional staffing; however, this is offset by contract revenues.
Partner(s): The District physician, occupational health providers, and contract agencies, with a focus on expanding the District's relationship with strategically aligned outside public agencies.
Status or Outcome: An in-depth evaluation of Occupational Health/Wellness services was conducted by the Planning Division. These findings will serve as a guide to develop a new operational plan for Occupational Health/Wellness during the coming year.

- **Update wellness initiative** to reflect goals of prevention, early risk recognition, and inclusion of all members.

Goal(s)/Call(s) for Action: IV/5
Budget Impact: Resource neutral
Duration: Year 2 of 2
Budget Description: Further develop Wellness Program with emphasis toward early recognition/prevention of all members.
Partner(s): Division Managers, District physician, occupational health providers, Human Resources
Status or Outcome: After review of the wellness initiative, it was decided to utilize the IAFF/IAFC Wellness Initiative as a reference document and maintain a current list of differences in TVF&R's local approach, in order to provide best practice delivery of services. Change Strategy completed.

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- Purchase an electronic medical records (EMR) system during fiscal year 2012-13.

Goal(s)/Call(s) for Action: IV/4; VIII
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Purchase selected EMR system during 2012-13 fiscal year.
Partner(s): Information Technology, Finance, District physician, occupational health providers
Status or Outcome: An EMR system (4Medica) was selected and annual subscription purchased. Basic reports are being uploaded toward a goal of consolidating records and meeting Federal/State HITECH Act requirements. EMR needs will undergo reassessment as part of the overall operational plan being developed in 2013 for the Occupational Health/Wellness program.

- **Implementation of PulsePoint.** PulsePoint ties together real time 9-1-1 CAD cardiac arrest data with public subscribers of a mobile smart phone application near a cardiac arrest to aid in CPR/AED response prior to 9-1-1 arrival.

Goal(s)/Call(s) for Action: I/D and 3; VII/A and 1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Implement PulsePoint to aid in increasing cardiac arrest survival rate.
Partner(s): Information Technology, Finance, external agencies
Status or Outcome: PulsePoint was successfully implemented in January 2013. Other agencies are interested to expand PulsePoint into the region. The application finished fifth overall for top downloads in the 24-hour timeframe post-TVF&R announcement. The first PulsePoint activation occurred three days after implementation. Interest in CPR training has risen dramatically as a result.

- Develop metrics that improve ability to measure effectiveness of injury management and return-to-work program.

Goal(s)/Call(s) for Action: IV/A and 1
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Better metrics are required to improve management of on-the-job injuries, time loss, and return-to-work.
Partner(s): Information Technology, Finance, Human Resources, external agencies
Status or Outcome: Ratio of number of on-the-job-injury hours lost per hours worked was added to current metrics. Changes in RMS reporting of injuries are being made to capture additional data. SAIF was consulted to locate a standard of expected time loss/injury.

EMS / Health / Wellness, continued

STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- Rebuild Peer Critical Incident Stress Debriefing (CISM) program.

Goal(s)/Call(s) for Action: IV; 3
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Resources will be required
Partner(s): Integrated Operations
Status or Outcome: Peer CISM training will result in placing six peers into the system. Six additional peers are planned to be added in fiscal year 2013-14 to establish a core group of 12 trained peers to work with the Behavioral Health Specialist. A separate peer military support group is being established to assist District veterans. Discussions are occurring with other agencies to provide consistency in programs and back-up services during large events. Behavioral Health Specialist increased to 0.8 FTE.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Top 10 Healthiest Businesses in Oregon per Portland Business Journal in 100-499 employee category.
- Implementation of PulsePoint application.
- Cardiac monitor selected and implemented in May 2013.
- EMS QI PATs on Cardiac Arrest, Airway, and STEMI care established and reporting out.
- CPR performance feedback being provided to responders post-cardiac arrest care.
- Began ROC ALPS study to determine the effectiveness of current cardiac medications.

2013-14 SERVICE MEASURES

EMS Service Measures	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Patient Care Reports Written	15,207	15,447	15,500	17,919
Number of EMS Responses	25,486	25,862	25,977	30,185
Cardiac Arrest Survival % V-Fib / Overall	16% / 8%	28% / 10%	41% / 18%	30% / 15%

Occupational Health & Wellness Program Status	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Mandatory compliance with OSHA requirements including Hearing Conservation, Bloodborne Pathogen Standards, and applicable portions of the Respiratory Protection Standard.	100%	100%	100%	100%
Provide appropriate testing and pre-physicals services to support DOT/CDL, NFPA, and IAFF/IAFC Initiative.	99%	98%	99%	99%
Workers' Compensation (calendar year)			2012 Actual	
Total number of cases	60	49	15	25
Total number of days away from work	484	183	168	225
Total number of days working with restrictions	328	188	93	150

2013-14 SERVICE MEASURES, CONTINUED

- **Ensure compliance** for mandatory Centers for Disease Control (CDC), OSHA, NFPA, and public health mandates per industry best practices.

Goal(s)/Call(s) for Action: IV/A, B, and C; VI/A, B and 5
Service Type: Mandatory
Measured By: Percentage of District personnel completing mandated testing/training in hearing conservation, bloodborne pathogens, and respiratory protection.

- **Provide appropriate testing and pre-physical services to support Department of Transportation/Commercial Driver's License (DOT/CDL) requirements, NFPA standards, and the IAFF/IAFC Wellness Initiative;** expand applicable components to non-line employees.

Goal(s)/Call(s) for Action: IV/A, B, 2, and 3; VII/E and 1
Service Type: Mandatory (DOT/CDL), Essential
Measured By: Percentage of examinations completed.

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

Goal(s)/Call(s) for Action: IV/2
Service Type(s): Essential
Measured By: The annual Wellness survey outlines staff participation as well as customer satisfaction. Fitness assessment data outlines year-to-year changes among individuals as well as aggregate District data.

- **Maintain cardiac arrest survival rate.**

Goal(s)/Call(s) for Action: I/D and 3
Service Type(s): Essential
Measured By: Sustained or improved percentage of survival of cardiac arrest patients (V-fib and overall). Influenced by Hands-Only CPR training, Public Access to Defibrillators program, and PulsePoint implementation. Due to small numbers per year, staff must look at long-term trending.

- **Work with Cardiac Campaign partners** to include new field performance measures for STEMI performance.

Goal(s)/Call(s) for Action: I/D and 3; VII/1
Service Type(s): Discretionary
Measured By: Increased bystander training in Hands Only Cardiopulmonary Resuscitation (CPR). New STEMI metrics per countywide QI effort.

- **Partner with HR, Training, Integrated Operations, the District physician, occupational health providers, and SAIF** to provide a comprehensive return-to-work process.

Goal(s)/Call(s) for Action: IV/1; VII/1
Service Type(s): Essential
Measured By: Data collection from on- and off-duty illness, injury, exposure events, and Workers' Compensation claims. This will include the District case management process, which manages employee leave due to injury and illness.

2013-14 CHANGE STRATEGIES

- **Complete an updated operational plan for Occupational Health and Wellness Services.** Validate a manageable and strategically-defined program model for both internal and contracted services. Outline necessary changes in program structure, service delivery, resources, staffing, expertise, and infrastructure to support the model.

Goal(s)/Call(s) for Action: IV/5; VII
Budget Impact: Increase required
Duration: 1 of 1
Budget Description: Budget increase proposed to engage a contractor to inform the operational planning process with expertise in best practices for administrative and business systems, technology and infrastructure, and specialized billing and records management functions for medical practices. Another budget increase was proposed for additional staff resources to manage key high-level administrative, project, and business management functions; position specifics to be informed by the operational planning process.
Partner(s): Planning, Wellness Advisory Committee, Integrated Operations, Fire Chief's Office, Human Resources, Finance, the contracted occupational medical providers, the District's physician, contracted agencies.

- **Rebuild the peer Critical Incident Stress Debriefing (CISM) program.**

Goal(s)/Call(s) for Action: IV/3
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Budget request submitted for anticipated increase in Behavioral Health Specialist's hours to support an expanded program.
Partner(s): Integrated Operations

- **Develop 12-lead electrocardiogram (ECG) transmission process to area hospitals** from the emergency scene to reduce door-to-balloon time in identified STEMI patients.

Goal(s)/Call(s) for Action: I/D
Budget Impact: Resource neutral
Duration: Year 1 of 1, then ongoing
Budget Description: New cardiac monitors will be capable of transmitting ECGs from the incident scene to the hospital. Will need to work with Information Technology to develop transmission capability through apparatus communication systems. Cost associated will be staff time.
Partner(s): EMS, Integrated Operations, IT, hospital partners

- **Refocus Critical Skills classes** to emphasize single company response to medical calls and paramedic training.

Goal(s)/Call(s) for Action: I/D; VI/B, D and 5
Budget Impact: Increase required
Duration: Year 1 of 3
Budget Description: Explore new ways of training on critical skills for paramedics. This year's process will emphasize single company drills instead of the dual house training model. Future processes will involve technology over the network to manage training, as well as alternate service delivery models.
Partner(s): Training, IT

2013-14 CHANGE STRATEGIES, CONTINUED

- **Research innovative healthcare partnerships** that benefit both District goals and Oregon's Triple Aim (Oregon's framework that describes an approach to optimizing health system performance).

Goal(s)/Call(s) for Action: I/3; VI/4; VII/1
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Resources will be required to support involvement of a consultant with expertise in community healthcare initiatives.
Partner(s): Planning, Training, IT, external healthcare organization(s), medical directors



EMS/Health/Wellness, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10421 General Fund						
5001 Salaries & Wages Union	83,980	82,615	93,931	101,501	101,501	101,501
5002 Salaries & Wages Nonunion	569,691	592,198	615,894	719,655	719,655	719,655
5003 Vacation Taken Union	16,783	13,689	6,447	7,026	7,026	7,026
5004 Vacation Taken Nonunion	26,564	39,018	47,054	55,040	55,040	55,040
5005 Sick Leave Taken Union			1,842	2,008	2,008	2,008
5006 Sick Taken Nonunion	19,217	12,712	9,411	11,011	11,011	11,011
5007 Personal Leave Taken Union			921	1,004	1,004	1,004
5008 Personal Leave Taken Nonunion	3,269	1,922	4,033	4,722	4,722	4,722
5010 Comp Taken Nonunion	1,319	871				
5015 Vacation Sold	6,899	14,751	18,442	17,107	17,107	17,107
5016 Vacation Sold at Retirement	1,146					
5020 Deferred Comp Match Union	3,389	3,461	3,684	4,015	4,015	4,015
5021 Deferred Comp Match Nonunion	10,462	19,876	26,887	31,453	31,453	35,039
5120 Overtime Union	140,734	118,375	150,650	156,853	156,853	156,853
5121 Overtime Nonunion	1,548	2,458	2,400	2,700	2,700	2,700
5201 PERS Taxes	156,517	169,106	195,926	240,585	240,585	240,585
5203 FICA/MEDI	62,712	61,364	75,092	85,766	85,766	85,766
5206 Worker's Comp	14,368	21,998	19,644	22,318	22,318	22,318
5207 TriMet/Wilsonville Tax	5,353	5,471	6,889	8,006	8,006	8,006
5208 OR Worker's Benefit Fund Tax	272	275	323	624	624	624
5210 Medical Ins Union	16,271	16,596	16,548	17,924	17,924	17,924
5211 Medical Ins Nonunion	107,360	110,016	120,858	120,764	120,764	120,764
5220 Post Retire Ins Union	600	600	600	600	600	600
5221 Post Retire Ins Nonunion	5,175	5,400	5,400	7,200	7,200	7,200
5230 Dental Ins Nonunion	14,028	13,884	15,715	15,103	15,103	15,103
5240 Life/Disability Insurance	5,029	4,727	6,941	9,310	9,310	9,310
5270 Uniform Allowance	394	1,227	1,150	1,390	1,390	1,390
5295 Vehicle/Cell Allowance				6,960	6,960	6,960
Total Personnel Services	1,273,079	1,312,610	1,446,682	1,650,645	1,650,645	1,654,231
5300 Office Supplies	893	730	1,000	1,000	1,000	1,000
5301 Special Department Supplies	2,895	8,508	9,500	8,500	8,500	8,500
5302 Training Supplies	2,935	4,044	6,800	6,800	6,800	6,800
5303 Physical Fitness	8,958	11,787	12,000	12,000	12,000	12,000
5320 EMS Supplies	60,254	64,959	87,038	60,768	60,768	60,768
5321 Fire Fighting Supplies	209	77		100	100	100
5325 Protective Clothing	2			480	480	480
5330 Noncapital Furniture & Equip	11,893	22,126				
5340 Software Licenses/Upgrade/Host						
5350 Apparatus Fuel/Lubricants	5,848	6,652	7,500	7,500	7,500	7,500
5364 M&R Fire Comm Equip				729	729	
5365 M&R Firefight Equip	435					
5366 M&R EMS Equip	24,825	29,165	42,536	32,077	32,077	32,077
5367 M&R Office Equip	2,153	2,098	2,400	2,400	2,400	2,400
5413 Consultant Fees	90,610	90,870	109,100	113,004	113,004	113,004
5414 Other Professional Services	134,369	111,805	164,150	191,050	191,050	191,050

EMS/Health/Wellness, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10421 General Fund						
5415 Printing	242	86		320	320	320
5417 Temporary Services	2,635	7,458	36,000	46,236	46,236	59,340
5419 Chaplains Reimbursement	15,822	16,981				
5445 Rent/Lease of Building				2,400	2,400	2,400
5461 External Training	8,354	5,517	9,535	9,260	9,260	9,260
5462 Travel and Per Diem	13,762	17,435	24,450	23,750	23,750	23,750
5471 Citizen Awards	38					
5472 Employee Recog & Awards	571	1,689	1,300	1,750	1,750	1,750
5484 Postage UPS & Shipping	1	25	200	200	200	200
5500 Dues & Subscriptions	1,082	1,931	2,150	2,436	2,436	2,436
5502 Certifications & Licensing	34,371	3,050	40,967	9,245	9,245	9,245
5570 Misc Business Exp	1,867	1,302	1,350	1,400	1,400	1,400
5571 Planning Retreat Expense	340	151	400	1,200	1,200	1,200
Total Materials & Services	425,364	408,446	558,376	534,605	534,605	546,980
Total General Fund	1,698,443	1,721,056	2,005,058	2,185,250	2,185,250	2,201,211

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PROGRAM DESCRIPTION

The Training Division manages continuing education for all suppression and medical personnel at Tualatin Valley Fire and Rescue. It delivers emergency medical training, including all emergency medical technician (EMT) Basic and Paramedic recertification, and Advanced Life Support (ALS) training. The Training Division provides the classes for emergency personnel required by local, state, and federal regulations. It also reviews, develops, and coordinates instruction on organizational procedures. This division is most closely aligned with the District's key strategic goals of "Foster an environment conducive to the safety and health of all members," and "Provide craftsmanship, innovation, and excellence throughout the organization." The District truly believes that a highly skilled and trained workforce, equipped with reliable and effective response tools, will contribute to the safety of its citizens.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$1,144,271	\$1,216,313	\$1,398,520	\$1,435,953
Materials and Services	226,202	354,339	346,677	365,419
Total Expenditures	\$1,370,473	\$1,570,652	\$1,745,197	\$1,801,372

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Division Chief	1.00	1.00	1.00	1.00
Training Officers	5.00	5.00	5.00	5.00
Operations Technician	1.00	1.00	1.00	1.00
Training Division Specialist	0.00	0.00	0.00	1.00
Administrative Assistant	1.00	1.00	2.00	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	9.00	9.00

2013-14 SIGNIFICANT CHANGES

Within Personnel Services, Union Overtime includes Training Officer overtime for conducting in-services and academies (\$35,435), Apparatus Operator Training (\$15,040), Incident Management Compliance Training relief (\$6,253), Mandatory Company Officer Drills (\$7,504), CPR/AED EMS in-service (\$7,488) and other overtime for line Union personnel to teach, evaluate, and take skills training in specialized areas.

The Materials and Services budget, Account 5302, Training Supplies, includes \$12,000 for scrap automobiles used for extrication drills, \$11,400 for fire behavior materials for the multi-cell live fire training prop to allow live fire training for all companies once per year, among other items used for specific drills and prop support. Account 5330 includes \$7,500 for SMART screen panel part and bulb replacement, \$5,000 for UPS replacements, and classroom and office furniture replacement. Account 5361, Maintenance and Repair for Building and Building Improvements, accounts for training prop maintenance, site monitoring, as well as hydrant, general, and landscape maintenance. Account 5414, Other Professional Services includes funding for instructor fees for specialized driving instruction, 5th Tuesday Tactics, and wildland classes. Account 5416, Custodial and Building Services, reflects the costs of custodial services.

Training/Safety, continued

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action: I/D; VI/A and B
Service Type(s): Mandatory
Measured By: 100% compliance of all District members in their assigned positions.
Status or Outcome: In 2012-13, the District reached 100% compliance for “operational” District members and 98% compliance of “non-operational” members. The current records management system continues to present challenges to ensure accuracy of all compliance records.

- **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)/Call(s) for Action: VI/B and C; V/A
Service Type(s): Essential
Measured By: Number of hiring processes, promotional processes, and professional development training hours.
Status or Outcome: Cooperatively working with Human Resources to implement the Talent Management system District-wide. Organized and graduated a 15 person Recruit Academy in the spring of 2013. Training also worked together with Human Resource to put on the Annual Career Development Day in November of 2012. The Fire and EMS Training Officer position was tested and filled in August of 2012. The Chief of Training position was filled in July of 2012. Completed a 12 person Volunteer Recruit Academy in conjunction with the Washington County Training Officers Association.

- **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)/Call(s) for Action: VI/B
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.
Status or Outcome: With continued assistance from Informational Technology, all the Training Division reports for Individual Mandatory Compliance have been completed. The current system continues to challenge IT and the Training Division to ensure that updated information is being retrieved and reported accurately. The Training Division has taken the lead in reviewing compliance needs by division within the District and proposes changes to the current systems.

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

Goal(s)/Call(s) for Action: I/D; VI/B and D
Service Type(s): Mandatory
Measured By: Biannual review and comparison of trend file items developed by Integrated Operations Risk Management process.
Status or Outcome: Training Division continues to participate in Fire and EMS QI.

STATUS OF 2012-13 SERVICE MEASURES, CONTINUED

- **Continue to establish and build partnerships with public agencies and businesses** by promoting joint coordination of training props, academies, facilities, and instructors.

Goal(s)/Call(s) for Action: VII/A and B
Service Type(s): Discretionary
Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.
Status or Outcome: The Training Division has current agreements with Portland Community College, Hillsboro Fire Department, Washington County Training Association, various city CERT teams, Oregon National Guard, and other organizations that utilize the District's training facilities. The District has established working agreements with Northwest Natural Gas to utilize their natural gas training facilities, which were used for the MCO drill that was completed in December of 2012. The Training Division, in conjunction with Finance, has worked to establish updated costing and site use agreements for outside agencies.

- **Continue to provide technical assistance to all TVF&R Operating Centers and divisions** for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.

Goal(s)/Call(s) for Action: I/D; III/A
Service Type(s): Mandatory
Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.
Status or Outcome: The Training Division continues to provide mandatory compliance training to all divisions in the District. This includes annual CPR/AED and bloodborne pathogen training. The Training Division continues to support Metro Fire Officers I and II. In 2012, the Training Division participated and supported the Washington County Training Association Volunteer Recruit Academy.

- **Continue to identify trends that develop from the centralized risk management data collection process** that include Injury Reports, Damage Reports, Lost Equipment Reports, Supplemental Event Reports (SERs), Training after Action Reports (AARs), and Post Incident Analysis (PIAs), and work with the appropriate division to develop corrective actions.

Goal(s)/Call(s) for Action: IV/A and C; VI/B and D
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.
Status or Outcome: The Safety Committee continues to work closely with the Business Manager to update the current RMS trend files. In order to receive updated information, the current RMS system will need to be updated. The Safety Committee does review significant accidents, supplemental event reports, near misses, and injuries. The District Safety Officer will follow-up on these issues with the Safety Committee.

Training/Safety, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- Complete the planning process for replacing the Training Records Management System to effectively manage training records for the District. This is last remaining module of FireRMS.

Goal(s)/Call(s) for Action: VI/6
Budget Impact: Increase required
Duration: Year 2 of 3
Budget Description: Initial planning phase underway, funds requested in fiscal year 2011-12
Partner(s): Information Technology, Integrated Operations
Status or Outcome: Secondary process has been revitalized and staff has begun a multi-year process to replace the current training record management system. The current RMS system needs to be maintained during the transition to a new LMS system, if funded.

- Improve the organization's approach to data input (reporting), trending, and analysis to prevent occurrences of workplace accidents, injuries, exposures, infectious or hazardous materials, as well as damage to District resources.

Goal(s)/Call(s) for Action: I/5; VI/6; IV/7
Budget Impact: Resource neutral
Duration: Year 2 of 3
Budget Description: Initial planning finished, timelines set for Strategic Plan and implementation of educational component to assure accurate data
Partner(s): Information Technology, Integrated Operations
Status or Outcome: All facilities' quarterly inspections have been converted to an electronic-based recordkeeping system. The reporting system will catalog and track all violations electronically. Current accident/injury data is collected by the Business Manager. The Safety Committee can review the current information as needed. All significant accidents, injuries, and near misses are investigated and reviewed by the Safety Committee and District Safety Officer for follow-up and recommendations to the appropriate division.



STATUS OF 2012-13 CHANGE STRATEGIES, CONTINUED

- **Provide multiple opportunities for fire critical skill (FCS) and core skills practice** to ensure safe and repeatable performance in low frequency/high risk maneuvers on the fire ground. The goal is 100% proficiency in NIOSH recommended survival skill training, predictable performance standards on emergency scenes, and reduction in untoward actions as noted in any post incident analysis.

Goal(s)/Call(s) for Action: I; IV/3; VI/C, 6 and 7
Budget Impact: Resource neutral
Duration: Year 3 of 3
Budget Description: Increase as reflected in Capital Requests for props and in Integrated Operations for Fire Studio.
Partner(s): Integrated Operations, Media Services, Safety Committee
Status or Outcome: The Training Advisory Committee (TAC) reviews and makes recommendations for fire critical skills. For the first six months of 2012, fire critical skill objectives were focused on the basic eight core skills. The second half of 2013 will focus on “back to the basics.” In conjunction with the studio, videos have been completed and crews are able to watch the “back to the basics” skills and practice these skills. Two required multi-company drills were completed. The first Mandatory Company Officer drill focused on NIOSH firefighter rapid intervention and rescue, and occurred at night. The second MCO focused on EMS. Operations personnel are required to attend at least one of the MCOs per fiscal year. This Change Strategy has reached its goal and will now be considered normal operations.

- **Adopt scientific and standardized approach to fire behavior, initial actions, and overall strategy and tactics.**

Goal(s)/Cal(s) for Action: IV/C; VI/B and C
Budget Impact: Increase required
Duration: Year 3 of 3
Budget Description: Three year plan consisting of four phases of purchase and use of FBT City Prop.
Partner(s): Integrated Operations, EMS/Health/Wellness, Finance
Status or Outcome: Phases 1 and 2 (of 4 phases) of the compartment fire behavior prop were completed. All crews had the opportunity to receive initial live FBT. The current SOGs for decontamination at the FBT prop, as well as fire scenes, have been adopted. The Training/Safety Division continues to review current practices for FBT. Research of less toxic fuel alternatives to the traditional fuel types is ongoing. Currently, staff is planning for modifications of the prop and plans for open/continuous training for District Operational personnel. External training plans for outside agency personnel are underway as a Change Strategy in External Training.

Training/Safety, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Successful delivery of two Recruit Academies.
- Coordinated and participated in three regional/multi agency EMS drills.
- Enhanced working relationships with outside partnering agencies.
- Training Center facilities use agreement completed.
- District Safety Awards program completed.
- OR-OSHA consultation completed.

2013-14 SERVICE MEASURES

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimated	2013-14 Projected
Career Performance Training Hours					
MCO Training	112	96	96	96	96
Fire Critical Skill/Core Training	400	368	368	368	368
Company Officer In-service	24	24	24	24	24
January In-service/CPR/AED	72	72	160	72	160
EMS Critical Skills	117	110	115	114	115
CFBT Bull Mountain\Acquired Structure	1,100		32	32	32
Night Drills	112	76	76	76	76
ALS In-service	36	32	36	36	36
CFBT Self-Study Training	12	66	132	132	132
Entry Level Recruit Academy	760	920	880	760	760
Apparatus Operator Academy		184		184	184
Metro Fire Officer Academy	240	240	240	240	240
SCBA Training		128	40		128
Benchmark Testing	198	28	144	60	144
Total Hours of Career Training	3,183	2,344	2,311	2,122	2,495
Volunteer Performance Training					
Recruit Academy	90	90	90*	90*	90
Fire Training	70	90	90	90*	90
EMS Continuing Education	65	72	72	72*	72
Apparatus Operator Academy	64	46	60	60*	60
Total Hours of Volunteer Training	289	298	312	312	312

- Identify, provide, and document the federal, state, local, and organizationally mandated training requirements for all District career and volunteer positions.

Goal(s)/Call(s) for Action: I/D; VI/A and B
Service Type(s): Mandatory
Measured By: 100% compliance by all District Operations members in their assigned positions. 95% compliance by all District non-Operations members in their assigned positions.

2013-14 SERVICE MEASURES, CONTINUED

- **Work with Human Resources to assist with promotional processes; supervisor and manager training; diversity training; and professional development. Provide training and assistance to prepare candidates for promotional processes.**

Goal(s) /Call(s) for Action: V/A and 3; VI/B and 7
Service Type(s): Essential
Measured By: Number of hours delivering training for or in support of development processes/trainings.

- **Maintain individual training records and produce training reports to demonstrate compliance with legal mandates.**

Goal(s) /Call(s) for Action: VI/A and B
Service Type(s): Mandatory
Measured By: Various reports developed to meet specific legal and mandated requirements.

- **Participate in Integrated Operations Fire and EMS QI, provide and receive input to the three operating centers.**

Goal(s) /Call(s) for Action: I/B, C, D and 1; V/B and D
Service Type(s): Mandatory
Measured By: Attending meetings, completing assigned tasks and reporting back to the Training Division. Allows for modification of training practices based on information received.

- **Continue to establish and build partnerships with public agencies and private business by promoting joint coordination of training props, academies, facilities, and instructors.**

Goal(s) /Call(s) for Action: IV/4; VII/A and B
Service Type(s): Discretionary
Measured By: The list and contracts for the activities that are conducted jointly with other agencies and associations.

- **Continue to provide technical assistance to all TVF&R Operating Centers and Divisions for special activities such as CPR/AED training, Incident Management Team training, disaster preparedness, and support services training.**

Goal(s) /Call(s) for Action: I/D; III/A; VI/B
Service Type(s): Mandatory
Measured By: The list of classes or events showing technical assistance provided by Training staff to other division/department members.

- **As the Safety Committee, work with the Risk Manager in the Fire Chief's Office to identify and review trends that develop from the centralized risk management data collection process, to include injury reports, damage reports, near miss reports, and supplemental event reports.**

Goal(s)/Call(s) for Action: IV/A and C; VI/B and D
Service Type(s): Mandatory
Measured By: Tracking and evaluating trends and tracking the number of corrective actions taken (policy changes, system changes, equipment changes, etc.) throughout the District.

Training/Safety, continued

2013-14 CHANGE STRATEGIES

- **Replace/implement a Training Records/Learning Management System.**

Goal(s)/Call(s) for Action: VI/A, B, C and 6
Budget Impact: Increase required
Duration: Year 1 of 2
Budget Description: Complete research, development and planning processes for the full Training Records Management System; complete vendor selection and purchase of the Learning Management System.
Partner(s): Information Technology, Integrated Operations, Fire Chief's Office, Human Resources, EMS/Health and Wellness

- **Research, identify, and implement integrated video conferencing** to facilitate and improve District-wide communications. One goal would be to deliver interactive training while maintaining crew readiness to respond in the first their due areas.

Goal(s)/Call(s) for Action: I/A, D and 1
Budget Impact: Increase required
Duration: Year 1 of 1
Budget Description: Utilize web cameras with integrated audio and displays to allow immediate and flexible face-to-face communication with from one to all crews simultaneously.
Partner(s): Information Technology, Integrated Operations

- **Develop and implement the certification leveling plan for all EMTs** for the 2013-2015 licensure period.

Goal(s)/Call(s) for Action: VI/A and 2
Budget Impact: Resource neutral
Duration: Year 1 of 2
Budget Description: Utilize EMS Online and other distributed blended learning programs, as well as ongoing continuing medical education delivery methods to meet the new state and nationally mandated standards.
Partner(s): Information Technology, Integrated Operations

Training/Safety, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10402 General Fund						
5001 Salaries & Wages Union	432,657	424,325	455,304	485,571	485,571	485,571
5002 Salaries & Wages Nonunion	207,358	139,359	253,628	269,222	269,222	269,222
5003 Vacation Taken Union	55,896	52,966	32,911	34,213	34,213	34,213
5004 Vacation Taken Nonunion	13,877	31,797	20,519	20,087	20,087	20,087
5005 Sick Leave Taken Union	3,691	2,121	9,403	9,778	9,778	9,778
5006 Sick Taken Nonunion	2,660	2,629	3,870	4,018	4,018	4,018
5007 Personal Leave Taken Union	3,852	2,776	4,702	4,890	4,890	4,890
5008 Personal Leave Taken Nonunion	2,330	552	1,658	1,724	1,724	1,724
5010 Comp Taken Nonunion	59	216				
5015 Vacation Sold	2,359	25,227	14,607	11,564	11,564	11,564
5016 Vacation Sold at Retirement		45,386	14,607			
5017 PEHP Vac Sold at Retirement	3,724	25,977				
5018 Comp Time Sold Union		2,236				
5020 Deferred Comp Match Union	16,186	15,677	18,806	19,551	19,551	19,551
5021 Deferred Comp Match Nonunion	5,788	6,070	11,056	11,480	11,480	12,785
5054 Other/FTO Premium			1,200			
5120 Overtime Union	41,800	58,960	101,309	88,275	88,275	88,275
5121 Overtime Nonunion	777	1,308	2,000	2,000	2,000	2,000
5201 PERS Taxes	146,961	167,370	189,888	206,531	206,531	206,531
5203 FICA/MEDI	55,090	54,310	72,778	73,627	73,627	73,627
5206 Worker's Comp	11,953	22,913	26,801	27,507	27,507	27,507
5207 TriMet/Wilsonville Tax	5,112	5,636	6,677	6,873	6,873	6,873
5208 OR Worker's Benefit Fund Tax	211	204	318	512	512	512
5210 Medical Ins Union	77,973	80,214	82,742	89,620	89,620	89,620
5211 Medical Ins Nonunion	34,830	33,155	47,026	47,506	47,506	47,506
5220 Post Retire Ins Union	3,000	2,750	2,400	3,000	3,000	3,000
5221 Post Retire Ins Nonunion	2,475	2,250	3,600	3,600	3,600	3,600
5230 Dental Ins Nonunion	4,893	4,103	6,091	6,367	6,367	6,367
5240 Life/Disability Insurance	2,271	1,532	3,929	3,996	3,996	3,996
5260 Employee Assist Insurance	(5)					
5270 Uniform Allowance	733	1,174	2,200	3,136	3,136	3,136
5290 Employee Tuition Reimburse			2,730			
5295 Vehicle/Cell Allowance	5,760	3,120	5,760			
Total Personnel Services	1,144,271	1,216,313	1,398,520	1,434,648	1,434,648	1,435,953
5300 Office Supplies	4,124	3,187	5,000	6,850	6,850	6,850
5301 Special Department Supplies	7,809	5,907	6,500	6,500	6,500	6,500
5302 Training Supplies	43,711	46,981	38,731	55,194	55,194	55,194
5305 Fire Extinguisher	192	378	500	500	500	500
5320 EMS Supplies	10,312	3,879	3,635	17,057	17,057	17,057
5321 Fire Fighting Supplies	1,530	1,313	1,500	1,500	1,500	1,500
5325 Protective Clothing	1,323	444	1,500	900	900	900
5330 Noncapital Furniture & Equip	797	566	3,990	20,370	20,370	20,370
5350 Apparatus Fuel/Lubricants	17,193	18,427	17,000	18,000	18,000	18,000
5361 M&R Bldg/Bldg Equip & Improv	29,407	137,127	92,268	57,228	57,228	57,228
5365 M&R Firefight Equip	773	336	2,500	1,500	1,500	1,500

Training/Safety, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10402 General Fund						
5367 M&R Office Equip	3,013	3,338	7,941	5,441	5,441	5,441
5368 M&R Computer & Network Hdwe						
5414 Other Professional Services	8,182	23,863	11,400	9,725	9,725	9,725
5415 Printing	187		250	500	500	500
5416 Custodial & Bldg Services		18,514	23,370	24,867	24,867	24,867
5417 Temporary Services	8,967	564	4,000	4,000	4,000	4,000
5432 Natural Gas	13,933	16,467	21,120	21,120	21,120	21,120
5433 Electricity	53,579	48,857	55,597	55,997	55,997	55,997
5436 Garbage	11,556	11,864	12,000	13,000	13,000	13,000
5450 Rental of Equip	1,469	1,455	3,700	10,100	10,100	10,100
5461 External Training	3,947	5,664	9,210	9,875	9,875	9,875
5462 Travel and Per Diem	74	579	5,510	5,800	5,800	5,800
5473 Employ Safety Pro & Incent			13,000	13,000	13,000	13,000
5484 Postage UPS & Shipping	710	843	1,200	1,200	1,200	1,200
5500 Dues & Subscriptions	1,353	1,064	1,905	1,960	1,960	1,960
5570 Misc Business Exp	1,132	2,177	2,300	2,075	2,075	2,075
5571 Planning Retreat Expense	438	187	550	550	550	550
5572 Advertis/Public Notice	81					
5575 Laundry/Repair Expense	412	359	500	610	610	610
Total Materials & Services	226,202	354,339	346,677	365,419	365,419	365,419
Total General Fund	1,370,473	1,570,652	1,745,197	1,800,067	1,800,067	1,801,372

External Training

Fund 10 • Directorate 04 • Division 40 • Department 420

PROGRAM DESCRIPTION

This cost center was established to account for the revenues and expenditures associated with the External Training Program, which provides training to District businesses in areas such as hazardous materials or emergency response teams.

BUDGET SUMMARY

Revenues	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Charges for Services	\$37,578		\$28,710	\$40,710
Rental Revenue	4,098	\$49,135		
Miscellaneous Revenue	5,2790	1,992		
Total Revenues	\$29,400	\$51,127	\$28,710	\$40,710

Expenditures	2010-11 Actual	2011-12 Budget	2011-12 Budget	2013-14 Budget
Personnel Services	\$6,787	\$4,270	\$25,293	\$29,926
Materials and Services	10,800	1,441	7,552	7,632
Total Expenditures	\$17,587	\$5,711	\$32,845	\$37,558

2013-14 SIGNIFICANT CHANGES

External Training's budget reflects instructor overtime costs and training materials associated with planned classes in hazardous materials and level-I fire behavior training.

STATUS OF 2012-13 SERVICE MEASURES

- Market and deliver one set of Hazardous Materials Weeks 1 and 2 and Weeks 3 and 4 classes.

Goal(s)/Call(s) for Action: I; III
Service Type(s): Core
Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.
Status or Outcome: To date, no classes have occurred. This is based on demand. In this past year, departments have not indicated the need for these classes.

- Support a total of six CERT refresher classes.

Goal(s)/Call(s) for Action: VII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.
Status or Outcome: The training division provided support to four CERT classes.

External Training, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- None

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- The Training Division completed joint training with the Oregon National Guard.
- Completed the review and update of the Building Use Agreement in coordination with the Finance Division.
- Continue to maximize the use of the training locations with the gas company, police agencies, school districts, Portland Community College, and county agencies.
- Completed an agreement for TVF&R to receive natural gas emergency training at the Northwest Natural Gas location in Sherwood.
- Completed joint drug lab training for fire and law enforcement.

2013-14 SERVICE MEASURES

- Market and deliver one set of hazardous materials classes (weeks 1-4).

Goal(s)/Call(s) for Action: III/A and C; VII/A
Service Type(s): Core
Measured By: Number of classes offered, which is based on student levels versus instructor, materials, and services costs.

- Support a total of six CERT refresher classes.

Goal(s)/Call(s) for Action: III/C; VII
Service Type(s): Customer Service
Measured By: Number of classes/hours of training provided.

2013-14 CHANGE STRATEGIES

- Deliver fire behavior training (FBT) to regional fire agency partners.

Goal(s)/Cal(s) to Action: IV/4; VI/A
Budget Impact: Revenue generating
Duration: Year 1 of 3
Budget Description: Deliver FBT Level-1 training (16 hours) to outside agencies, utilizing the FBT prop at the Training Center. It is estimated that this will create sufficient revenue to offset the costs of training TVF&R firefighters on an ongoing basis. This also will provide greater instructional opportunity for the District's FBT trainers.
Partner(s): Integrated Operations, Health and Wellness

External Training, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10420 General Fund						
5120 Overtime Union	4,919	3,136	19,440	22,734	22,734	22,734
5201 PERS Taxes	933	651	3,880	4,879	4,879	4,879
5203 FICA/MEDI	373	236	1,487	1,740	1,740	1,740
5206 Worker's Comp	526	225	350	410	410	410
5207 TriMet/Wilsonville Tax	34	22	136	163	163	163
5208 OR Worker's Benefit Fund Tax	2	1				
Total Personnel Services	6,787	4,270	25,293	29,926	29,926	29,926
5300 Office Supplies			100	200	200	200
5301 Special Department Supplies			2,500	2,000	2,000	2,000
5302 Training Supplies	958		172	3,168	3,168	3,168
5305 Fire Extinguisher	2,757	765	500	800	800	800
5365 M&R Firefight Equip	496					
5414 Other Professional Services	2,814					
5417 Temporary Services		84				
5436 Garbage		271				
5450 Rental of Equip	3,120		780	1,000	1,000	1,000
5461 External Training						
5462 Travel and Per Diem		320				
5570 Misc Business Exp	655		3,500	464	464	464
Total Materials & Services	10,800	1,441	7,552	7,632	7,632	7,632
Total General Fund	17,587	5,711	32,845	37,558	37,558	37,558

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PROGRAM DESCRIPTION

Before they are assigned to fill an emergency response unit, entry level firefighter recruits are assigned to a training academy. Full-time equivalent recruit employees represent recruit academy training time and Training Officer time allocated for recruit academy training months. After graduation from the academy and assignment to a fire station and a Field Training Officer, recruits must successfully complete numerous benchmark tests of their skills throughout the next eight to nine months in order to complete their first year of probation.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$561,881	\$551,568	\$979,937	\$911,640
Materials and Services	101,697	64,329	108,495	141,467
Total Expenditures	\$663,578	\$615,897	\$1,088,432	\$1,053,107

2013-14 SIGNIFICANT CHANGES

The budget reflects plans for one sixteen week, sixteen-person, entry level firefighter academy, which requires funding for the equivalent of 5.23 firefighter FTEs, and approximately 1.31 Training Officer FTE in assigned instructor costs. The number of recruits needed reflects the estimated amount necessary to fill projected retirements and Kelly relief staffing changes.

STATUS OF 2012-13 SERVICE MEASURES

- **Measure of recruits** who graduate from the academy versus recruits who successfully complete the Field Training Evaluation Program (FTEP) and trial service period.

Goal(s)/Call(s) for Action: IV; VI

Service Type(s): Essential

Measured By: Academy graduates versus successful completion of trial period; the goal is to have 100% of academy graduates successfully complete trial service period.

Status or Outcome: Recruit academy class 12-01 graduated and continues to maintain all 11 recruits. This holds true to the historical values of past academies. Since the 09-02 academy, 47 recruits have graduated and one lost during the FTO process, a 97.9% success rate.

Recruits, continued

STATUS OF 2012-13 CHANGE STRATEGIES

- **Organize recruit academy fitness program to gather and analyze data on recruit fitness prior to and at the beginning of each academy.** This program will improve overall recruit fitness, reduce injuries during the academy, and prepare recruits for physical requirement of the job. The recorded fitness levels of recruits will assist in development of baseline fitness levels that will be of use in two ways - fitness as a way of predicting recruit success/failure in the academy, and later in the employee's career. This statistic will be one of many barometers in assessing the success of the Wellness Program.

Goal(s)/Calls for Action:	IV
Budget Impact:	Increase required
Duration:	Year 3 of 4
Budget Description:	The continuation of the fitness forum session is designed to occur ten to twelve weeks prior to the start of the recruit academy. It requires the participation of peer fitness trainers during the forum, resulting in some overtime costs. Components to be analyzed are the five components of fitness (body composition, muscular strength, muscular endurance, cardiorespiratory endurance, and flexibility).
Partner(s):	EMS/Health/Wellness, Human Resources, Risk Management
Status or Outcome:	The gathering and analyzing of recruit fitness pre- and post- academy has begun to cement itself into the process of the academy. The fitness forum has proven to be a valuable tool both as a pre-assessment tool and an "eye opening" moment for the new recruits. By providing them with a glance into what they are going to be required to do, they have the opportunity to change their routines prior to the academy.

- **Develop and implement recruit academy curriculum** pertaining to the organizational values, concepts, and strategies associated with community risk reduction.

Goal(s)/Calls for Action:	IV/A
Budget Impact:	Resource neutral
Duration:	Year 2 of 3
Budget Description:	One of the strategic goals at TVF&R is to reduce the number and severity of injuries within the District. Firefighters need to be just as committed to prevention and preparation as they are to responding to emergencies; community risk reduction curriculum in the Recruit Academy is critical to this mission.
Partner(s):	Fire Chief's Office, Integrated Operations, Planning
Status or Outcome:	The recruit academy curriculum continues to institutionalize the District's commitment to reducing the severity of injuries and the commitment to community risk reduction.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Completed Academy 12-01, only losing one recruit during the academy due to physical limitations.
- Academy 12-01 is set to have a 100% completion of graduated recruits complete the FTO process.
- Maintained the core leadership and recruit academy cadre recommendations of staffing models and an instructor to recruit ratio of 4:1.

2013-14 SERVICE MEASURES

- **Manage successful completion of Field Training Evaluation Program (FTEP) and the trial service period by academy graduates.**

Goal(s)/Call(s) for Action: VI
Service Type(s): Essential
Measured By: Percentage of academy graduates who successfully complete the Field Training Evaluation Program (FTEP) and trial service period with the goal of 100% completion of the trial service period.

- **Maintain a 4:1 ratio of recruits to instructional staff in the recruit academy(s).**

Goal(s)/Call(s) for Action: VI
Service Type(s): Management
Measured By: Ratio of instructors to recruits in the recruit academy(s).

- **Document a formalized leadership/instructional foundation for the recruit academy to ensure consistency in messaging and approach to culture, craftsmanship, core values and principles.** Develop the leadership foundation to incorporate recommendations from after action reports.

Goal(s)/Call(s) for Action: VI; B
Service Type(s): Management
Measured By: Completion of written leadership/instructional foundation document.

2013-14 CHANGE STRATEGIES

- **Organize a recruit academy fitness program to gather and analyze data on recruit fitness prior to and at the beginning of each academy.** This program will improve overall recruit fitness, reduce injuries during the academy, and prepare recruits for physical requirement of the job. Components to be analyzed include the five components of fitness (body composition, muscular strength, muscular endurance, cardiorespiratory endurance, and flexibility). The recorded fitness levels of recruits will assist in development of baseline fitness levels as a way of predicting recruit success/failure in the academy, and later in the employee's career. This statistic will be one of many barometers in assessing the success of the Wellness Program.

Goal(s)/Calls for Action: IV
Budget Impact: Increase required
Duration: Year 4 of 4
Budget Description: Conduct the fitness forum session ten to twelve weeks prior to the start of the recruit academy. Overtime costs anticipated for peer fitness trainers' participation during the forum.
Partner(s): EMS/Health/Wellness, Human Resources, Risk Management

- **EMS curriculum standardization for the recruit academy and field training officer (FTO) program.** Develop a standardized EMS curriculum and syllabus for the recruit academy and the field training officer (FTO) programs to be consistent with state recertification mandates and District priorities. Develop a corresponding delivery plan including lesson plans, instruction, and quality improvement (QI) processes.

Goal(s)/Calls to Action: VI
Budget Impact: Resource neutral
Duration: Year 1 of 3
Budget Description: None
Partner(s): Training Division, EMS Division

Recruits, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10230 General Fund						
5001 Salaries & Wages Union	311,457	305,220	477,574	504,347	504,347	504,347
5003 Vacation Taken Union	1,659	2,326	63,150	14,391	14,391	14,391
5005 Sick Leave Taken Union	2,402	2,354	16,915	3,502	3,502	3,502
5007 Personal Leave Taken Union			6,202	1,407	1,407	1,407
5016 Vacation Sold at Retirement		153	1,240			
5017 PEHP Vac Sold at Retirement			3,270			
5020 Deferred Comp Match Union	4,565	4,894	6,110	5,026	5,026	5,026
5101 Vacation Relief			17,520	14,548	14,548	14,548
5105 Sick Relief			4,277	3,076	3,076	3,076
5106 On the Job Injury Relief			978	809	809	809
5107 Short Term Disability Relief			693	476	476	476
5110 Personal Leave Relief			2,215	1,923	1,923	1,923
5115 Vacant Slot Relief						
5118 Standby Overtime			168	147	147	147
5120 Overtime Union	6,173	11,541	18,865	20,386	20,386	20,386
5121 Overtime Nonunion				512	512	512
5201 PERS Taxes	34,290	42,415	123,575	122,441	122,441	122,441
5203 FICA/MEDI	24,558	24,073	47,362	43,649	43,649	43,649
5206 Worker's Comp	20,051	19,150	21,050	19,401	19,401	19,401
5207 TriMet/Wilsonville Tax	2,246	2,211	4,345	4,062	4,062	4,062
5208 OR Worker's Benefit Fund Tax	147	154	168	179	179	179
5210 Medical Ins Union	119,569	101,890	128,819	117,195	117,195	117,195
5220 Post Retire Ins Union	900	890	981	3,923	3,923	3,923
5270 Uniform Allowance	32,116	34,296	32,960	30,240	30,240	30,240
5290 Employee Tuition Reimburse	1,749		1,500			
Total Personnel Services	561,881	551,568	979,937	911,640	911,640	911,640
5300 Office Supplies	375	392	500	560	560	560
5301 Special Department Supplies	2,521	1,752	1,700	1,500	1,500	1,500
5302 Training Supplies	15,759	10,766	13,789	11,295	11,295	11,295
5305 Fire Extinguisher	726	284	500	640	640	640
5320 EMS Supplies	1,933	2,504	2,646	11,540	11,540	11,540
5321 Fire Fighting Supplies	5,371	3,008	8,800	8,400	8,400	8,400
5325 Protective Clothing	65,197	42,657	74,160	90,720	90,720	90,720
5330 Noncapital Furniture & Equip			400			
5350 Apparatus Fuel/Lubricants	51	199				
5365 M&R Firefight Equip	2,627		2,500	3,500	3,500	3,500
5415 Printing	1,984		750	1,040	1,040	1,040
5417 Temporary Services	3,990			9,600	9,600	9,600
5436 Garbage	288					
5445 Rent/Lease of Building			250	200	200	200
5462 Travel and Per Diem	16	27				
5484 Postage UPS & Shipping	46	79	50	72	72	72
5570 Misc Business Exp	813	1,825	2,450	2,400	2,400	2,400
5575 Laundry/Repair Expense		838				
Total Materials & Services	101,697	64,329	108,495	141,467	141,467	141,467

Recruits, continued

	Actual Prior FY 2011	Actual Prior FY 2012	Budget Prior FY 2013	Budget Proposed FY 2014	Budget Approved FY 2014	Budget Adopted FY 2014
10230 General Fund						
Total General Fund	663,578	615,897	1,088,432	1,053,107	1,053,107	1,053,107

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Apparatus Fund

Fund 21 • Special Revenue Fund Type

FUND DESCRIPTION

The Apparatus Fund is a special revenue fund designated for the purchase of emergency response apparatus. Requirements for this fund are generally in accordance with the District's long-term capital replacement plan. The General Fund's local option tax levy provides property tax resources to be transferred to this fund to provide apparatus funding. This fund is expected to have limited activity until after 2014-15, as the District utilizes the proceeds of its general obligation bonds in the Capital Projects fund to purchase emergency response apparatus.

The apparatus replacement section of the Capital Plan is affected by several factors and the plan is reviewed and updated annually. Planning factors include the extended order-to-receipt time of approximately nine months for fire engines and ladder trucks as the apparatus are constructed to District specifications; as well as apparatus deployment needs of Integrated Operations as they adjust units deployed to meet increased population and response needs. An ongoing Apparatus Planning Committee is utilized to keep up-to-date and prepared for the future. Apparatus are relocated throughout the District to make best use of their particular technical support capabilities, such as a narrow turning radius, water supply capabilities, rural/urban interface abilities, and all terrain capabilities and based upon continued analysis of best deployment models. The apparatus response requirements for industrial areas, residential areas, and wildland areas differ.

Funding for the ongoing requirements has been provided by working capital brought forward from the prior fiscal year, transfers from the General Fund, interest earnings on invested funds, and any proceeds from the sale of emergency response vehicles purchased from this fund.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Contingency			\$ 500,000	\$500,000
Ending Fund Balance	\$1,790,728	\$3,169,272	2,573,264	2,703,202
Total Expenditures	\$1,790,728	\$3,169,272	\$3,073,264	\$3,203,202

LONG-TERM PLANNING

Apparatus replacement requires long-term financial planning. Below is a schedule of anticipated apparatus replacement that is largely expected to be funded with general obligation bonds in the Capital Projects Fund through 2013-14, and then through the Apparatus Fund.

Apparatus	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Engines		\$1,287,000		\$1,256,636		\$1,333,165
Trucks						0
Brush Units	\$330,000					0
Elevated Waterway Units						967,994
Medic Units			\$185,658	191,228	\$196,964	0
Special Purpose			53,045	54,636	56,275	0
Tenders			371,315			405,746
Total	\$330,000	\$1,287,000	\$610,018	\$1,502,500	\$253,239	\$2,706,905

Apparatus Fund, continued

OPERATING BUDGET

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

Apparatus	2009-10	2010-11	2011-12	2012-13
Engines	\$30,582	\$18,505	\$23,693	\$23,352
Trucks	49,800	31,722	33,475	37,313
Aerial Pumpers	44,500	31,412	38,404	47,991
Light/Heavy Brush Rigs	10,190	5,650	5,376	4,525
Specialty ¹	5,980	5,841	6,782	5,353
Tenders	4,569	5,028	6,989	7,649

¹ Specialty includes Heavy Rescue, Technical Rescue, Hazmat, Dive Rescue, Medics, Cars, and Rehab units.

These costs are budgeted within Fleet Maintenance and fire stations, as well as with Finance, for the insurance premiums.

Fleet maintenance costs typically rise at an annual rate of 5% to 10%. This increase is directly caused by rising costs in maintenance parts, fuel, lubricants, and outsourced vendor labor rates. Although fleet maintenance costs will occasionally flat line and/or decrease from time to time, this condition is normally short-lived due to several reasons.

When new apparatus are purchased, they come with a manufacturer's warranty that allows certain maintenance work to be performed at no cost to the District. Depending upon how many apparatus and how close together the purchases are, this can create a lower cost effect.

Also, Fleet has moved from a cost per mile to a cost per hour method to allow for the accurate ability to track apparatus maintenance costs. This change has temporarily lowered the fleet costing trend, since the District's vehicles do not travel great distance, and at times, are deployed in a way that mileage is hardly a factor; the costs per hour model is a more accurate way to track true costs and vehicle utilization. As apparatus are placed in a lower deployment method, Fleet and Integrated Operations will evaluate the need versus the true costs to consider the value in keeping or redeploying the apparatus to allow full functionality and cost utilization of each vehicle. As apparatus age and are replaced, it is expected that all of the replaced apparatus will be designated as surplus equipment. Proceeds from the sale of surplus apparatus are returned to this fund or the capital projects fund (depending upon funding source) for utilization in future years.



Apparatus Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 1,776,988	\$ 1,790,728	\$ 2,560,462	Beginning Fund Balance	\$ 3,192,030	\$ 3,192,030	\$ 3,192,030
9,129	11,384	12,802	Earnings from Temporary Investments	11,172	11,172	11,172
4,611	267,160		Surplus Property Income			
	1,100,000	500,000	Transfer from Other Funds			
\$ 1,790,728	\$ 3,169,272	\$ 3,073,264	Total Resources	\$ 3,203,202	\$ 3,203,202	\$ 3,203,202
			Requirements			
		\$ 500,000	Capital Outlay			
			Contingency	\$ 500,000	\$ 500,000	\$ 500,000
\$ 1,790,728	\$ 3,169,272	2,573,264	Reserved for Future Expenditures	2,703,202	2,703,202	2,703,202
\$ 1,790,728	\$ 3,169,272	\$ 3,073,264	Total Requirements	\$ 3,203,202	\$ 3,203,202	\$ 3,203,202

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Capital Improvements Fund

Fund 22 • Special Revenue Fund Type

FUND DESCRIPTION

The Capital Improvements Fund accounts for capital expenditures used to support day-to-day operations that the District classifies as “small capital” items or “operating capital” items. This fund accounts for the purchase of equipment and furniture that cannot be funded through general obligation bonds under Oregon law, and equipment that generally must be regularly replaced, such as firefighting equipment or computers. The renewal of the local option tax levy, approved by voters in November 2008, continues to provide resources for this fund, in addition to normal General Fund transfers to provide resources for specialized emergency response technologies, such as self-contained breathing apparatus and response aids.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Capital Outlay	\$3,189,636	\$1,269,273	\$3,004,701	\$ 801,350
Contingency			2,648,870	2,692,827
Reserved for Future	6,033,938	7,553,646	2,863,487	5,212,470
Total Expenditures	\$9,223,574	\$8,822,919	\$8,517,058	\$8,706,647

2013-14 SIGNIFICANT ITEMS

Because this fund is utilized to account for the “operating” equipment needed to operate the fire department, the items are detailed by type and managing cost center. The fund’s expenditures this year are in accordance with the District’s normal replacement schedule for existing equipment and to purchase furnishings and equipment for new fire stations. Three fire investigator vehicles are budgeted as capital replacements (\$93,000), as well as mobile computing equipment (laptops) for \$100,000, and IT infrastructure ongoing replacements for servers, storage, and switches.

Capital Improvements Fund

5603 TC Training Props

22402 Training/Safety

USAR training prop	Cleanup and restoration of the USAR prop area at the Training Center. Overtime budgeted in the Technical Rescue Team budget.	15,000
FBT multi-cell modifications	FBT multi-cell modifications. Based on experience with the multi-cell over the last 1.5 years, recommend modifying the prop to better utilize the fuel package while improving fire behavior characteristics. Modifications include: Adding vents to interior wall between containers 2 and 3: \$446.00 Adding fuel restraint chains to the ceilings of burn cells 2 and 5: \$1,936 This would allow fuel to be placed on the ceiling for an additional fire-gas production at the ceiling level while retaining the overall fuel load. This will result in greater fuel utilization and better fire behavior conditions; thus, better fire behavior training in less time and lower cost. All costs based on a bid provided by WRG, the manufacturer and installer of the multi-cell prop.	2,382
Total		17,382

5610 Building & Bldg Improv

22160 Central Operating Center

Lighted TVF&R sign for CBOC	Purchase and installation of an additional lighted TVF&R sign on the southeast corner of CBOC. Customers approaching from the east or I-5 freeway cannot see any sign identifying the building as TVF&R.	24,000

22215 Information Technology

Comcast PNG connectivity	Contingency for Comcast PCN connectivity for temporary quarters for Station 51 during capital projects construction.	16,000
Total		40,000

5615 Vehicles & Apparatus

22571 Fleet Maintenance

Fire investigation vehicles	These replacement requests (vehicles 1-651,1-654,1-654) are in line with the scheduled replacement plan. The life cycles of these vehicles were extended for four additional years. The vehicles will have an estimated 106,000 to 129,000 miles at time of replacement. The requested amount per vehicle will include the purchase of the vehicle and the canopy attached to the pickup bed.	93,000
Total		93,000

Capital Improvements Fund, continued

5620 Firefighting Equip

22571 Fleet Maintenance

Set-up install for two tenders	Apparatus set-up carryover for Tenders preparation for in-service, including Tender body fabrication, bracket installation, and compartment configuration for firefighting equipment. Installing apparatus logos and door seals. This is a carryover from FY2013 due to estimated arrival time of Tenders being mid-June 2013.	10,000
Set-up investigation vehicles	Equipment for staff vehicle replacement, fire investigation vehicle. Set up equipment including brackets, fabrication of boxes to store PPE and SCBA. Installation of decals and miscellaneous consumables as needed. Equipment needed to outfit this unit: Joey-bed \$2,800, SCBA bracket and hardware \$150, tire chains (2 sets) \$125, door logos \$95, flare kit and first aid kit \$75, miscellaneous brackets and hardware for securing staff investigation equipment such as helmet, turnouts, tools, books, etc., \$255.	10,500
Set-up for 3 light brush units	Fleet fabrication, bracket installation, and compartment configuration for firefighting equipment and logos. Customization and fabrication of compartments to store firefighting equipment \$2,000, apparatus logos, magnetic placards and misc. decals \$1,000, tire chains front and rear axle (2 sets) \$750, In-cab map box fabrication and live load circuitry \$250.	12,000
Total		32,500

5630 Office Equip & Furn

22068 Station 68 Oak Hills

Office furniture	Items for the new station.	12,500
Community room tables & chairs	Items for the new station.	6,300
Total		18,800

5635 Building Equipment

22170 Logistics Administration

Major equipment replacement	Washer/dryer/major equipment replacement if required.	6,000

22200 Integrated Operations Admin

Major appliance replacement	Major appliance replacement funds for the Integrated Operations directorate.	30,000
Total		36,000

5640 Physical Fitness Equip

22421 EMS/Health/Wellness

Fitness equipment replacement	Replacement of fitness equipment upon failure. Equipment must meet accepted standardized inventory list.	15,000
Total		15,000

Capital Improvements Fund, continued

5645 Shop Equipment

22571 Fleet Maintenance

CFD #1 apparatus wheel lifts	Fleet currently has eight lifts at the CFD#1 shop. This allows the Technicians to have two engines (two axle vehicles) lifted simultaneously. A truck requires six lifts. When a truck comes in for a scheduled service or an emergency repair staff are unable to lift raise a truck (three axle apparatus), because there are not enough lifts available, and there is a need to adjust the lifting capacity at the Clackamas shop. The expansion and growth of the shop, as well as the increase in IGAs can support the purchase of two more lifts, which will make the Preventative Maintenance (PM) and Corrective Maintenance (CM) work quicker, cleaner, and more efficient. This will also allow the Fleet department to schedule more work and create flexibility as service needs of different sized vehicles come in for service.	22,000
CFD#1 heated parts washer	The use of a front load cabinet parts washer for CFD#1 Fleet would greatly reduce labor time for cleaning parts. It is automated and would reduce the time it takes for the technician to perform the task manually. Most of the parts washer cabinets available use a biodegradable soap that works well for cleaning and is better for the environment than washing outside in the gravel. This would provide the ability to put the parts in the washer and allow staff to take care of other tasks, which improves shop efficiency and time management.	11,000
Total		33,000

5650 Communications Equip

22175 Communications

Lighting for investigation rig	Code 3 lighting package for Fire Investigation apparatus.	10,500
Vehicle lighting package	Code 3 light package is not available from most brush rig manufacturers. Communications package includes Lightbar/Opticom \$2,335, side lighting \$427, rear lighting \$213, siren and lighting controller \$255, siren and speaker \$750, corner lighting \$260, interior lighting \$100.	13,020
Total		23,520

5655 Data Processing Software

22215 Information Technology

Emergency contacts field	To add emergency contacts field for Employee Self Service; 1/2 due and funded in FY 2013 and 1/2 due in FY 2014 (\$2,750).	2,750

Capital Improvements Fund, continued

VMWare Horizon Suite	Placeholder for VMware Horizon Suite, expected to be released in 2013, which has tremendous potential to be a game changing technology to present applications and provide advanced file sharing options. Examples include an enterprise drop-box type solution and browser delivery of Windows applications.	30,000
Placeholder for LMS	Placeholder for Learning Management System. Purchase an integrated system to replace and enhance multiple software packages and shadow systems to allow more efficient delivery and tracking of training.	100,000
HVAC software upgrades	Phase 1 of 2 will upgrade CBOC (\$18,000) and NOC (\$22,500) to be managed on the network and remotely by internal staff, as well as the vendor. Once completed, the units at NOC, SOC, and CBOC can be accessed. Currently, in order to service the units at NOC and SOC/Station 56, a vendor is dispatched at an hourly rate plus mileage. Failures commonly occur after hours or on weekends when vendor technician rates and travel time are at a premium. With training (see line item in 10582-5461) and graphics design/setup (10215-5414), Facilities will be able to remotely diagnose and likely fix the issue. This was an energy audit recommendation. In 2014-15, phase 2 will be graphics design and configuration for supported units at Stations 53, 58, 59, 50, 64, 65, 35, and 56.	40,500
22500 Planning		
Mapping services	Contracted mapping services (field survey and drafting services) through Mapping Solutions to support the Response Aid Program. Based on anticipated actuals for FY 2012-13.	77,173
		Total 250,423
5660 Computer Equip		
22215 Information Technology		
HP server refresh	This purchase will retire the oldest server platforms that will be 6-7 years old in FY14. This will bring the entire VMware host cluster (for servers) to the same server hardware class. The current server cluster will be close to capacity by the end of FY13.	22,000
New Juniper switch hardware	To supply 10Gb connectivity in the data center as captured in capital replacement planning spreadsheet. This request follows the FY13 upgrade of existing pathways from 1GB to 10GB, which was phase 1 of a multi-phase project and Change Strategy. 10GB hardware is becoming much more mainstream and prices are dropping. At the time of purchase in FY14, this hardware could be less expensive than quoted at this time. See additional line item in 10215-5368 for projected maintenance.	32,000

Capital Improvements Fund, continued

NetApp site storage expansion	With growth and general expansion at the primary site at CBOC, this request provides an expansion to the DR site to meet expected capacity requirements. This is a hardware purchase of a drive shelf with hard drives. Maintenance support costs are a separate line item in 10215-5368.	25,000
NetApp storage expansion	This will expand the capacity and performance of the disks used to host the core databases, e.g., OnSceneRMS, MUNIS, and SharePoint. Request is captured in the 15-year capital replacement plan for IT. See separate line item in 10215-5368 for maintenance and support.	39,000
Wireless devices for stations	Placeholder to provide additional Aruba wireless access points at stations if a project/technology is approved in FY14 that requires more ubiquitous wireless coverage in stations beyond the bay. IT is aware of mini-projects at the station/Captain level. This request supports the need to be flexible to support demand that is deemed to benefit the District, such as improved ability to provide group training to crews, allowing them to stay in quarters. This request would expand access to the existing WIFI network. Currently, access points only reside in apparatus bays and community rooms. This request includes three additional access points for the larger stations. See additional line item in 10215-5368 for maintenance and support costs.	9,085
Wireless devices for apparatus	Provide extended secure wireless network access from apparatus to support future technology access such as Philips Heart Monitors and other wireless devices to connect to the TVF&R network while away from the station. Expanding the existing Aruba wireless network provides a robust and secure experience and allows for management from the existing console. See separate line item in 10215-5368 for maintenance and support.	12,640
Mobile environment replacement	The current environment consists of 50 laptops for District users and IT loaner pool. The HP 6730b laptop warranties expire in December 2013. Two additional laptops are due for replacement (the Controller and EMS Officer), as their warranties are expired. For the past year, the IT department has been considering and testing alternative options to the traditional laptop platform. Mobile technology options have changed dramatically and it is very likely that not all of the 52 laptops will be replaced with a similar platform. The expansion of the VDI (virtual desktop interface) environment also plays into the options. At the time of this budget request, the technical solution is unknown. This is a placeholder to allow IT to make an informed recommendation that fits the needs of the District in the next budget year. NOTE: The cost provided is consistent with what was used in the long-term capital planning process. It is very likely the final amount will be much less than what was projected.	100,000

Capital Improvements Fund, continued

Laptop and software compliment

For use with the electronic medical data collection equipment (spirometry, electrocardiogram, and hearing) and corresponding software purchased in 2012-13, and used to assess/monitor individuals' health status during pre-physicals, recruit academies, return to work/fit for duty assessments, and emergent medical conditions throughout the year. The need to protect individual privacy and maintain expediency routinely necessitates the equipment/software be used in separate rooms concurrently. As such, separate computers are needed for the equipment/software to function. The equipment/computers also must be mobile for transport to enterprise client clinics, since there is not currently dedicated clinical space for OHS equipment use/installation. Electronic data collection supports improved security/privacy of medical records by alleviating the need for hard copy storage and manual transfer of data, which also frees up time for staff. The laptop will also be used for off-site presentations of mandated educational information to enterprise clients and to support Wellness Program fitness assessments on employees, which are conducted off-site.

2,000

Total 241,725

Total Capital Improvements Fund 801,350

Capital Improvements Fund, continued

Historical Data			Budget for Next Year 2013-14			
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Revised Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 6,063,701	\$ 6,033,938	\$ 6,484,635	Beginning Fund Balance	\$ 7,449,540	\$ 7,449,540	\$ 7,449,540
16,878	5,071		Surplus Property Income	2,500	2,500	2,500
33,641	33,910	32,423	Interest Income	26,073	26,073	26,073
3,109,354	2,750,000	2,000,000	Transferred from Other Funds	1,228,534	1,228,534	1,228,534
\$ 9,223,574	\$ 8,822,919	\$ 8,517,058	Total Resources	\$ 8,706,647	\$ 8,706,647	\$ 8,706,647
Requirements						
Capital Outlay						
\$ 91,057	\$ 125,314	\$ 217,000	Vehicles and Apparatus	\$ 93,000	\$ 93,000	\$ 93,000
56,656	222,934		Training Center Props	17,382	17,382	17,382
15,860	25,823	23,125	Building Improvements	40,000	40,000	40,000
1,547,610	347,375	322,190	Firefighting Equipment	32,500	32,500	32,500
67,417	22,395	1,403,800	Emergency Medical Equipment			
985,174	18,576	264,882	Office Equipment	18,800	18,800	18,800
13,282	9,413	39,732	Building Equipment/Improv	36,000	36,000	36,000
23,441	11,373	34,988	Physical Fitness Equipment	15,000	15,000	15,000
5,124	10,302	22,000	Shop Equipment	33,000	33,000	33,000
27,822	25,502	152,064	Communications Equipment	23,520	23,520	23,520
244,747	200,072	159,960	Data Processing Software	250,423	250,423	250,423
111,446	250,194	364,960	Data Processing Equipment	241,725	241,725	241,725
3,189,636	1,269,273	3,004,701	Total Capital Outlay	801,350	801,350	801,350
		2,648,870	Contingency	2,692,827	2,692,827	2,692,827
3,189,636	1,269,273	5,653,571	Total Expenditures	3,494,177	3,494,177	3,494,177
6,033,938	7,553,646	2,863,487	Reserved for Future Expenditures	5,212,470	5,212,470	5,212,470
\$ 9,223,574	\$ 8,822,919	\$ 8,517,058	Total Requirements	\$ 8,706,647	\$ 8,706,647	\$ 8,706,647

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	2010-11 Actual	2011-12 Budget	2012-13 Budget	2013-14 Budget
Personnel Services	\$34,719	\$35,737	\$191,458	\$203,361
Materials and Services	6,812	3,627	36,570	44,835
Capital Outlay			24,000	
Contingency				10,000
Total Expenditures	\$41,531	\$39,364	\$252,028	\$258,196

PERSONNEL SUMMARY

Position	2010-11 Actual	2011-12 Budget	2012-13 Budget	2013-14 Budget
Emergency Management Director	1.00	1.0	1.0	1.0
Total Full-Time Equivalents (FTE)	1.00	1.0	1.0	1.0

2013-14 SIGNIFICANT CHANGES

All costs in the 2013-14 budget are shown at full cost and reflect annual wage and benefits for the Director. Eighty percent of these costs will be offset by revenues from regional partners. It is expected in 2013-14 that the management of this program will shift entirely to Washington County. The changes to this fund budget as a result of this management change are not yet identified and completed. Thus, the 2013-14 budget is prepared similarly to the 2012-13 budget.

STATUS OF 2012-13 SERVICE MEASURES (AS APPROVED BY THE OCEM BOARD)

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

Goal:	III
Service Types:	Mandatory, Essential
Measured By:	Participation in exercise development to incorporate TVF&R needs, in coordination with member cities and other local and state agencies; development of evaluation tools to capture measurable objectives; generation of Corrective Action Plan with defined action items and responsible parties.
Status or Outcome:	Complete. Participated in countywide and District design process, focusing on District involvement in countywide and regional processes (e.g., MAC Group, Joint Information Center, Regional Logistics Support), rather than internally-focused exercise.

Emergency Management Fund, continued

STATUS OF 2012-13 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: III/1
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: This will require employee time; primarily that of the District Emergency Manager, with input from Integrated Operations and Planning; it should not require specialized equipment.
Partners: Planning, Integrated Operations
Status or Outcome: Complete. Integrated information from District after-action reports and useful practices elsewhere; tool suggests preparedness indicators, identifies and suggests action items for existing gaps, and offers ready reference for decision-makers regarding current status and short- and long-term priorities.

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

Goal(s)/Call(s) for Action: III/4
Budget Impact: Moderate increase required
Duration: Year 3 of 3; third-year activities will focus on completing and opening new South Operating Center, with the new South BHQ and backup FOC.
Budget Description: Infrastructure will be part of capital bond projects; additional portable furniture and equipment are reflected in this budget; training/drills may generate overtime for some attendees (reflected in budget).
Partners: Information Technology, Communications, Facilities, Logistics Administration, Capital Bond, Integrated Operations, Media Services
Status or Outcome: May extend into early fiscal year 2014 for completion; provided input on BHQ/backup FOC needs (coordinating with Logistics and South Division Chief), worked with IT to incorporate new backup data center into District continuity of operations planning. Staff training and familiarization drills likely to extend into fiscal year 2014.

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Participated in Oregon Resilience Plan development as member of Water-Wastewater working group: represented fire service (and, via Deputy Chief, incorporated OFCA input) and emergency management, developing realistic objectives and priorities for 50-year statewide seismic resilience roadmap. Process driven by Oregon House Resolution, overseen by Oregon Seismic Safety Policy Advisory Commission (OSSPAC: statutory standing committee); began in January 2012, concluded February 2013 with presentation to legislature.
- Member of US Department of Homeland Security Science & Technology's First Responder Resource Group (FRRG), tasked with identifying and prioritizing technology needs and assessing potential solutions. Served as Chair of Logistics Working Group and member of FRRG Steering Committee; led development of operational requirements for simulation tools for training and predictive modeling.

Emergency Management Fund, continued

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Member, State Crisis Standards of Care General Review Workgroup: overseen by Oregon Health Authority, the Crisis Care Guidance Project was established to follow up on identified needs from the 2009 H1N1 pandemic. Served on EMS/PSAP Workgroup fiscal year 2010-13; General Review Workgroup established in fiscal year 2012 to review products of EMS/PSAP and five other workgroups and generate comprehensive, internally consistent guidance for Oregon's healthcare sectors; final product (intended to be evolving resource) released in late fiscal year 2013.
- Coordinated presentation/implementation of new safety/security procedures for District facilities, covering workplace violence and personal safety, security, and situational awareness at and away from work; included developing/assembling content, materials, and schedule, coordinating and assisting in presentations to employees, incorporating material into updated workplace procedures, and establishing online and printed reference materials for employees.
- Introduced updated Incident Command System (ICS) forms for FOC and IMT use, replacing Word templates that had been difficult to work with; change addressed recurring exercise and real-incident findings and coincided with FEMA releasing new forms that were easier to use and less wildland-specific. Solicited and acted on input from FOC and IMT staff, replaced paper and online forms, conducted initial familiarization training.

2013-14 SERVICE MEASURES (AS APPROVED BY THE OCEM BOARD)

- **Lead efforts in Washington County to design and conduct a full scale exercise in the spring of 2014.** 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)/Call(s) for Action: III
Service Type(s): Mandatory
Measured By: OCEM partner agency participation in the spring 2014 exercise and implementation of the post-exercise corrective action plan by June 30, 2014.

- **Continue implementation of the incident and emergency management guidelines and recommendations** developed by the Washington County Incident Management Enhancement Taskforce (IMET) and adopted by the OCEM Board.

Goal(s)/Call(s) for Action: III
Service Type(s): Mandatory
Measured By: Implementation of the taskforce guidelines and recommendations by June 30, 2014, with a focus on formalizing the Washington County Multi-agency Coordination (MAC) Group.

- **Continue delivery of NIMS consistent, ICS-based, EOC Operations and Planning Function courses** to OCEM and other agency EOC and DOC staffs.

Goal(s)/Call(s) for Action: III
Service Type(s): Mandatory
Measured By: Update of the EOC Operations and Planning Function course curricula to reflect lessons learned from initial course offerings and delivery of the updated courses to OCEM and other agency EOC and DOC staffs by June 30, 2014.

Emergency Management Fund, continued

2013-14 SERVICE MEASURES (AS APPROVED BY THE OCEM BOARD), CONTINUED

- **Design and conduct a functional WebEOC exercise focused on information flow.** Partner with OCEM and other local agencies to develop an exercise designed to enhance staff skills in use of the WebEOC tool.

Goal(s)/Call(s) for Action: III
Service Type(s): Mandatory
Measured By: Preparation, conduct, and evaluation of a Washington County WebEOC information flow exercise by June 30, 2014.

- **Support efforts of OCEM agency PIOs to implement OCEM strategies for public and staff messaging** around emergency preparedness and the role of OCEM.

Goal(s)/Call(s) for Action: III
Service Type(s): Mandatory
Measured By: Preparation of message content for delivery by OCEM agency PIOs by June 30, 2014.

2013-14 CHANGE STRATEGIES

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** through support for, facilitation of, and participation in complex, full scale disaster exercises that test all levels of the incident management and emergency management systems in concert with one another.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agencies have applied to attend a weeklong earthquake response course and exercise at EMI. If selected, the OCEM partner agencies will incur one-time costs for selected staff to attend the course and participate in the exercise.
Duration: Ongoing
Budget Description: One-time commitment of OCEM partner agency staff to assist EMI staff with course and exercise development along with one-time costs for OCEM agency staff to attend the course at EMI.
Partner(s): OCEM partner agencies, other local governments, EMI, non-governmental organizations, and utilities

- **Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events** by both leading and supporting efforts to enhance Incident Command System (ICS) competency among OCEM and other agency EOC and DOC staffs.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agency commitment to updating the EOC Operations and Planning Function courses and continuing course delivery, as well as OCEM partner agency EOC and DOC staff commitment to participating in the courses will require additional training funds.
Duration: Ongoing
Budget Description: One-time commitment of funds for contract assistance with course curriculum update and modest increases in overtime costs for both training delivery and training attendance.
Partner(s): OCEM partner agencies

Emergency Management Fund, continued

2013-14 CHANGE STRATEGIES, CONTINUED

- Enhance District, served agency, and other partner preparedness for catastrophic and unforeseen events by both leading and supporting efforts to establish and formalize a Washington County Multi-Agency Coordination (MAC) Group.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agency staff commitment to concept development, adoption, training, and exercising will require additional training funds.
Duration: Year 1 of 2
Budget Description: Recurring commitment of OCEM partner agency staff to develop and formalize the concept and modest increases in overtime costs for training on and exercising of the concept.
Partner(s): OCEM partner agencies, other local governments

- Enhance community and OCEM agency employee awareness of emergency preparedness and the role of OCEM by supporting the emergency preparedness messaging efforts of the OCEM agency PIOs.

Goal(s)/Call(s) for Action: III
Budget Impact: OCEM partner agency commitment to message development and formatting and production of public and employee education materials.
Duration: Year 2 of 3
Budget Description: Recurring commitment of OCEM partner agency staff to prepare, produce, and deliver effective public and employee education materials.
Partner(s): OCEM partner agency PIOs

Emergency Management Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Revised Budget This Year 2012-13		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
		\$ 204,982	Charges for Services	\$ 200,957	\$ 200,957	\$ 200,957
\$ 41,531	\$ 39,364	47,046	Operating Transfers In	57,239	57,239	57,239
\$ 41,531	\$ 39,364	\$ 252,028	Total Resources	\$ 258,196	\$ 258,196	\$ 258,196
			Requirements			
\$ 34,719	\$ 35,737	\$ 191,458	Personnel Services	\$ 203,361	\$ 203,361	\$ 203,361
6,812	3,627	36,570	Materials and Services	44,835	44,835	44,835
		24,000	Capital Outlay			
			Operating Contingency	10,000	10,000	10,000
\$ 41,531	\$ 39,364	\$ 252,028	Total Requirements	\$ 258,196	\$ 258,196	\$ 258,196

Grants Fund

Fund 25 • Special Revenue Fund Type

FUND DESCRIPTION

This fund has been created to account for grant funds awarded to the District in order to separately account for and manage the flow of funds and associated audit requirements.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$ 89,172	\$765,678	\$1,756,395	\$6,800
Materials and Services	5,752		116,350	89,900
Capital Outlay		15,297	10,000	
Operating Transfer Out				200,000
Ending Fund Balance	90,565	290,565		
Contingency				10,000
Total Expenditures	\$185,489	\$1,071,540	\$1,882,745	\$306,700

GRANT DESCRIPTIONS

Personnel Services for 2013-14 reflects the movement of the budget for the nine firefighters funded by the Staffing for Adequate Fire and Emergency Response (SAFER) grant through May 2013 to the General Fund for 2013-14. A small amount of overtime and associated fringe benefits are budgeted for a proposed grant. Within Materials and Services, funding for a Volunteer grant, hazardous materials training grant, a communications grant, and another grant are proposed, corresponding with grants submitted for award. The Operating Transfer Out is budgeted to return to the General Fund previous transfers made to reserve for the SAFER firefighting funding after grant funding ceased. The District is mandated to provide a year of funding and maintain the nine positions for one year after grant funding ends. This obligation commits the District to those positions through May 2014.

Grants Fund, continued

Historical Data			Resources	Budget for Next Year 2013-14		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 90,554	\$ 90,565	\$ 90,565	Beginning Fund Balance	\$ 210,000	\$ 210,000	\$ 210,000
94,935	780,975	1,692,180	Grant Revenue	96,700	96,700	96,700
	200,000	100,000	Operating Transfers In			
\$ 185,489	\$ 1,071,540	\$ 1,882,745	Total Resources	\$ 306,700	\$ 306,700	\$ 306,700
			Requirements			
\$ 89,172	\$ 765,678	\$ 1,756,395	Personnel Services	\$ 6,800	\$ 6,800	\$ 6,800
5,752		116,350	Materials and Services	89,900	89,900	89,900
	15,297	10,000	Capital Outlay			
			Operating Transfers Out	200,000	200,000	200,000
			Operating Contingency	10,000	10,000	10,000
94,924	780,975	1,882,745	Total Expenditures	306,700	306,700	306,700
90,565	290,565		Reserved for Future Expenditures			
\$ 185,489	\$ 1,071,540	\$ 1,882,745	Total Requirements	\$ 306,700	\$ 306,700	\$ 306,700

Retiree Medical Insurance Stipend Fund

Fund 26 • Expendable Trust Fund Type

FUND DESCRIPTION

The Retiree Medical Insurance Stipend Fund was created to account for the District's previous defined benefit post-employment health plan. This closed plan provided for a \$100 or less stipend per month for firefighters and employees who were disabled from active duty or retired with 20 or more years of service, until they reached Medicare eligible age. That plan was phased out for all current employees as of June 30, 2000.

The resources in this fund are used to pay for monthly stipends of \$100 or less per retired employee who retired under the prior plan on or before June 30, 2000, until they reach Medicare eligible age. The fund also pays for certain contractual insurance commitments under early retirement contracts previously authorized by the Board of Directors. Due to the age of current recipients, it is expected that no further contributions will be necessary and that future stipend payments are fully reserved for within the ending fund balance.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$71,941	\$56,515	\$48,256	\$41,486
Ending Fund Balance	179,482	123,746	75,989	36,720
Total Expenditures	\$251,423	\$180,261	\$124,245	\$78,206

Retiree Medical Insurance Stipend Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 215,414	\$ 179,482	\$ 123,745	Beginning Fund Balance	\$ 77,706	\$ 77,706	\$ 77,706
1,009	778	500	Earnings from Investments	500	500	500
35,000			Transfer from Other Funds			
\$ 251,423	\$ 180,261	\$ 124,245	Total Resources	\$ 78,206	\$ 78,206	\$ 78,206
			Requirements			
\$ 71,941	\$ 56,515	\$ 48,256	Post Employment Health Program	\$ 41,486	\$ 41,486	\$ 41,486
179,482	123,746	75,989	Unappropriated Ending Fund Balance	36,720	36,720	36,720
\$ 251,423	\$ 180,261	\$ 124,245	Total Requirements	\$ 78,206	\$ 78,206	\$ 78,206

Debt Service Fund

Fund 30 • Debt Service Fund Type

FUND DESCRIPTION

The Debt Service Fund provides for bond principal and interest payments on outstanding bond issues. Voter approval in November 2006 for the authority to issue up to \$77.5 million of general obligation bonds to fund future capital projects provided the authorization for the 2007 General Obligation Bond Series in the amount of \$20,000,000, and two series 2009 bonds in the amount of \$14,000,000 and \$15,000,000, and a fourth issuance of \$23,500,000 in 2011.

The 2007 bonds mature in one million dollar increments, which began in April 2008, and continue through April 2027. The bonds have an effective interest rate of 4.0256% and coupons range from 4.0% to 5.0%. The second General Obligation Bond Series issued in March 2009, in the amount of \$14,000,000, mature in increments of \$960,000 beginning in March 2010 and continuing through March 2024. These bonds have an effective interest rate of 3.7% and coupons range from 3.0% to 4.375%. The third General Obligation Bond Series issued in June 2009 for \$15,000,000, mature through June 2029, and have an effective true interest cost to the District of 3.83%. Coupons range from 3.0% to 4.25%. The fourth series of bonds were sold May 17, 2011, with closing on June 2, 2011. The bonds have an effective interest rate of 3.51% with coupons ranging from 2.0% to 5.0% maturing from June 2012 through June 2031.

The District levies sufficient funds to make scheduled and anticipated debt service payments for all issues, plus an amount necessary to meet the first bond payments each year prior to collection of levied property taxes.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
2011 Debt Service		\$1,734,840	\$1,734,963	\$1,732,363
2009 Debt Service, Series B	\$1,118,173	1,111,372	1,104,274	1,101,873
2009 Debt Service	1,446,000	1,417,200	1,388,400	1,359,600
2007 Debt Service	1,694,500	1,652,000	1,612,000	1,572,000
Fund Balance Reserved	1,240,387	1,604,149	1,157,919	1,105,643
Total Expenditures	\$5,499,060	\$7,519,561	\$6,997,556	\$6,871,479

MATURITY SCHEDULES

Series 2007 Bonds			Series 2009 Bonds		Series 2009 B Bonds		Series 2011 Bonds	
Fiscal Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2013-14	\$ 1,000,000	\$ 572,000	\$ 960,000	\$ 399,600	\$ 595,000	\$ 506,873	\$ 895,000	\$ 837,363
2014-15	1,000,000	532,000	960,000	370,800	610,000	489,022	915,000	819,463
2015-16	1,000,000	492,000	960,000	342,000	630,000	470,723	935,000	801,162
2016-17	1,000,000	452,000	960,000	310,800	655,000	445,522	950,000	782,463
2017-18	1,000,000	412,000	960,000	277,200	675,000	419,323	980,000	753,962
2018-23	5,000,000	1,458,750	4,800,000	814,800	3,795,000	1,670,012	5,470,000	3,202,213
2023-28	4,000,000	424,500	960,000	42,000	4,695,000	836,759	6,805,000	1,860,813
2028-32					1,080,000	45,900	4,805,000	401,888
	\$14,000,000	\$4,343,250	\$10,560,000	\$2,557,200	\$12,735,000	\$4,884,134	\$21,755,000	\$9,459,327

Debt Service Fund, continued

Historical Data			Budget for Next Year 2013-14			
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)	\$ 1,254,606	\$ 1,254,606	\$ 1,254,606
\$ 1,207,841	\$ 1,240,387	\$ 1,180,593	Previously Levied Taxes Estimated to be Rec'd	75,000	75,000	75,000
101,596	58,155	126,000	Earnings from Temporary Investments	14,275	14,275	14,275
11,690	15,516	11,690	Interest on Taxes	250	250	250
1,380	1,374	250	Tax in Lieu of Property Tax	350	350	350
19	739	32	Total Resources, Except Taxes to be Levied	1,344,481	1,344,481	1,344,481
1,322,526	1,316,171	1,318,565	Taxes Necessary to Balance	5,526,998	5,526,998	5,526,998
		5,678,991	Taxes Collected in Year Levied			
4,176,534	6,203,390					
\$ 5,499,060	\$ 7,519,561	\$ 6,997,556	Total Resources	\$ 6,871,479	\$ 6,871,479	\$ 6,871,479
			Requirements			
			Bond Principal Payments			
\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	2007 - Apr 01	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
960,000	960,000	960,000	2009 - Mar 01	960,000	960,000	960,000
560,000	570,000	580,000	2009B - Jun 15	595,000	595,000	595,000
	865,000	880,000	2011 - Jun 01	895,000	895,000	895,000
2,520,000	3,395,000	3,420,000	Total Principal	3,450,000	3,450,000	3,450,000
			Bond Interest Payments			
347,250	326,000	306,000	2007 - Oct 01	286,000	286,000	286,000
347,250	326,000	306,000	2007 - Apr 01	286,000	286,000	286,000
243,000	228,600	214,200	2009 - Sep 01	199,800	199,800	199,800
243,000	228,600	214,200	2009 - Mar 01	199,800	199,800	199,800
279,086	270,686	262,137	2009B - Dec 15	253,436	253,436	253,436
279,087	270,687	262,137	2009B - Jun 15	253,437	253,437	253,437
	433,708	427,481	2011 - Dec 01	418,681	418,681	418,681
	436,131	427,482	2011 - Jun 01	418,682	418,682	418,682
1,738,673	2,520,412	2,419,637	Total Interest	2,315,836	2,315,836	2,315,836
			Reserves			
			Unappropriated Balance for Next Year			
		286,000	2007 - Oct 01	266,000	266,000	266,000
		199,800	2009 - Sep 01	185,400	185,400	185,400
		253,437	2009B - Dec 15	409,731	409,731	409,731
		418,682	2011 - Dec 01	244,512	244,512	244,512
1,240,387	1,604,149	1,157,919	Total Unappropriated Ending Fund Balance	1,105,643	1,105,643	1,105,643
\$ 5,499,060	\$ 7,519,561	\$ 6,997,556	Total Requirements	\$ 6,871,479	\$ 6,871,479	\$ 6,871,479

Property and Building Fund

Fund 51 • Capital Projects Fund Type

FUND DESCRIPTION

The Property and Building Fund, a *capital projects fund*, is funded by transfers from the General Fund and any revenue from surplus real property sales, rental revenue, and interest earnings. The purpose of this fund is to accumulate resources dedicated for fire station site acquisition and construction costs for new or existing facilities and major facility maintenance projects. This fund is utilized for items not planned to be part of the capital bond program, as well as providing a resource between bond financings. The District intends to maintain sufficient reserves to allow construction of a fire station post capital bond program in this fund, as well as reserves for future major roof repairs and other sizeable building maintenance projects.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Capital Outlay	\$ 766,291	\$ 437,955		\$ 189,200
Contingency			\$1,617,664	2,435,800
Ending Fund Balance	6,202,039	6,796,573	5,000,000	5,727,062
Total Expenditures	\$6,968,330	\$7,234,528	\$6,617,664	\$8,352,062

2013-14 SIGNIFICANT BUDGET ITEMS

For the proposed budget, concrete driveway replacement behind Station 62 is planned. Contingency is increased to allow the Board to authorize the purchase of fire station sites during the year.

Property and Building Fund, continued

Historical Data				Budget for Next Year 2013-14		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 6,932,305	\$ 6,202,039	\$ 6,087,228	Beginning Fund Balance - Working Capital	\$ 7,339,585	\$ 7,339,585	\$ 7,339,585
33,175	32,489	30,436	Earnings from Temporary Investments	12,477	12,477	12,477
	1,000,000	500,000	Transfers from Other Funds	1,000,000	1,000,000	1,000,000
2,850			Surplus Property			
\$ 6,968,330	\$ 7,234,528	\$ 6,617,664	Total Resources	\$ 8,352,062	\$ 8,352,062	\$ 8,352,062
			Requirements			
			Capital Outlay			
\$ 69,415	\$ 59,000		Training Center			
	49,754		Station 33			
	7,027		Station 51			
94,810	45,122		Station 52			
	575		Station 58			
47,477	47,966		Station 60			
22,183			Station 61			
	57,179		Station 62	\$ 189,200	\$ 189,200	\$ 189,200
61,239	97,085		Station 67			
	59,826		Station 68			
131,507	14,421		Supply			
339,660			North Operating Center			
766,291	437,955	0	Total Capital Outlay	189,200	189,200	189,200
		1,617,664	Contingency	2,435,800	2,435,800	2,435,800
6,202,039	6,796,573	5,000,000	Reserved for Future Expenditures	5,727,062	5,727,062	5,727,062
\$ 6,968,330	\$ 7,234,528	\$ 6,617,664	Total Requirements	\$ 8,352,062	\$ 8,352,062	\$ 8,352,062

Capital Projects Fund

Fund 52 • Capital Projects Fund Type

FUND DESCRIPTION

This fund is utilized to account for the proceeds of general obligation bonds. The District received voter approval at the November 2006 election to issue a series of general obligation bonds up to \$77,500,000 in the next several years to fund phased land purchases, station construction and seismic remodeling projects, and other items. The District has issued the bonds in phases to meet construction and apparatus purchase needs. The final \$5,000,000 of bond authority is expected to fund projects after 2015-16.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Materials and Services	\$ 195,991			
Capital Outlay	9,037,215	\$5,902,757	\$11,376,866	\$12,430,000
Contingency			2,449,501	2,424,090
Ending Fund Balance	26,410,167	20,872,868	8,000,000	
Total Expenditures	\$35,643,373	\$26,775,625	\$21,826,367	\$14,854,090

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.

2013-14 PROJECT DESCRIPTIONS

Project	Cost	Description and Operating Budget Impact
Station Land Purchases	\$2,500,000	Future fire station sites – \$2,500,000. Operating impacts will be limited to site general maintenance until station construction commences.
Building and Improvements	\$9,600,000	Station 35 – \$1,500,000. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 51 – \$2,400,000. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 52 – \$1,500,000. Plan, design, permit for anticipated new construction project. No operating impact as replacement. Station 56 and South Operating Center – New construction. \$200,000. Operating budget impact will be to reduce facility monthly lease of current site and transfer existing personnel and utilities and insurance from other locations. Station 68 – Partial cost to relocate and build a new station. \$4,000,000. No operating budget impact as personnel will relocate and new station will be more energy efficient.
Fire Apparatus and District Vehicles	\$330,000	Light Brush Units – 3 @ \$110,000. Operating budget impact included in budget.

Capital Projects Fund, continued

STATUS OF 2012-13 SERVICE MEASURES

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

Goal(s)/Call(s) for Action:	VI/1; VI/5
Budget Impact:	Increase required
Duration:	Year 6 of 7
Budget Description:	Capital construction continues to be managed by a Division Chief, Construction Projects Manager, Construction Technical Manager, and a half-time Administrative Assistant. As the Division Chief prepares to retire, continued staffing plans are being evaluated. Substantial capital construction projects remain in the next several years that will continue to require a construction management team.
Partner(s):	Logistics, Finance, Integrated Operations
Status or Outcome:	A staffing plan evaluation was completed prior to retirement of the assigned Division Chief. The Capital construction projects continue to be managed by the capital project team with reduced staffing. The team consists of a half-time Administrative Assistant, Construction Technical Manager, and Construction Project Manager. The transition of the Division Chief's responsibilities and assignments was completed by November 2012.

STATUS OF 2012-13 CHANGE STRATEGIES

- None

ADDITIONAL 2012-13 ACCOMPLISHMENTS

- Completion of the new Pierce Heavy Duty Rescue.
- Acquisition of the two Pierce Tenders.
- Completion of one Light Brush unit.
- Staff completed construction of Station 65.
- Significant construction was completed on Station 56/South Operating Center.
- \$157,144 was awarded to the District in Business Energy Tax Credit pass-throughs for Stations 50, 53, 58, and 59.
- \$15,738 was awarded to the District in Energy Trust of Oregon reimbursements for Stations 50, 53, 58, and 59.
- \$11,892.00 was awarded to the District by Energy Trust of Oregon New Buildings Incentive Program for energy efficiency measures in design and construction for work on Stations 56, 65, and 68.

2013-14 SERVICE MEASURES

- Complete design and permitting for Station 51 by June of 2014.

Goal(s)/Call(s) for Action:	VI/1 and 5; VII/1 and 2; VIII/B and 2
Service Type(s):	Increase required
Measured By:	Construction documents complete and permit approved.

Capital Projects Fund, continued

2013-14 SERVICE MEASURES, CONTINUED

- Complete design and permitting for Station 52 by June of 2014.

Goal(s)/Call(s) for Action: VI/1 and 5; VII/1 and 2; VIII/B and 2
Service Type(s): Increase required
Measured By: Construction documents complete and permit approved.

- Complete construction of Station 68 by June of 2014.

Goal(s)/Call(s) for Action: VI/1 and 5; VII/1 and 2; VIII/B and 2
Service Type(s): Increase required
Measured By: Completion of new station construction.

- Complete feasibility study and schematic design for construction of new Station 35 by June of 2014.

Goal(s)/Call(s) for Action: VI/1 and 5; VII/1 and 2; VIII/B and 2
Service Type(s): Increase required
Measured By: Schematic design complete and approved by leadership.

2013-14 CHANGE STRATEGIES

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

Goal(s)/Call(s) for Action: VI/1, 5 and 6; VII/1 and 2; VIII/2 and 4
Budget Impact: Increase required
Duration: Year 7 of 10
Budget Description: Bond related capital construction projects and apparatus acquisition will continue through at least fiscal year 2016. The program has defined continuous improvement metrics and cost accountability within both areas of the bond capital projects and apparatus.
Partner(s): Logistics, Finance, Integrated Operations, architects, engineers, contractors

- Design for future seismic upgrades and new construction to include substantial work with a new architectural firm. Communicate District Fire Station Standards for design and construction. Integrate architectural firm with TVF&R Capital Projects team and partners (e.g., standards, specifications, quality assurance and quality control measures).

Goal(s)/Call(s) for Action: VI/1, 5 and 6; VII/1 and 2
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: Hennebery Eddy Architects was successful in the selection process. The Capital Projects team will need to ensure quality control/quality assurance through this process as time is spent with a new firm establishing owner's project requirements and station standards.
Partner(s): Logistics, Finance, architects, engineers, contractors

Capital Projects Fund, continued

2013-14 CHANGE STRATEGIES, CONTINUED

- Finalize and publish the new Fire Station Standards document.

Goal(s)/Call(s) for Action:	VI/1, 5 and 6; VII/1 and 2
Budget Impact:	Resource neutral
Duration:	Year 2 of 2
Budget Description:	Continue work on the project initiated in fiscal year 2013 to incorporate standardization and best practices. The District has established revised standards for the size and functionality of fire stations. During this year, the document will be finalized based on input from Integrated Operations, Logistics, and leadership. The Fire Station Standards will be utilized in the design and construction of fire stations as well as communication of standards and specifications to leadership, stakeholders, work groups/end users, Logistics, and consultants/contractors.
Partner(s):	Logistics, Integrated Operations

Capital Projects Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 10,852,844	\$ 26,410,167	\$ 21,750,241	Beginning Fund Balance - Working Capital	\$ 14,838,790	\$ 14,838,790	\$ 14,838,790
25,527	66,018	76,126	Earnings from Temporary Investments	15,300	15,300	15,300
			Surplus Property			
	291,254		Donations and Grants			
15,738	8,186		Miscellaneous			
24,749,264			Proceeds from Debt Issuance			
\$ 35,643,373	\$ 26,775,625	\$ 21,826,367	Total Resources	\$ 14,854,090	\$ 14,854,090	\$ 14,854,090
			Requirements			
\$ 195,991			Bond Issuance Expenses			
6,296,397	5,180,557	\$ 8,722,783	Buildings and Improvements	\$ 9,600,000	\$ 9,600,000	\$ 9,600,000
1,942,424	139,692	25,000	Land and Improvements	2,500,000	2,500,000	2,500,000
798,394	582,508	2,629,083	Fire Apparatus	330,000	330,000	330,000
9,037,215	5,902,757	11,376,866	Total Capital Outlay	12,430,000	12,430,000	12,430,000
9,233,206	5,902,757	11,376,866	Total Expenditures	12,430,000	12,430,000	12,430,000
		2,449,501	Contingency	2,424,090	2,424,090	2,424,090
26,410,167	20,872,868	8,000,000	Reserved for Future Expenses			
\$ 35,643,373	\$ 26,775,625	\$ 21,826,367	Total Requirements	\$ 14,854,090	\$ 14,854,090	\$ 14,854,090

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Insurance Fund

Fund 45 • Internal Service Fund Type

FUND DESCRIPTION

This fund is intended to satisfy claims arising out of losses within the District's deductible limits of insurance coverage for automobiles, emergency apparatus, property claims, general liabilities, and workers' compensation. Transfers from the General Fund, insurance premium refunds, and earnings on temporary investments provide the resources for the fund.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Materials and Services	\$ 16,120	\$11,169	\$640,164	\$643,797
Ending Fund Balance	639,112	639,921		
Total Expenditures	\$655,232	\$651,090	\$640,164	\$643,797

RISK MANAGEMENT

The District utilizes the resources of this fund in order to reduce the costs of purchased property and casualty insurance policies, as well as workers' compensation policies, by increasing deductibles and retained risk within the policies. The District's insurance agent's actuaries have determined the size of this fund is appropriate for the District's combined insurance risks. The District annually reviews its risk management, insurance, and loss prevention programs with the goal of limiting exposure to all types of losses, improving the work environment, and increasing safety for District employees.

The policy adopted by the Board of Directors mandates that a program for risk management be adopted that is consistent with legal requirements and is within the ability of the District to finance. Board Policy states that the District shall purchase the necessary insurance or set aside adequate reserves to self-insure. Coverage must be adequate to protect:

1. Itself as a corporate body;
2. Its Board of Directors;
3. Its individual members; and
4. Its employees.

These groups are to be insured against financial loss arising out of any claim, demand, suit, or judgment by reason of alleged negligence or other act resulting in accidental injury to any person or damage to property within or outside the District, while performing their duties within the scope of their obligations as members of boards or commissions or as employees or Volunteers.

The District purchases insurance for or self-insures:

1. All real and personal property of the District;
2. Losses due to employee dishonesty, injury, or death;
3. Losses from claims associated with employee practices related to civil rights, sexual harassment and other related issues, and a program of benefits for employees within the limits established from time to time by the Board of Directors;
4. Flood, earthquake, and natural disasters; and
5. Workers' compensation insurance for employees and Volunteer firefighters.

Insurance Fund, continued

When the District is involved in using outside providers of services, certificates of insurance are provided for general liability, automobile liability, and workers' compensation insurance. Certificates of insurance are to be no less than \$1,000,000 per occurrence. Procedures have been developed and adopted to carry out this policy and the Finance department is designated to carry out and administer the program. Guidance is provided by the prudent person rule.

The District maintains a blanket property insurance policy covering all buildings, vehicles, and equipment owned. Liability limits are \$81,033,832 with a \$5,000 deductible. Coverage is written on a replacement cost basis for the perils of fire, extended coverage, and "all risk" of direct physical loss, subject to a deductible of \$5,000 per occurrence. Additional limits apply to areas of extra expense, demolition, and increased costs of construction. Major exclusions are earthquakes, flood, wear and tear, explosion of boilers, and interruption of power. Insurance policies cover earthquake and flood subject to a 2% deductible. Coverage is provided for owned equipment and is written on an "all risk" of direct physical loss basis. It provides insurance for firefighting equipment away from the premises or attached to various vehicles. Also covered are data processing and mobile communications equipment within specified limits and with deductibles of \$250. Vehicles are insured for both liability and physical damages at a defined replacement value. Deductible limits apply for the following coverage: \$100 deductible for comprehensive coverage and \$500 deductible limits for collision.

Insurance is carried for claims arising from employment related occurrences. This policy carries a \$5,000,000 limit with a \$1,000 to \$10,000 deductible, depending upon circumstance. Risk management for workers' compensation provides coverage for boards and commissions, employees, and Volunteers. Where non-paid persons are involved, an assumed monthly wage rate is identified for the premium and benefit purposes.

The District's loss experience in all areas has been excellent. Equipment and facilities are well maintained and accounted for in a comprehensive fixed asset program. A management committee reviews losses and steps are recommended to reduce future potential losses.

Workers' compensation losses have also been maintained at a low level. Risk management begins in the pre-employment phase and starts with a required medical physical examination and a physical agility test for firefighters.

Physical fitness is stressed and periodic measurement of fitness is maintained by performance tests. The District supports its employees' health and fitness through the Wellness program. The District takes a holistic approach to wellness and provides an employee assistance program through an outside provider in order to maintain anonymity.

The District has an appointed Safety Officer and Safety Committee. Safety meetings are held on a regular basis and all employees are encouraged to participate in addressing unsafe acts or situations.

In the area of workers' compensation insurance, the District purchases insurance for its employees and Volunteer firefighters. However, the District retains risks for extraordinary claims up to defined dollar amounts. This has been accomplished through a retrospective-rating plan adopted by the District.

Thus far, the savings recouped in that plan have returned the amount of risk retained and monies are held in this Insurance Fund for such a contingency.

Insurance Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
\$ 651,925	\$ 639,112	\$ 636,924	Beginning Fund Balance	\$ 640,397	\$ 640,397	\$ 640,397
3,307	11,978	3,240	Earnings from Temporary Investments	3,400	3,400	3,400
			Insurance Refunds			
\$ 655,232	\$ 651,090	\$ 640,164	Total Resources	\$ 643,797	\$ 643,797	\$ 643,797
			Requirements			
\$ 16,120	\$ 11,169	\$ 640,164	Property & Liability Losses	\$ 643,797	\$ 643,797	\$ 643,797
639,112	639,921		Ending Fund Balance			
\$ 655,232	\$ 651,090	\$ 640,164	Total Requirements	\$ 643,797	\$ 643,797	\$ 643,797

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Pension Trust Fund

Fund 61 • Pension Trust Fund Type

FUND DESCRIPTION

The Pension Trust Fund is a non-governmental *fiduciary-type fund* that has been maintained for the benefit of employees who retired prior to the District's integration into the Oregon Public Employee Retirement System on July 1, 1981.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$301,910	\$326,645	\$346,444	\$343,874
Materials and Services	29			
Ending Fund Balance	452	307		
Total Expenditures	\$302,391	\$326,952	\$346,444	\$343,874

TRUST MANAGEMENT

The Board of Directors controls the Pension Plan and the investment mix policy, while the District's Fire Chief/Administrator serves as advisor to the Board and authorizes increases in benefit payments.

Day-to-day administration of the plan, including annual trust report filings with the Internal Revenue Service, and payments to retirees, is managed by the District's Finance Directorate. As all trust funds have been utilized, the District is now making contributions to the Trust Fund in order to meet pension benefits each month.

PENSION BENEFIT

Two groups of retirees are covered under the Pension Trust Fund. One group consists of those individuals who retired prior to amending the plan in 1976. The second group is those individuals affected by the Amended and Restated Plan of 1976, and who retired on or before July 15, 1983.

The original retirement plan document stipulates that the retirees receive a benefit of sixty percent of their current salary range for the job classification held at time of retirement. Thus, their benefit increases are directly tied to raises of the existing employee group. There is one retiree under this plan and three beneficiaries.

Under the 1976 Amended and Restated Plan, benefits were determined by multiplying a percent, which is the value of the number of years of completed service, times two percent per year, by the final average salary. The cost of living increases for the retirees under the 1976 Amended and Restated Plan are limited to two percent per year. There are two recipients under this plan.

Pension Trust Fund, continued

<i>Historical Data</i>			Resources	<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13		Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or Working Capital (Accrual Basis)			
\$ 2,191	\$ 452		Earnings from Investments			
40			Miscellaneous Revenue			
300,160	326,500	\$ 346,444	Transfer from Other Funds	\$ 343,874	\$ 343,874	\$ 343,874
\$ 302,391	\$ 326,952	\$ 346,444	Total Resources	\$ 343,874	\$ 343,874	\$ 343,874
			Requirements			
\$ 301,910	\$ 326,645	\$ 346,444	Pension Benefit Costs	\$ 343,874	\$ 343,874	\$ 343,874
29			Administrative Fees			
301,939	326,645	346,444	Total Expenditures	343,874	343,874	343,874
452	307		Unappropriated Ending Fund Balance			
\$ 302,391	\$ 326,952	\$ 346,444	Total Requirements	\$ 343,874	\$ 343,874	\$ 343,874

Volunteer LOSAP Fund

Fund 63 • Pension Trust Fund Type

FUND DESCRIPTION

The Volunteer LOSAP Plan Fund was established on July 1, 1998, to account for the resources set aside for a District-managed length of service award program for its firefighting Volunteers. The District Finance Directorate manages trust investments and plan benefit payments to retired Volunteers. Transfers to the fund are based upon actuarial recommendations. The most recent actuarial valuation was completed as of July 1, 2010. This valuation recommended annual contributions by the District. The 1998 LOSAP plan was closed effective March 31, 2012. The present value of benefits was paid out during the 2011-12 fiscal year.

BUDGET SUMMARY

Expenditures	2010-11 Actual	2011-12 Actual	2012-13 Budget	2013-14 Budget
Personnel Services	\$ 26,815	\$374,679	\$896,729	\$624,248
Ending Fund Balance	924,094	615,620		
Total Expenditures	\$950,909	\$990,299	\$896,729	\$624,248

Volunteer LOSAP Fund, continued

<i>Historical Data</i>				<i>Budget for Next Year 2013-14</i>		
Actual Second Preceding Year 2010-11	Actual First Preceding Year 2011-12	Adopted Budget This Year 2012-13	Resources	Proposed by Budget Officer	Approved by Budget Committee	Adopted by Governing Board
			Beginning Fund Balance (Cash Basis) or			
\$ 801,160	\$ 924,094	\$ 824,777	Working Capital (Accrual Basis)	\$ 616,198	\$ 616,198	\$ 616,198
110,035	12,594	6,850	Earnings from Investments	8,050	8,050	8,050
440			Miscellaneous Revenue			
39,274	53,611	65,102	Transfer from Other Funds			
\$ 950,909	\$ 990,299	\$ 896,729	Total Resources	\$ 624,248	\$ 624,248	\$ 624,248
			Requirements			
\$ 26,815	\$ 374,679	\$ 896,729	Pension Benefit Costs	\$ 624,248	\$ 624,248	\$ 624,248
924,094	615,620		Unappropriated Ending Fund Balance			
\$ 950,909	\$ 990,299	\$ 896,729	Total Requirements	\$ 624,248	\$ 624,248	\$ 624,248

Tualatin Valley Fire and Rescue
Assessed and Market Value of Taxable Property
 Last Ten Fiscal Years

Fiscal Year	Real Property*		Personal Property		Mobile Home Property		Utility Property		Total		Total Assessed To Total	Total Direct
	Assessed	Market	Assessed	Market	Assessed	Market	Assessed	Market	Assessed	Market	Market	
	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	Tax Rate
2013	\$41,153,875,254	\$52,242,895,589	\$1,285,083,148	\$1,300,882,754	\$37,473,333	\$49,143,750	\$1,186,894,151	\$1,294,538,870	\$43,663,325,886	\$54,887,460,963	79.55	\$1.91
2012	\$40,033,905,433	\$53,094,082,885	\$1,242,926,832	\$1,254,219,436	\$41,878,148	\$54,190,090	\$1,205,943,990	\$1,245,624,000	\$42,524,654,403	\$55,648,116,411	76.42	1.93
2011	38,896,351,775	55,859,041,477	1,239,530,152	1,251,419,908	45,889,216	59,433,410	1,209,023,665	1,214,510,966	41,390,794,808	58,384,405,761	70.89	1.88
2010	37,743,268,296	60,010,991,508	1,291,172,910	1,302,244,097	54,963,237	62,488,050	1,193,592,740	1,194,549,230	40,282,997,183	62,570,272,885	64.38	1.90
2009	36,352,459,360	64,462,001,645	1,365,624,057	1,375,655,902	51,351,504	57,431,190	1,063,723,000	1,067,347,629	38,833,157,921	66,962,436,366	57.99	1.84
2008	34,641,993,583	62,615,731,611	1,280,664,739	1,292,853,444	54,128,069	59,845,740	1,020,096,190	1,073,993,240	36,996,882,581	65,042,424,035	56.88	1.87
2007	32,870,751,582	55,887,171,646	1,209,328,395	1,215,420,705	66,468,302	71,311,755	969,696,390	977,289,297	35,116,244,669	58,151,193,403	60.39	1.82
2006	31,203,991,728	45,563,141,842	1,175,706,594	1,184,110,910	70,563,327	74,439,919	927,989,770	929,254,187	33,378,251,419	47,750,946,858	69.90	1.82
2005	28,848,716,198	40,772,439,891	1,165,078,033	1,183,135,033	74,672,926	79,567,132	901,881,166	916,813,830	30,990,348,323	42,951,955,886	72.15	1.83
2004	25,418,465,223	35,783,324,752	1,155,357,494	1,177,160,244	75,064,755	79,974,937	884,130,333	900,479,073	27,533,017,805	37,940,939,006	72.57	1.83

Information from Washington, Clackamas, and Multnomah County Assessment and Tax Roll Summaries.

* Includes Multnomah County Assessed Valuation in its entirety.

Note: In May 1997, Oregon voters approved Measure 50 that revised the property tax system state-wide effective July 1, 1997. For property tax purposes, the measure changed a property's assessed valuation from real market value to a value for tax purposes. In addition, the maximum assessed value of a property was limited to a maximum of 3% growth per year. Accordingly, since that date, there is an increasing difference between market value and assessed value.

Tualatin Valley Fire and Rescue
Property Tax Levies and Collections
 Last Ten Fiscal Years

Fiscal Year	Total Tax Levy	Current Tax Collections	Percent of Levy Collected	Delinquent Tax Collections	Total Tax Collections	Percent of Total Tax Collections to Tax Levy
2012	\$ 81,106,617	\$ 76,988,839	94.92 %		\$ 78,470,591	96.75 %
2011	76,954,903	72,714,192	94.49	\$ 3,099,722	75,813,914	98.52
2010	74,662,973	70,399,625	94.29	3,593,546	73,993,171	99.10
2009	70,168,538	66,017,433	94.08	4,017,977	70,035,410	99.81
2008	67,886,825	64,345,840	94.78	3,507,665	67,853,505	99.95
2007	62,860,513	59,799,046	95.13	3,041,172	62,840,218	99.97
2006	59,783,920	56,844,054	95.08	2,906,657 ⁽¹⁾	59,750,711	99.94
2005	56,843,613	53,918,038	94.85	2,890,142 ⁽¹⁾	56,808,180	99.94
2004	50,483,968	47,697,565	94.48	2,757,418 ⁽¹⁾	50,454,983	99.94
2003	48,507,471	45,798,106	94.41	1,292,291 ⁽¹⁾	47,090,397	97.08

Source: District financial statements, current and prior years

⁽¹⁾ County collection records only show detail for the previous five years of delinquent tax collections.

Tualatin Valley Fire and Rescue
Principal Taxpayers
 Current Year and Nine Years Ago
 (in thousands)

	2013			2004		
	Rank	Taxable Assessed Value (1)	Percentage of Total Taxable Assessed Valuation	Rank	Taxable Assessed Value (1)	Percentage of Total Taxable Assessed Valuation
Private enterprises:						
Intel Corporation	1	\$ 1,317,485	2.67 %	1	\$ 1,057,565	3.12 %
Nike, Inc.	2	458,135	0.93	3	335,105	0.99
Pacific Realty Associates	4	301,554	0.61	4	207,439	0.61
Comcast Corporation	6	247,209	0.50			
Frontier Communications	7	250,268	0.51			
Fred Meyer Stores, Inc.	8	149,533	0.30			
Maxim Integrated Products	9	142,777	0.29	10	119,073	0.35
PS Business Parks LP	10	112,151	0.23	5	140,896	0.42
Verizon Northwest, Inc.				2	361,026	1.07
Novellus Systems, Inc.				8	125,487	0.37
Tektronix, Inc.				9	121,924	0.36
Public utilities:						
Portland General Electric	3	430,133	0.87	4	309,602	0.91
Northwest Natural Gas Co	5	303,517	0.61	6	199,792	0.59
All other taxpayers		45,642,898	92.48		30,864,521	91.20
Total		\$ 49,355,659	100.00 %		\$ 33,842,430	100.00 %

*Ranked by "Levied Taxes"

Source: Washington County Department of Assessment and Taxation

⁽¹⁾ Data presented is for Washington County only. The District also levies taxes in portions of Multnomah and Clackamas counties.

Tualatin Valley Fire and Rescue
Demographic and Economic Statistics
 Last Ten Fiscal Years

Fiscal Year	Population ⁽¹⁾	Per Capita Income ⁽²⁾ (Washington County)	Total Personal Income (Washington County) (in thousands) ⁽²⁾	School Enrollment ⁽³⁾ (Washington County)	Unemployment Rate ⁽⁴⁾ (Washington County)
2012	440,603	40,606	17,891,110	56,410	6.90 %
2011	436,154	39,465	17,212,812	56,768	7.70
2010	431,750	40,188	17,351,169	55,672	9.15
2009	427,346	39,660	16,948,548	54,519	7.68
2008	422,987	37,969	16,060,402	54,480	4.42
2007	418,673	35,991	15,068,451	53,824	4.30
2006	414,402	34,298	14,213,170	52,884	4.73
2005	410,175	33,301	13,659,250	52,034	5.63
2004	405,992	32,706	13,278,361	50,822	6.85

⁽¹⁾ US Census.

⁽²⁾ US Dept of Commerce

⁽³⁾ Oregon Dept of Education

⁽⁴⁾ Bureau of Labor Statistics

Response Engines

APPARATUS REPLACEMENT SCHEDULES

In the early 1980s, the District developed a capital replacement program. A major portion of this program provided for the scheduled replacement of response apparatus. When the program was initiated, a 20-year replacement cycle was utilized for major response apparatus. These schedules were developed during a time when the pace of District operations was far slower than today. At that time, very few 20-year-old pumpers had more than 40,000 miles on them; and apparatus were much less complex than modern apparatus, with most systems mechanical in nature.

As the District has grown, so have the requirements that are put on apparatus. Today, it takes four years or less to put 40,000 miles on a front line apparatus. Today's apparatus are far more complex, depending upon microprocessors and electronics to operate.

In the mid-1990s, the District recognized that a 20-year replacement cycle was no longer reasonable. At that time, an aggressive replacement program was put into place, which was designed to pave the way for a sustainable 15-year apparatus replacement cycle.

The recommended replacement schedule was developed in a manner consistent with the priorities developed by the District's Apparatus Committee and current service delivery model. It is intended to ensure that front line response apparatus remain the top priority for funding and provide the needed flexibility to meet the changes and growth of District operations.

The replacement schedule, as currently laid out, would require an average of \$2,000,000 per year (current dollars) to maintain. This funding level would be adequate to accommodate changes to the District's service delivery model in the future.

Response Engines, continued

AGING SCHEDULE

Vehicle ID	Description	Year of Purchase	Replacement Year
1-122	Pumper, Dash	2002	2017
1-123	Pumper, Dash	2002	2017
1-124	Pumper, Dash	2001	2016
1-125	Pumper, Dash	2001	2016
1-126	Pumper, Dash	2001	2016
1-127	Pumper, Dash	2000	2015
1-128	Pumper, Dash	2000	2015
1-140	Pumper, Quantum	2005	2020
1-141	Pumper, Quantum	2005	2020
1-142	Pumper, Quantum	2005	2020
1-143	Pumper, Velocity PUC	2009	2024
1-144	Pumper, Velocity PUC	2009	2024
1-145	Pumper, Velocity PUC	2009	2024
1-146	Pumper, Velocity PUC	2009	2024
1-147	Pumper, Velocity PUC	2009	2024
1-148	Pumper, Velocity PUC	2009	2024
1-149	Pumper, Velocity PUC	2009	2024
1-150	Pumper, Velocity PUC	2009	2024
1-151	Pumper, Velocity PUC	2009	2024
1-209	Truck, Dash Platform	2005	2020
1-212	Elevated Waterway, Dash	2003	2018
1-213	Elevated Waterway, Dash	2004	2019
1-214	Elevated Waterway, Dash	2004	2019
1-217	Truck, Arrow XT Aerial	2009	2024
1-218	Truck, Arrow XT Aerial	2009	2024
1-301	Water Tender	1990	2010
1-323	Light Brush	1996	2011
1-324	Light Brush	1996	2011
1-327	Water Tender	1996	2016
1-329	Light Brush	1996	2011
1-330	Water Tender	2007	2027
1-331	Water Tender	1999	2019
1-332	Technical Rescue, Quantum Heavy Duty Rescue	1999	2019
1-333	Water Tender	2001	2021
1-334	Technical Rescue, Quantum Heavy Duty Rescue	2013	2033
1-335	Technical Rescue, Tech Rescue Tractor	2006	2018
1-336	Technical Rescue, USAR Heavy Rescue Trailer	2010	2022
1-337	Water Tender	2004	2024
1-339	Hazmat, Pierce Saber	2005	2020
1-340	Hazmat, Mobile Command Unit, Lance	2006	2026
1-341	Hazmat, Hazmat, Lance	2006	2021
1-342	Hazmat, Hazmat, Dash CBRNE	2006	2021
1-401	Air/Rehab, Saber	2011	2031
1-402	Air/Rehab, Saber	2011	2031
1-410	Water Rescue	2008	2023
1-411	Fire Investigation Unit	2011	2026
1-413	Heavy Brush	2006	2021
1-414	Heavy Brush	2006	2021
1-415	Heavy Brush	2006	2021
1-416	Heavy Brush	2006	2021
1-417	Heavy Brush	2006	2021
1-450	Medic	2009	2024
1-451	Medic	2009	2024
1-452	Medic	2010	2025
1-453	Medic	2011	2026

Chart of Accounts

ACCOUNT CLASSIFICATION SYSTEM

Organization Codes – General Ledger

Organization Codes represent the fund (first two numbers) and the department (last three numbers). The funds are designated by the first two numbers of the organization code as follows:

10	General Fund
21	Apparatus Fund
22	Capital Improvements Fund
24	Emergency Management Fund
25	Grants Fund
26	Retiree Medical Insurance Stipend Fund
30	Debt Service Fund
45	Insurance Fund
51	Property and Building Fund
52	Capital Projects Fund
61	Pension Trust Fund
62	Deferred Comp Fund
63	Volunteer LOSAP Fund
70	General Fixed Assets
80	General Long Term Debt

The last three numbers represent the department and are consistent for each fund. They are as follows:

000	Non-Organizational
033	Station 33 - Sherwood
034	Station 34 - Tualatin
035	Station 35 - King City
050	Station 50 - Walnut
051	Station 51 - Tigard
052	Station 52 - Wilsonville
053	Station 53 - Progress
056	Station 56 - Elligsen Road
057	Station 57 - Mountain Road
058	Station 58 - Bolton
059	Station 59 - Willamette
060	Station 60 - Cornell Road
061	Station 61 - Butner Road
062	Station 62 - Aloha
064	Station 64 - Somerset
065	Station 65 - West Slope
066	Station 66 - Brockman Road
067	Station 67 - Farmington Road
068	Station 68 - Oak Hills
069	Station 69 - Cooper Mountain
110	Civil Service
120	Board of Directors
150	Fire Chief's Office
155	North Operating Center
160	Central Operating Center
170	Logistics Administration
175	Communications
200	Integrated Operations Administration
205	Emergency Medical Services
210	Finance
215	Information Technology
220	Supply
230	Recruits
280	Relief Pool Personnel
300	Volunteers

Chart of Accounts, continued

304	Human Resources
402	Training/Safety
420	External Training
421	EMS/Health/Wellness
451	Media Services
500	Planning
571	Fleet Maintenance
582	Facilities Maintenance
600	South Operating Center
621	Wildland Program
622	Technical Rescue Team
625	Hazardous Materials Team
626	Water Rescue Team
724	OCEM
750	Emergency Management

Object Codes – General Ledger

Beginning Fund Balance

4001	Beginning Fund Balance

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 and Losses

Special Revenue

4200	Charges for Services
4203	HazMat Response Revenue
4204	Accounting Service Revenue
4205	Fire Reports/Permits
4250	Company Store Revenue

Training Center Revenue

4301	Training Classes
4304	Rental Revenue

Miscellaneous

4400	Donations and Grants
4401	Insurance Refunds - WC
4402	Insurance Refunds - Liability
4410	Surplus Property
4450	Miscellaneous
4500	Proceeds from Debt Issuance
4600	Transfers In From Other Funds
4999	Discounts Earned

Chart of Accounts, continued

Expenditures

Salaries & Wages

- 5001 Salaries and Wages Union
- 5002 Salaries and Wages Non-Union
- 5003 Vacation Taken Union
- 5004 Vacation Taken Non-Union
- 5005 Sick Leave Taken Union
- 5006 Sick Leave Taken Non-Union
- 5007 Personal Leave Taken Union
- 5008 Personal Leave Taken Non-Union
- 5010 Comp Taken Non-Union
- 5015 Vacation Sold
- 5016 Vacation Sold at Retirement
- 5017 PEHP Vacation Sold at Retirement
- 5018 Comp Time Sold Union
- 5019 Comp Time Sold Non-Union
- 5020 Deferred Comp Match Union
- 5021 Deferred Comp Match Non-Union
- 5041 Severance Pay
- 5050 Floater Stipend
- 5051 EMT Premium
- 5052 HazMat Premium
- 5053 Technical/Water Rescue Premium
- 5054 Other/FTO Premium
- 5090 Temporary Services-Backfill
- 5101 Vacation Relief
- 5102 Duty Chief Relief
- 5105 Sick Relief
- 5106 On-the-Job Injury Relief
- 5107 Short Term Disability Relief
- 5110 Personal Leave Relief
- 5115 Vacant Slot Relief
- 5118 Standby Overtime
- 5120 Overtime Union
- 5121 Overtime Non-Union
- 5123 Comp Time Sold Non-Union
- 5150 Pension Benefit

Payroll Taxes

- 5201 PERS Taxes
- 5203 FICA/MEDI
- 5206 Workers' Compensation
- 5207 Trimet/Wilsonville Tax
- 5208 Oregon Workers' Benefit Fund Tax

Employee Insurance

- 5210 Medical Insurance Union
- 5211 Medical Insurance Non-Union
- 5220 Post Retiree Insurance Union
- 5221 Post Retiree Insurance Non-Union
- 5230 Dental Insurance Non-Union
- 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/Cell Phone Allowance

Chart of Accounts, continued

Supplies

- 5300 Office Supplies
- 5301 Special Department Supplies
- 5302 Training Supplies
- 5303 Physical Fitness
- 5304 Hydrant Maintenance
- 5305 Fire Extinguisher
- 5306 Photography Supplies and Processing
- 5307 Smoke Detector Program
- 5311 HazMat Response Materials
- 5320 EMS Supplies
- 5321 Firefighting Supplies
- 5325 Protective Clothing
- 5330 Noncapital Furniture and Equipment
- 5340 Software Expense/Upgrades
- 5350 Apparatus Fuel/Lubricants

Maintenance and Repairs

- 5361 M&R Bldg/Bldg Equipment and Improvements
- 5362 Storage Tank Expense
- 5363 Vehicle Maintenance
- 5364 M&R-Fire Communications Equipment
- 5365 M&R-Firefighting Equipment
- 5366 M&R-EMS Equipment
- 5367 M&R-Office Equipment
- 5368 M&R-Computer Equipment and Software

Insurance

- 5400 Insurance Premium
- 5401 Insurance Claims Reimbursement

External Services

- 5410 General Legal
- 5411 Collective Bargaining
- 5412 Audit and Related Filing Fees
- 5413 Consultant Fees
- 5414 Other Professional Services
- 5415 Printing
- 5416 Custodial and Building Services
- 5417 Temporary Services
- 5418 Trustee/Administrative Fees
- 5419 Chaplain's Reimbursement
- 5420 Dispatch
- 5421 Board of Directors Allowance

Utilities

- 5430 Telephone
- 5432 Natural Gas
- 5433 Electricity
- 5434 Water/Sewer
- 5436 Garbage
- 5437 Cable Access
- 5445 Rent/Lease of Building
- 5450 Rental of Equipment

Travel & Education

- 5461 External Training
- 5462 Travel and Per Diem

Chart of Accounts, continued

Award Programs

- 5471 Citizen Awards
- 5472 Employee Recognition and Awards
- 5473 Employee Safety Program and Incentive
- 5474 Volunteer Awards Banquet

Community Education

- 5480 Community Events/Open House
- 5481 Community Education Materials
- 5482 Badges/Pencils/Handouts/Hats
- 5484 Postage, UPS, and Shipping

Dues, Fees, and Subscriptions

- 5500 Dues and Subscriptions
- 5501 Volunteer Association Dues
- 5502 Certifications and Licensing

Miscellaneous

- 5560 Depreciation Expense
- 5570 Miscellaneous Business Expense
- 5571 Planning Retreat Expense
- 5572 Advertising/Public Notice
- 5573 Inventory Over/Short/Obsolete
- 5574 Elections Expense
- 5575 Laundry/Repair Expense

Capital Outlay

- 5601 Land
- 5602 Land Improvements
- 5603 TC Training Props
- 5610 Building and Building Improvements
- 5615 Vehicles and Apparatus
- 5620 Firefighting Equipment
- 5625 EMS Equipment
- 5630 Office Equipment and Furniture
- 5635 Building Equipment
- 5640 Physical Fitness Equipment
- 5645 Shop Equipment
- 5650 Communications Equipment
- 5655 Data Processing Software
- 5660 Computer Equipment

Debt Service

- 5700 Debt Service Principal
- 5701 Debt Service Interest

Other

- 5800 Transfer Out
- 5900 Contingency
- 5999 Budgeted Ending Fund Balance

Chart of Accounts, continued

Project Classifications

Project numbers are used for job costing purposes and are attached to the end of the general ledger account string. The project number is comprised of a four digit project number and may contain a two digit type code for construction projects as follows:

Project

0101	IAFC President Budget
0105	Accreditation Program
0182	West Linn Expenses
0200	National Guard Exercise
0201	Maupin Conflagration
0202	Black Butte Conflagration
0203	IMT Team to Columbia City 2007
0205	Elk Fire Conflagration
0207	Microwave Fire
0241	Washington County Sheriff (OCEM)
0242	City of Beaverton (OCEM)
0243	City of Hillsboro (OCEM)
0244	City of Tigard (OCEM)
0245	Washington County LUT (OCEM)
0300	Volunteer Academy
0460	Maris Epic/Fireman's Grant
0500	Investigation Call Out
0600	Code Enforcement
0622	Fireworks Container
0750	Earthquake Exercise
0800	Adult Foster Care
0801	Professional Development Plan
0802	Annual Spring DFM Academy
0900	Community Development
0901	Chaplains Program
0905	Toy & Joy Program
1000	Fire Prevention Training
1100	Fire Prevention Pub Ed
1200	Fire Prevention Special Events
1300	Fire Prevention Night Inspections
3101	MACC Grant
3102	Regional US&R Exercise Phase 2
3103	SAFER Grant
3150	HAZMAT Training – Federal
3201	Earthquake exercise - April 12, 2010
3202	Earthquake Exercise - April 2010
3203	Shear Dynamics - 2011
3204	Railroad Incident - May 5, 2011
3205	Town CRI-OR (POD Exercise) – June 9, 2011
3207	High Cascades Complex Conflagration

Chart of Accounts, continued

3208 Metro Burn
3209 Next Available #

3305 FJ Cruisers (Cars)
3306 Rehab Units
3307 Service Truck – Shop
3308 Code 3 Response/Other
3309 Service Van – SCBA Maintenance
3310 Medic Unit (New)
3311 Mobile Command Center (MCC)
3312 Fire Investigation Unit
3313 Fleet Field Service Vehicle
3314 Light Brush Unit
3315 Heavy Rescue Unit
3316 Tenders (2)
3317 All-Steer Pumper Axle Conversion
3318 Code 3 Lighting for Pool Vehicles
3319 Pool Vehicle – 4x4 SUV (Used)
3320 Pumpers (\$540K ea)
3321 Pumpers (\$565K ea)
3322 Pumpers (\$591K ea)
3323 Pumpers (\$681K ea)
3324 Trucks
3325 Dive Rescue
3326 Rescue Pumper
3327 Bond Apparatus Contingency
3328 OCEM Vehicle

3421 Occupational Health
3422 Recruit Academy 11-01
3423 Clackamas Fire District #1 Fleet Program
3424 Recruit Academy 11-02
3425 City of Hillsboro Fleet Program
3426 Recruit Academy 12-01
3427 Lake Oswego Fleet Enterprise Program
3428 Gladstone Fleet Enterprise Program
3429 Mannequin Program
3430 Occupational Health Clinic

3501 CBOC
3502 Station 53 – Progress
3503 Station 56/South Operating Center
3504 Station 58 – West Linn
3505 Station 65 – West Slope
3506 Station 68 – Oak Hills
3507 Compressor Room – TC
3508 Station 34–Tualatin
3509 Bethany Station Construction
3510 170th Station Construction
3512 Station 59 – Willamette
3513 Station 35 – King City
3514 Station 50 – Walnut
3515 Station 51 – Tigard
3516 Station 52 – Wilsonville
3517 Station 62 – Aloha
3518 Station 64 – Somerset
3519 Station 66 – Brockman Rd.
3520 Station 69 – Cooper Mt.
3521 Station 66 Signal
3522 Training Center
3523 Diversion Valve
3524 Bond Construction Contingency

Chart of Accounts, continued

3604 SCBA Purchase, Repair, and Maintenance
3605 CBOC Expenses (Non-capital)
3606 CFBT Prop at Training Center
3607 Metro Fire Planners Conference
3650 Mobile Computer Technology Upgrade
3651 Bail-Out Bags and Equipment

3701 Bethany Land Purchase
3702 170th Land
3703 Dartmouth Land
3704 Station 50– Walnut
3705 Station 58– Bolton
3706 Station 59 – Willamette
3707 Station 68 – Oak Hills
3708 Station 56/SOC – Elligsen Rd.
3709 Bull Mt. Land
3710 Station 65 – West Slope
3711 Bond Land Contingency

8010 Energy Upgrades

Category

00 Contract (Construction/Land Purchase)
01 Professional and Tech Services
02 Attorney Fees
03 Permits and Fees
04 Architectural Services
05 Project Management
06 Temporary Quarters
07 Project Contingency

Glossary

Account	A term used to identify an individual asset, liability, expenditure control, revenue control, or fund balance.
Accrual Basis of Accounting	The method of accounting under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenditures are recorded when goods and services are received (whether cash disbursements are made at the time or not).
Ad Valorem	In proportion to value. A basis for levying tax upon property.
Alarm	A call received by the Dispatch Center, which is then related to the appropriate fire station for emergency response.
AED	Automated external defibrillator - a device that automatically analyzes the heart rhythm and if it detects a problem that may respond to an electrical shock, then permits a shock to be delivered to restore a normal heart rhythm.
ALS	Advanced Life Support. Emergency medical care that may include all basic life support actions, plus invasive medical procedures, including IV therapy, administration of antiarrhythmic and other specified medications and solutions.
AMP	Asset Management Program. Business model that assists with management of Integrated Operations assets.
Appropriation	A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.
ARU	Alternate response vehicle, e.g., Car.
Assess	To establish an official property value for taxation.
Assessed Valuation	The total taxable value placed on real estate and other property as a basis for levying taxes.
Assets	Property owned by a government that has monetary value.
Auxiliary Volunteer	A group of "on-call" citizens, who assist with various department functions, e.g., maintaining and operating the antique fire apparatus, providing rehabilitation services at incidents, assisting the Community Service Division at various events, and performing clerical duties.
Battalion	A geographic area of the Fire District (also called Division). The North Integrated Operations Battalion (Division) has seven stations; the Central Integrated Operations Battalion (Division) has six stations, and the South Integrated Operations Battalion (Division) has six stations.
BC	Battalion Chief.

Glossary, continued

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, counseling, and Critical Incident Stress Debriefing (CISD).
BLS	Basic Life Support. Emergency medical care generally limited to non-invasive procedures, such as airway maintenance, breathing support, CPR, hemorrhage control, splinting of suspected fractures, management of spinal injury, and protection and transport of the patient in accordance with accepted procedures. BLS providers with special training may also use semiautomatic defibrillators for cardiac defibrillation.
Bond	A written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date), along with periodic interest paid at a specified percentage. The difference between a note and a bond is the latter usually runs for a longer period of time and requires greater legal formality.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Box Alarm	A predetermined assignment for an incident, usually a fire, which dispatches four engines, one truck, one rescue unit, and two Duty Chiefs. In an area without hydrants, two additional water tenders are dispatched.
Brush Rig	Four wheel drive engines with small pumps and water supply capabilities that are specifically designed for wildland-urban interface fires.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period (typically a fiscal year) and the proposed means of financing them (revenue estimates). Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term “budget” is used in two senses in practice. At times, it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether the appropriating body has approved it. <i>See also Capital Budget and Capital Program.</i>
Budget Document	The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to the past years’ actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

Budget Message	A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the governmental unit's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.
Budgetary 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 that is primarily agricultural land with relatively low population density and low risk structures.

Glossary, continued

CFAI	Commission on Fire Accreditation International.
Code 3	Use of red lights and sirens by apparatus during emergency response.
Company	A work unit comprised of a piece of apparatus and its assigned crew.
Core Volunteer	A group of trained citizen firefighters who are “on call” to augment the District’s career firefighters.
CPR	Cardiopulmonary Pulmonary Resuscitation
CPSE	Center for Public Safety Excellence.
CRR	Community Risk Reduction. The coordinated effort of Integrated Operations to identify and prioritize risks within a ‘first due’ area and develop interventions to minimize the probability, occurrence, or impact of a risk.
Current Funds	Funds the resources of which are expended for operating purposes during the current fiscal period. In its usual application in plural form, it refers to General, Special Revenue, Debt Service, and Enterprise Funds of a governmental unit. In the singular form, the current fund is synonymous with General Fund. <i>See also General Fund.</i>
Current Liabilities	Liabilities that are payable within a relatively short period of time, usually no longer than a year.
Current Taxes	Taxes levied and becoming due during the current fiscal period, from the time the amount of the tax levy is first established, to the date on which a penalty for nonpayment is attached.
Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governmental units include bonds, time warrants, notes, and floating debt. <i>See also Bond, Certificates of Participation, and General Long-Term Debt.</i>
Debt Limit	The maximum amount of gross or net debt that is legally permitted.
Debt Service Fund	A fund established to finance and account for the payment of interest and principal on all general obligation debt, serial, and term, other than that payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise. Formally called a Sinking Fund.
Delinquent Taxes	Taxes remaining unpaid on and after the date on which a penalty for nonpayment is attached. Even though the penalty may be subsequently waived and a portion of the taxes may be abated or canceled, the unpaid balances continue to be delinquent taxes until abated, canceled, paid, or converted into tax liens. Note: The term is sometimes limited to taxes levied for the fiscal period or periods preceding the current one, but such usage is not entirely correct. <i>See also Current Taxes and Prior Years Tax Levies.</i>

Depreciation	Expiration in service life of fixed assets, other than wasting assets, attributable to wear and tear through use and lapse of time, obsolescence, inadequacy, or other physical or functional cause. The portion of the cost of a fixed asset charged as an expense during a particular period. Note: The cost of a fixed asset is prorated over the estimated service life of the asset and each period is charged with part of such cost so that ultimately the entire cost of the asset is charged off as an expense. In governmental accounting, depreciation may be recorded in proprietary funds and trust funds where expenses, net income, and/or capital maintenance are measured.
Dispatch	The agency responsible for receiving emergency and non-emergency calls and for sending the appropriate apparatus and personnel to respond to the call.
Division	The District is divided into three administrative geographic areas (Integrated Operations Divisions), called Divisions. Division and Battalions are the same. The term Division is used administratively and Battalion is an operational delineation of the same area.
Division Chief	Rank above Battalion Chief. North, Central, and South Divisions are each commanded by a Division Chief. In addition, there are several major departments led by Division Chiefs, e.g., Training and Logistics.
E-GIS	Enterprise GIS is a platform for delivering organization-wide geospatial capabilities while improving access to geographic information and extending geospatial capabilities to nontraditional users of GIS.
EMD	Emergency Medical Dispatch. A set of standardized questions asked by 9-1-1 dispatchers to determine the level of EMS response to an incident.
EMT	Emergency Medical Technician. One who is trained and adept at different levels of medical skills. The state of Oregon has three levels: EMT-Basic, EMT- Intermediate, and Paramedic.
ERP	Enterprise Resource Planning. Integrated computer-based system used to manage internal and external resources including tangible assets, financial resources, materials, and human resources.
Evolution-Data Optimized	A communications standard for the wireless transmission of data through radio signals, typically for broadband Internet access.
Engine	A piece of apparatus that carries and pumps water, and carries ladders, hose, and medical supplies. All District engines provide ALS emergency medical capabilities.
Engineer	Rank above Firefighter. In addition to performing all the assigned duties of a Firefighter, an Engineer maintains the equipment and drives the apparatus. Also called Apparatus Operator.
EOC	Emergency Operations Center. Assembly of incident management staff responsible for directing and coordinating operations of one or more public service agencies in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
Equipment	Tangible property of a more or less permanent nature (other than land, buildings, or improvements other than to buildings), which is useful in carrying on operations (e.g., machinery, tools, trucks, cars, furniture, and furnishings).

Glossary

Expenditures	Where accounts are kept on the accrual or modified accrual basis of accounting, the cost of goods received or services rendered, whether cash payments have been made or not. Where the accounts are kept on the cash basis, the term designates only actual cash disbursements for these purposes.
Expenses	Charges incurred, whether paid or unpaid, for operation, maintenance, and interest, and other charges that are presumed to benefit the current fiscal period. Note: Legal provisions sometimes make it necessary to treat as current expenses those charges with benefits that extend over future periods. For example, purchase of materials and supplies that may be used over a period of more than one year, and payments for insurance that are to be charged in their entirety to the appropriation of the year in which they are incurred and classified as expenses of that year, even though their benefits extend also to other periods.
Firefighter	Performs firefighting and rescue operations for combating, extinguishing, and prevention of fires, as well as for saving life and property. District Firefighters are required to be certified as EMT-Basics or Paramedics.
Fiscal Year	A twelve-month period of time to which the annual budget applies and at the end of which a governmental unit determines its financial position and the results of its operations.
FireRMS	Computer program acquired in 1999, used to track fire prevention activities, station logbooks, and training data.
Fixed Assets	Assets of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. Note: The term does not indicate the immobility of an asset, which is a distinctive characteristic of "fixture."
FMZ	Fire Management Zone. The State of Oregon is segmented into a grid system based on one and one quarter mile sections. This grid system is a tool for map navigation and reference purposes.
FOC	Fire Operations Center. Assembly of District incident management staff responsible for directing and coordinating operations of the District in a catastrophic emergency, whether natural or manmade (e.g., flood, windstorm, terrorism).
FSAB	Fire Standards and Accreditation Board, which is now under BPSST (Board on Public Safety Standards and Training), whose standards are set forth by the state of Oregon, that determines the amount and type of education needed to fulfill the competencies required for certification for all fire personnel from Firefighter to Fire Marshal.
Function	A group of related activities aimed at accomplishing a major service or regulatory program for which a governmental unit is responsible.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts, recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities that are segregated for the purpose of carrying on specific activities of attaining certain objectives.
Fund Balance	The excess of the assets of a fund over its liabilities and reserves, except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the period over its liabilities, reserves, and appropriations for the period.

General Fund	A fund used to account for all transactions of a governmental unit that are not accounted for in another fund.
General Long-Term Debt	Long-term debt legally payable from general revenues and backed by the full faith and credit of a governmental unit.
General Obligation Bonds	Bonds for which payment the full faith and credit of the issuing body are pledged.
GIS	Geographic Information Systems
Gross Bonded Debt	The total amount of direct debt of a governmental unit represented by outstanding bonds before deduction of any assets available and earmarked for their retirement.
Hazardous Material	Any substance or matter that is likely to inflict injury or harm or impose great or continued risk unless dealt with in a manner prescribed by state and federal regulations.
Heavy Rescue	The District has two Heavy Rescues. They have specialized equipment and personnel for heavy/complex extrication. When combined with a support unit, they become the Technical Rescue Team, which have specialized equipment and training for rope rescue, building collapse, trench rescue, and confined space rescue.
IAFC	International Association of Fire Chiefs.
Incident	An event involving a fire, medical emergency, hazardous material spill, or release/potential release of a hazardous material. See <i>Alarm</i> .
In-service	Training session/class held for District employees.
Interface	The area where native vegetation and manmade structures meet. This area is generally difficult to protect from a fire perspective due to the unusual amount of vegetation surrounding the manmade structures. Also called wildland/urban interface.
Internet	An electronic communications network that connects computer networks and organizational computer facilities around the world.
Intranet	Internal communications network based upon Internet technology used for departmental exchanges of information.
Internal Control	A plan of organization for purchasing, accounting, and other financial activities that, among other things, provides that: ▶ The duties of employees are subdivided so that no single employee handles a financial action from beginning to end; ▶ Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed; and, ▶ Records and procedures are arranged appropriately to facilitate effective control.

Glossary, continued

Kelly Day	An unpaid day off taken by line personnel at a scheduled interval in addition to normal time off or vacation.
Lateral Entry	Term referring to career or volunteer firefighters who have been employed in a similar position with another fire service agency. This employment must meet TVF&R and Civil Service guidelines.
Lieutenant	Rank above Engineer. A Lieutenant is generally responsible for day-to-day operations of a fire station and his/her company.
Mass Casualty Incident (MCI)	An emergency incident with ten or more patients needing medical care.
Medic	Apparatus used to respond primarily to medical calls and capable of transporting patients to area hospitals. The District has several Medic units staffed during peak hours.
Modified Accrual Basis	The basis of accounting under which expenditures, other than accrued interest on general long-term debt, are recorded at the time liabilities are incurred and revenues are recorded when received in cash, except for material and/or available revenues that should be accrued to reflect properly the taxes levied and revenue earned.
Multiple Patient Scene (MPS)	An emergency incident with fewer than ten patients needing medical care.
MUNIS	The District's integrated business operations software system (an ERP software program) that replaces five different pieces of software and many shadow systems.
Net Bonded Debt	Gross bonded debt, less any cash or other assets available, and earmarked for its retirement.
NFIRS	National Fire Incident Reporting System
NFPA	National Fire Protection Association
OCEM	Office of Consolidated Emergency Management
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 a Division Office, Operating Centers were established in the North, Central, and South areas of the District to better serve their service areas. Each Operating Center acts as a headquarters for a Division Chief, fire prevention and Integrated Operations personnel, a Public Affairs Officer, and support staff.
Operating Expenses	Expenses for general governmental purposes.
Operating Statement	A statement summarizing the financial operations of a governmental unit for an accounting period as contrasted with a balance sheet that shows financial position at a given moment in time.
OSHA	Occupational Safety and Health Administration
Paramedic	The highest level of training an EMT can reach in the state of Oregon.
PAT	Process Action Team
PERS	Public Employees Retirement System. A State of Oregon defined benefit pension plan to which both employees and employers 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, turnouts, boots, gloves, etc.
Prior Years Tax Levies	Taxes levied for fiscal periods preceding the current one.
PSBT	Public Safety Broadband Trust
QI	Quality improvement
Quantum	Type/style of a Pierce engine that can seat four to six Firefighters. The majority of the District's engines are of the Quantum style.
Resources	The actual assets of a governmental unit, such as cash, taxes receivables, land, buildings, etc. Contingent assets such as estimated revenues applying to the current fiscal year not accrued or collected, and bonds authorized and unissued.
Response	Actions taken by the District in answer to a citizen's request of services. This includes the initial dispatch, travel time, and on-scene care of the patron.
Revenue	The term designates an increase to a fund's assets that: ▶ 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.

Glossary, continued

RFOG	Regional Fire Operations Group.
RMS	Records Management System software that is part of the Sunpro suite.
Saber	A style of Pierce engine cab style that can seat six firefighters and has a small pumping capacity. The majority of the District's volunteer engines are of the Saber style. They also contain support items (air bottles) for incident support.
SB 122	Original Oregon Senate Bill No. 122, which mandated a cooperative boundary resolution process between cities and affected districts.
SCBA	Self-Contained Breathing Apparatus
Shift	A term used to describe the typical 24-hour period of time line crews are officially on duty. As an example, a shift begins at 0700 and ends the following morning at 0700.
Skyboom	An engine with an elevated master stream of 61 feet.
SOG	Standard Operating Guidelines
Special Revenue Fund	A fund used to account for revenues from specific taxes or earmarked revenue sources, which by law are designated to finance particular functions or activities of government. Includes intergovernmental revenue in the form of state and federal grant funds.
Squad	A piece of apparatus that is used for support at an incident. A squad carries extra air bottles, lights, and rehabilitation supplies for personnel working at an incident.
Squrt	An engine with a top mounted ladder that can extend to approximately 65 feet.
STEMI	Segment Elevated Myocardial Infarction. Occurs when a coronary artery is totally occluded by a blood clot.
Tax Levy	The total amount to be raised by general property taxes.
Tax Rate	The amount of tax levied for each \$1,000 of assessed valuation.
Taxes	Compulsory charges levied by a governmental unit for the purpose of financing services performed for the common benefit.
Technical Rescue	Any kind of incident that requires specialized training or equipment that is used to provide assistance to a victim(s), e.g., tunnel collapse, water-related accidents, hazardous materials spills. The District has four technical rescue teams: Water Rescue, Technical Rescue (rope, building collapse, extrication, confined space rescue), and Hazardous Materials.
Tender	A piece of apparatus that carries water to supply an engine in a rural area.
TIF	Tax Increment Financing. One of the financing mechanisms for urban renewal plans, which can leverage the property tax revenues resulting from growth in an urban renewal area.
Truck	A piece of apparatus that carries a full complement of ground ladders, plus has an aerial ladder capable of extending 105 feet.

UASI	Urban Areas Security Initiative. A grant program through the Department of Homeland Security and FEMA. The program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assist them in building an enhanced and sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism.
Unappropriated Fund Balance	Where the fund balance at the close of the preceding year is not included in the annual budget, this term designates that portion of the current fiscal year's estimated revenues, which has not been appropriated. Where the fund balance of the preceding year is included, this term designates the estimated fund balance at the end of the current fiscal period.
Urban Growth Boundary	A regional boundary, set in an attempt to control urbanization by designating the area inside the boundary for higher density urban development and the area outside the boundary for lower density rural development.
Urban Renewal	A program of land re-development in areas of moderate to high density urban land use.
VoIP	Voice Over IP (Internet Protocol). The District implemented a VoIP system in fiscal year 2010, replacing a PBX phone switch, which reduced telephone service costs and added new-found efficiencies at the desktops to manage phone and messaging services.
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.

Glossary, continued

North Operating Center	Located on Blanton Street in Aloha, current home to Administration, Fleet, and Supply.
Station 60	This station serves the District's northeast area, including a portion of Multnomah County.
Station 61	This station is located on SW Murray and Butner Roads in north Beaverton.
Station 62	The fire station located on SW 209th near Blanton Street, which is known as the Aloha Station.
Station 64	Known as the Somerset West Station, Station 64 is located on NW 185th at the Sunset Highway.
Station 65	The fire station located in the West Slope area, which is also known as the West Slope station.
Station 66	This station is located at SW Brockman Road in south Beaverton.
Station 67	This station is known as the Farmington Road station and is located on SW Farmington Road in central Beaverton.
Station 68	This station is located near NW Kaiser and West Union Roads and is referred to as the Oak Hills station.
Central Operating Center	Located at the Command and Business Operations Center on SW Dartmouth St. in Tigard.
Station 33	This fire station is located within the City of Sherwood, Oregon.
Station 35	This station is known as the King City Station for the city it serves.
Station 50	This fire station is located at SW Walnut Street, near the corner of Gaarde in Tigard.
Station 51	This fire station is located within the core area of the City of Tigard.
Station 53	The Progress fire station is located on Scholls Ferry Rd, near Washington Square Mall.
Station 69	Located on Southwest 175th, this fire station is named for its location on Cooper Mountain.
South Operating Center	The South Division offices are collocated with Station 56 in Wilsonville.
Station 34	This fire station is located within the City of Tualatin.
Station 52	This fire station is located within the City of Wilsonville.
Station 56	The Elligsen Road station is located near the intersection of I-5 and Elligsen Road. This station serves the I-5 corridor, as well as the Cities of Wilsonville and Tualatin.
Station 57	This station is also known for the road on which it is situated - Mountain Road.
Station 58	The Bolton fire station, formerly of the City of West Linn.
Station 59	Also known as the Willamette Station, located in historic downtown West Linn.
Volunteer Station 368	The Skyline fire station is formerly of District No. 20 and is a volunteer-staffed station.

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