



June 27, 2017

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

Dear Budget Committee Members and Citizens:

I am pleased to submit the 2017-18 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2017-18 updated and revised strategic plan, we have prepared this budget with priorities and resources necessary to accomplish Tualatin Valley Fire & Rescue's strategic goals, expectations, strategies and organizational tactics. The three goals are as follows:

Health

- I. Build an organization with a shared mission, effective communication, and engaged, resilient personnel.

Performance

- II. Create a fully accountable system of performance management at all levels of the organization, with particular focus on the core functions that improve fast and effective emergency response.

Opportunities

- III. Carefully evaluate, act on, or dismiss identified opportunities.

We are continuing to implement new stations and response units to achieve the fast and effective emergency response goals approved by our voters through the enhanced local option levy first levied in fiscal year 2015-16. Year three of the replacement levy allows continued enhancement of response units, cars and medic units. We expect to be able to open new Station 55 in the summer of 2018 staffed by 12 firefighters and will also add a new Medic 33 staffed with two paramedics. Through the award of a grant in 2016-17 that will continue through fiscal year 2018-19, we will be able to add six firefighters to serve Newberg and six to the former Washington County Fire District 2 (District 2) area.

The 2017-18 year reflects the full annexation effective July 1, 2017, of the neighboring District 2 service area and levying of the District's combined tax rate on the newly annexed area. Voters of District 2 approved the dissolution and annexation into the District after service by TVF&R through the former operational contract. The District continues its complete administration and service of the combined City of Newberg and Newberg Rural Fire Protection District (Newberg) through an operational consolidation contract intended to lead to full annexation of the areas into the District. The City of Newberg contract included the transfer of all employees and management of the fire and medical services during the two-year operational contract phase that began July 1, 2016 and ends June 30, 2018.

Message from the Fire Chief, continued

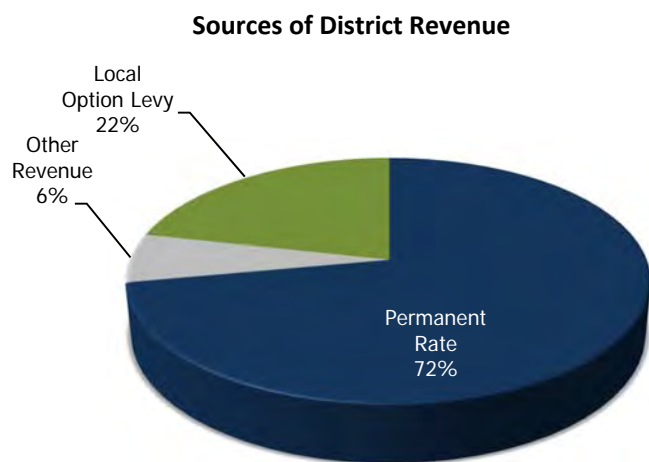
The District has long operated with the philosophy of responding with the right resource and the work to operationally join the departments has resulted in enhanced closest force response improvements as we utilize and share resources from the two former District 2 and two City of Newberg fire stations and multiple emergency response units. The Newberg Rural Fire Protection District was served by the City of Newberg, and the District continues to provide service during the evaluation period whereby each entity determines its best course of action for their respective citizens.

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. This year will be the third year of the enhanced replacement local option levy of 45 cents per \$1,000 of assessed value, and our continued focus is to complete the acquisition of the planned new station sites and continue to add units to our deployment throughout the District to achieve the goal of our citizens – fast and effective response.

Taxation and Valuation

The local economy continues to show continuing low unemployment levels and another year of continued development. Accordingly, the District's financial forecast for 2017-18 and beyond includes continued modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.21% and the annexation of the former District 2 area is expected to add almost \$1.9 billion dollars of assessed value. Because of the geographic diversity of the District, the District's property taxes have continued to grow due even through the recent economic downturn. As the local economy continues to show strong growth and development, assessed value is growing due to new development and construction and allowed growth of 3% on existing property. Past voter initiatives delinked the assessed value (AV) from the real market value (RMV) of property, and now assessed value is generally significantly lower than RMV.

Total assessed valuation of the District among all three counties we levy taxes in grew 4.16% in 2016-17 on AV that our permanent tax rate is levied upon and 4.57% for AV our local option levy is levied upon. Urban renewal serves to reduce the assessed value our permanent rate can be levied upon by freezing the growth in AV inside the urban renewal district during the existence of the urban renewal district. The District's assessed value for its permanent rate was over \$1.1 billion less than the AV utilized by our county assessors to levy our local option levy of 45 cents per \$1,000 of AV in 2016-17.



In addition to its permanent tax rate of \$1.5252 per \$1,000 of AV, the District relies upon a local option levy of 45 cents per \$1,000 of AV. The local option levy was first approved in 2000 at a rate of 25 cents per \$1,000 of assessed value. The levy was renewed in 2004 and 2008 at the same rate. On the May 2014 ballot, the replacement levy of 45 cents per \$1,000 of AV was approved to support additional firefighter medics, apparatus and to purchase land for new stations.

Accomplishments since the replacement levy was approved include the opening of a new fire station 70 staffed by a two person daytime unit, purchase of

station land for future stations 38, 55, 62, 71 as well as ongoing assessment and negotiations for additional sites throughout the District for stations 31, 63, 39 and 54. Station construction for new station 55 continues, and the station is expected to open in the summer of 2018 with the addition of 12 firefighters. Additional response cars and units have been deployed and two tiller trucks have been funded from the general obligation bond with the third one for the new Station 55 to be funded from the enhanced local option levy.

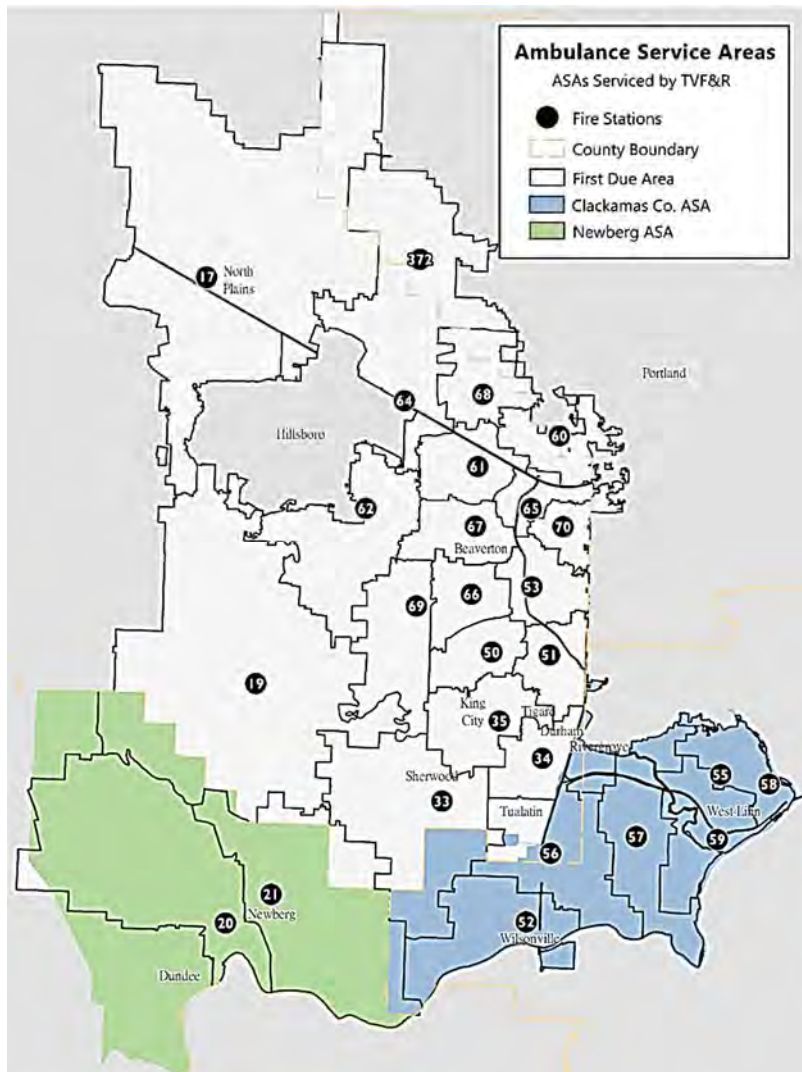
The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (74.5%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2017, when we receive AV data for the 2017-18 year. Those results provide us with the information to adjust the addition of personnel and response units deployed, and transfers to station land and building construction accounts, should we need to in order to ensure that we work toward meeting our target of five months of ending fund balance at the end of each year. I believe our current financial reserves, strong tax base and growing transport revenues, coupled with continued conservative fiscal management, will allow us to support the enhanced operations of the District and contracted service area to provide essential services to our citizens.

Program Revenue

Fire protection revenue will decline for 2017-18 as the former District 2 contract for \$3,348,154 in 2016-17 will be replaced with property tax revenue in 2017-18 as the District levies its tax rates on the annexed territory.

The intergovernmental agreement for fire and emergency response services in Newberg provides for both charges for services to Newberg of \$3,366,703 and for the District to bill and receive direct payment of the transport responses as part of the Yamhill County Ambulance Service Area (ASA) assignment. The District is the assigned provider of ambulance transport within a portion of Yamhill County. That is budgeted at \$2,063,759.

Additional program revenue includes estimated revenue from transport billings in Clackamas County where the District serves as a provider under an assigned ASA (\$740,000) and other Mobile Integrated Health contracts with hospitals that contract with the District to work with discharged patients in order to monitor and ensure stable outcomes. Revenues are conservatively budgeted in order to manage the District in a financially conservative manner. Forecasted expectations are greater than budgeted for transport revenue.



Budget Overview

The proposed 2017-18 budget is organized by the operations of the District in five directorates: Command, Business Operations, Finance, Integrated Operations and the EMS/Training/Volunteer Directorate. The Command Directorate represents the Fire Chief's Office including functions of strategic planning, records management, behavioral health, and public affairs. The Business Operations Directorate includes the functions of emergency management, the human resources department, logistics, including fleet, communications, facility maintenance, IT, supply; capital project management, media services, and occupational health and wellness. The Finance Directorate manages all financial, tax, payroll and audit functions of the District. The Integrated Operations Directorate manages the emergency response operations of the District through two Divisions, to which all three Battalions and associated stations are then grouped, reporting to two geographically-based operating centers: North and South. These centers, staffed by Integrated Operations personnel, blend the technical expertise of emergency operations, fire prevention, and public affairs staff. These combined functions and staff within the two operating centers provide for the District's connectivity to the community, its eleven cities, and other government agencies; and its ability to implement community risk-reduction programs. Each of the District's cities and fire stations are assigned to an operating center. The EMS/Training/Volunteers Directorate manages EMS, Mobile Integrated Health, Training, and Volunteers including firefighter, responder, auxiliary volunteers and chaplains.

Fire District personnel continue to focus on creating safer communities through education and outreach. In 2016-17, the District and Local 1660 teamed up with PulsePoint Foundation and Philips Healthcare to launch a new Verified Responder Pilot Program that activates our off-duty, professional firefighters to respond to nearby cardiac arrest calls in both public and private settings. Additional targeted efforts include working with apartment landlords, senior care facilities, and business owners to reduce false alarms and improve site safety; partnering with local students to teach hands-only CPR to thousands of citizens; coordinating with law enforcement agencies to respond to cardiac emergencies with automatic external defibrillators (AEDs); conducting a mass media campaign to raise awareness about the symptoms of heart attacks and sudden cardiac arrest as well as the importance of the emergency health system; and working with cities, counties, and ODOT to prioritize transportation improvements that improve emergency response. We leverage social media, traditional media, community events and our PulsePoint smartphone app to connect with our community beyond 9-1-1 response. Our social media platforms, including Pulse Point subscribers, have over 43,500 followers and our public safety stories and advertisements create millions of views.

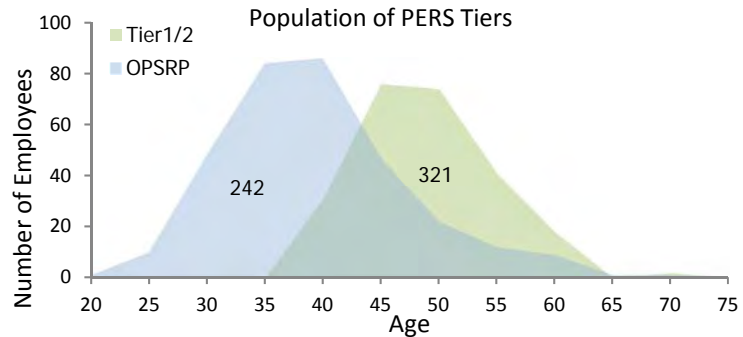
Total District personnel increased by six and a half positions for a combined total of 594.5 (579.5 in the General Fund, 12 in the Grant Fund and three in the Capital Projects fund). Within the General Fund, 12 firefighters are added for new station 55, two paramedics are added to new Medic 33, one additional floater relief Battalion Chief is funded, one facilities maintenance position was added, one net administrative assistant position was funded and one Deputy Chief position was eliminated as well as one EMS Officer and one MIH position. The training time for the time in the academy that the 24 recruits that will be hired and deployed in 2017-18, accounts for a decrease of 7.5 equivalent positions from the prior year recruit budget. The 2016-17 award of the Staffing for Adequate Fire & Emergency Response Grant provides the ability to fund 12 firefighter positions within Grant Fund to supplement station staffing for four fire stations. The District funds three positions in the Capital Projects fund which are budgeted and charged out to the capital construction projects.

The District's Battalion Chiefs, Firefighters, Paramedics, Training Officers, Deputy Fire Marshal and Investigators are represented by Local 1660. The labor contract extends through June 30, 2018. The contract calls for a CPI-W based pay raise effective July 1, 2017, of 2.0% in addition to step raises within the range based on years in position. It is expected that negotiations for the following contract will be completed during 2017-18.

Relief Pool positions fund requirements for contractual 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 academy training is accomplished each year. Upon graduation from the recruit training program, these new firefighters and paramedics are assigned to fill vacant positions. The District employs a constant staffing model, whereby a response unit is always staffed to be able to respond to emergencies and meet the needs of our citizens.

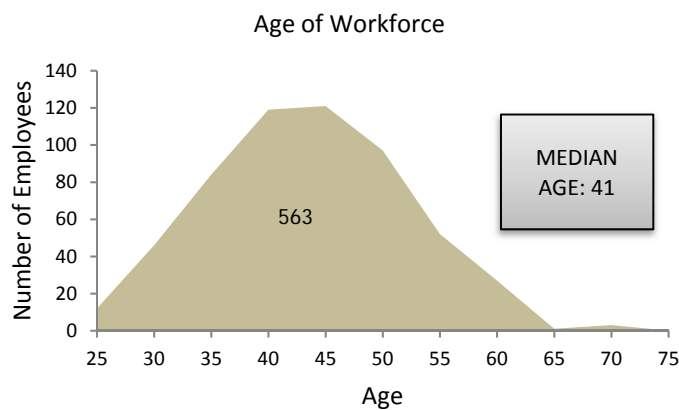
The District has conservatively forecasted medical insurance cost increases for the proposed budget year to the high range allowed under the union contract. All non-union and most union employees contribute to their monthly health insurance premium costs and are partners in our ongoing attention to the cost of healthcare.

For line personnel, the District has budgeted a blended contribution rate for the Oregon Public Employee's Retirement System of 22.68% for the first year of the 2017-19 biennium (including 6% mandatory employee contributions), based on the blend of contribution rates paid on behalf of each employee in the various PERS plans. Because line personnel are regularly reassigned to fill the District's constant staffing model, the District budgets salaries



at top step for union personnel and utilizes blended rates for benefits. For non-union personnel – who generally remain in one department – salaries and benefits are budgeted at expected actual rates. The 2017-19 PERS rates were set actuarially, after the completion of the December 31, 2015 actuarial valuation to set rates for the biennium 2017-19. Rate increases were limited to the maximum of the rate collar this biennia and significant rate increases are expected for at least the next two to three biennia of rate cycles. Upward pressure on PERS rates also occurred from the PERS Board reducing the assumed investment earnings rate of its investments to 7.5% effective January 1, 2016 and the regular adoption of updated demographic factors including merit raises of employee groups and longer life expectancy. The District's budget for 2017-18 reflects the published rates for non-line personnel and blended budgeted rate for line personnel staffing response units. The District will utilize PERS rate reserve funds set aside in prior years in order to smooth budgeted PERS rate increases. Future District financial forecasts include the effects of expected rate increases.

We continue to focus on succession planning and leadership development for our next generation of managers



through continued work and investment in the Integrated Talent Management Program. 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 are needed. Because the firefighter retirement age under the state PERS system is generally at age 55 or earlier with 25 years of service because of the physically demanding nature of the profession, the District constantly seeks to develop its human resource of its employees as future leaders.

Message from the Fire Chief, continued

Significant Budget Items

Personnel. This budget represents a total of approximately 579.5 personnel in the General Fund, 12 in the Grant Fund and three in the Capital Projects 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 increased local option levy and capital projects funded with both levy and bond proceeds.

Apparatus Investment. We have budgeted for the purchase of two fire engine replacements and one new truck for new fire station 55. Replacement fire investigation and other smaller fleet vehicles are budgeted for within the Capital Improvement Fund.

Fire Stations. The budget reflects the construction of station facilities and seismic improvements of Stations 39, 55, 64, 69, and 372 (formerly 368); and the purchase of multiple 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 \$0.45 per \$1,000 (AV), and an estimated total of \$.1047 cents per \$1,000 (AV) levy for debt service for outstanding bond issues. We anticipate tax receipts of the levies at a 94.4% collection rate and an assessed value growth of approximately 4.21%.

The proposed 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 2017-18 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue



Michael R. Duyck
Fire Chief/Administrator

District Overview

Tualatin Valley Fire and Rescue

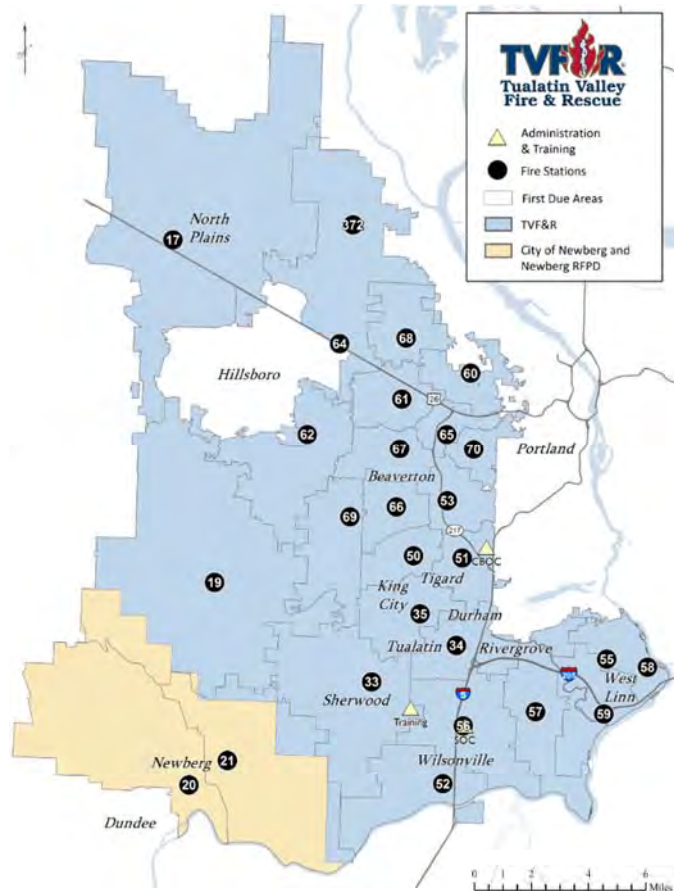
Tualatin Valley Fire and Rescue (District) operates under Oregon Revised Statutes Chapter 478 as a separate municipal corporation and is managed by a Board of Directors comprised by a President and four Directors, who include a Vice-President and a Secretary-Treasurer. The Board hires a Fire Chief/Administrator 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.

Tualatin Valley Fire and Rescue, A Rural Fire Protection District, was formed in 1989 through the legal merger of Washington County Fire Protection District No. 1 and Tualatin Rural Fire Protection District. Subsequently, the District expanded its service area through annexation to include the City of Beaverton Fire Department, Valley View Water District and the Rosemont Fire District and the mergers of Multnomah County Fire Protection Districts No. 4 and 20. The City of West Linn was legally annexed on July 1, 2004 after the District provided services to the City's residents through a fire protection contract. The District's most recent annexation of Washington County Rural Fire Protection District 2 (District 2) is effective July 1, 2017, after District 2 voters approved the annexation into the District.

Similarly, the City of Newberg and Newberg Rural Protection District elected to contract for services with the District under a two-year contract with the intent to request Newberg area voters decide whether to annex into the District during the second year of the contract. In contracting with or annexing to the District, outlying areas of the District can be served by additional resources outside our legal boundary and add to the overall response network, and as well, the resources of the contract areas can be served by the additional resources paid for by the contract as well as the depth of the response system.

The District's total service area encompasses approximately 328 square miles and an additional 61 square miles with the City of Newberg and Newberg Rural Fire Protection District service contract areas. It provides services to northeast Washington County, northwest Clackamas County, and the western edge of Multnomah County and portions of Yamhill County through the Newberg service contract. The District is a special service district supported by the property owners within its boundaries, and contract areas, currently serving an estimated total 2016 population of 491,376 (including the City of Newberg and Newberg Rural Fire Protection District) and growing to an estimated 501,204 in 2017-18 fiscal year.

The District will have approximately 594.5 employees (579.5 in the General Fund, 12 in the Grant Fund, and three in the Capital Projects fund charged out to capital construction projects completely), supplemented by approximately 100 volunteers. The area served in portions of four counties includes the cities of Beaverton, Durham, King City, Newberg, North Plains, Rivergrove, Sherwood, Tigard, Tualatin, West Linn and Wilsonville. The service area of the District lies within one of the fastest growing regions of the state of Oregon. It is an area encompassing densely populated suburbs, rural farmlands, retail and commercial establishments, and growing

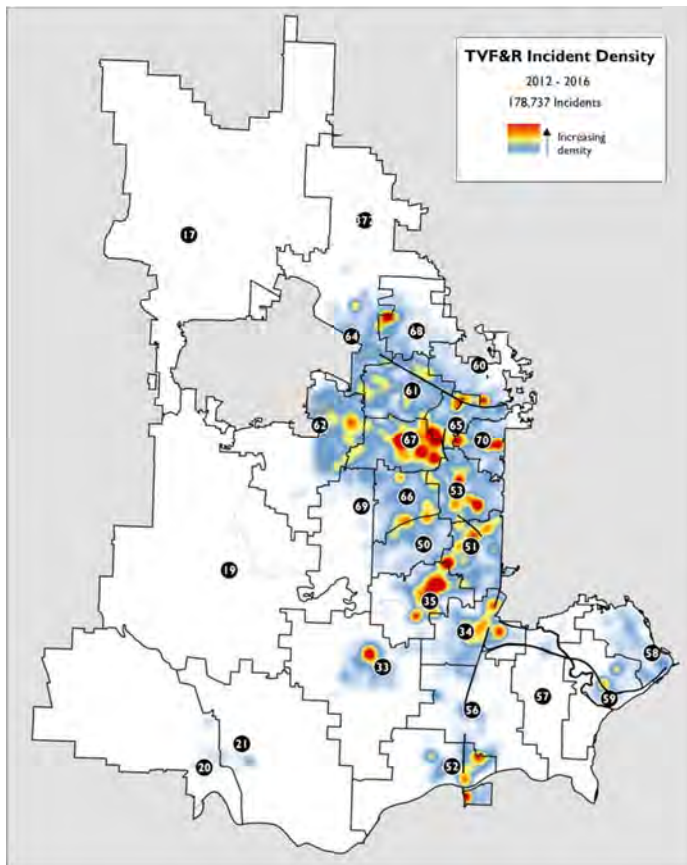


District Overview, continued

industrial complexes. The Newberg contract area also covers significant agricultural areas of Oregon including important winegrowing regions contributing to the state economy.

Fire stations are placed strategically throughout the District to protect property and the District population. The District uses defined response time standards, projected population densities and urban growth, as well as actual and planned traffic conditions to determine the best station sites to optimize response times. The District continues to implement operational improvements in order to accomplish its strategic goals. The recent voter support of the increased replacement local operating levy will allow continued additional response stations and units to be added throughout the District. In addition to the Command Center, the District manages and directs services to the public from two Integrated Operations divisions serving defined geographic areas through the North Operating Center and the South Operating Center.

As a result of the high quality of services provided, training standards, equipment, staffing, and related support



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

The District is a multi-service district with services and programs tailored to meet the needs of the community. The District is committed to creating safer communities through education, prevention, preparedness, and emergency response. Emergency services include fire suppression, emergency medical services, water rescue, and heavy and high-angle rescue. The District has also served as a Regional Hazardous Materials Response provider for the state of Oregon, with a service response area ranging from the City of Portland boundary on the east to the Pacific Ocean on the west and from the District's northern boundary in Multnomah County southwest to Marion County.

The District's Integrated Operations staff is dedicated to meeting all of the state mandates concerning the investigation of fires, inspection of commercial and retail occupancies, and education of the citizens within its boundaries. The Deputy Fire Marshals and Inspectors provide code enforcement inspections and manage several proactive programs, such as the Apartment Manager Training program, in order to educate landlords in fire-safe building management practices.

To deal with emergencies, both fire and medical, the District staffs a team of professional firefighters and paramedics 24 hours a day, with skills and equipment necessary to deal with a wide variety of emergencies. The combined District and service areas will have approximately **255** professional firefighters and paramedics certified as advanced life support (ALS) paramedics, while **100% of the remaining fire suppression personnel** are certified at either the Basic or Intermediate Emergency Medical Technician levels. Under the guidance of physician advisors, emergency medical service personnel maintain a highly certified skill level through several specialized programs.

The area serves as the home to companies such as Nike, CUI Global, Columbia Sportswear, Reser's Fine Foods, Flir Systems Inc., Electro Scientific Industries, Inc., A-dec Inc., Touchmark and Digimarc, in addition to several fast growing private companies such as ID Experts, Future State, Centrex Construction, Leupold & Stevens, and Vanguard EMS¹. Top metropolitan-area employers include Intel, Providence Health & Services, Fred Meyer, Oregon Health & Science University, Wells Fargo, Portland General Electric, Kaiser Permanente, Nike and U.S. Bank, among others¹. Nike's world headquarters is undergoing a three-year expansion with a targeted 2018 completion date to adding 3.2 million square feet of office, mixed-use and parking facility to the 351-acre campus. Nike employs over 12,000 locally². Intel has continued to invest in multi-million-dollar facility expansions to manufacture state-of-the-art computer chips, largely in the City of Hillsboro with a recently announced agreement for Intel to invest another \$100 billion in Washington County over the next 30 years³.

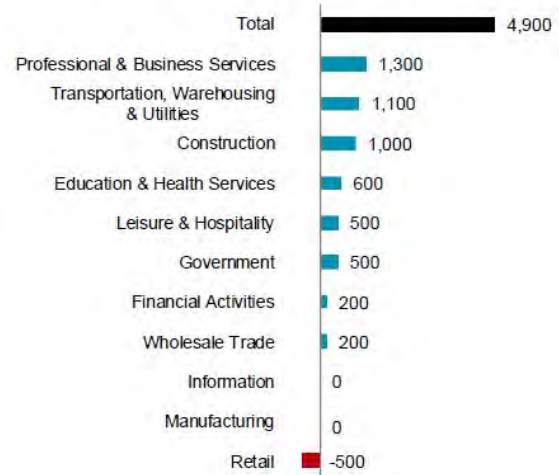
Economy

The District, through its broad geographic area, serves a strong part of Oregon's economic base. Washington County's job growth has occurred in every major industry except retail and manufacturing, and the April 2017 unemployment has dropped to 3.1%. This is the lowest unemployment level since the 1990s. Professional and business services, as well as transportation, warehousing and utilities are areas which have added significant jobs to the county.

Washington County's labor force is reported by the State of Oregon's Employment Department to have increased by 4,900 jobs since April 2017.

Net Job Growth in Washington County

Net change, April 2016 to April 2017
Oregon Employment Department, Current Employment Estimates



Unemployment Rate

April 2007 to April 2017, seasonally adjusted
Oregon Employment Department, Local Area Unemployment Statistics



¹ Portland Business Journal, Book of Lists 2016-17

² Mathew Kish, "Mike's Oregon Employment Climbs above 12,000." Portland Business Journal, May 30, 2017

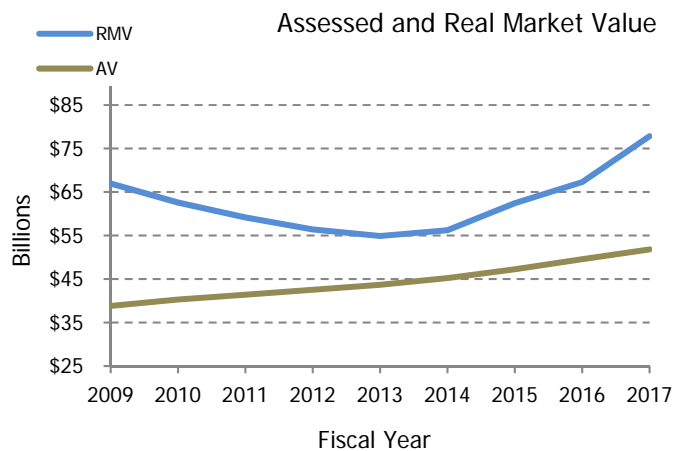
³ Spencer Malia, "Intel's deal essential for future Oregon Investment." Portland Business Journal, August 11, 2014

District Overview, continued

Assessed and Real Market Value

By law, increases in assessed valuation of existing property are generally limited to 3% a year. Accordingly, growth beyond 3% in the District's assessed valuation must come from development within its service boundaries.

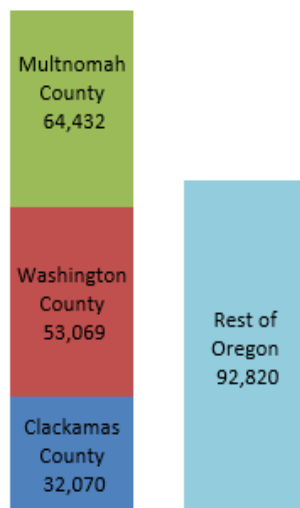
Assessed value grew 4.57% for the property tax year 2016-17, and it is forecasted to continue to grow 7.7% for 2017-18, based upon the expected addition of assessed value from the former District 2 area combined with a forecasted growth rate of 4.21% for current District assessed value due to continued strength in the residential and multi-family real estate real market and increased commercial development.



Population

Population Growth By County 2010 to 2016 - US Census Estimate

The three Portland area counties: Multnomah, Washington, and Clackamas counties represent most of Oregon's (61.7%) population growth over the five years.



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 is actively seeking additional sites utilizing the increased local option levy funding.

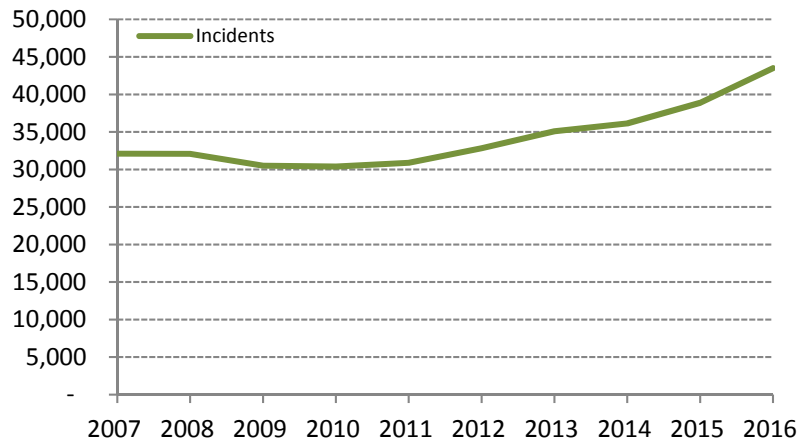
Creating Safer Communities

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 10 calendar years are reflected below.

The mission of the District is to create safer communities through prevention, preparedness, and effective emergency response.



District 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).

The District experienced a 11.9% increase in call volume in 2016 (which includes incidents since July 1, 2016 for District 2 and Newberg), while the Incident Type trends within the dataset remained largely consistent. The District continues to experience low numbers of working fires, while the majority of the call volume centers on emergency medical services (EMS), fire, explosion 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.

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 fire behavior training prop (FBT), 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 sophisticated burn structures and tower at the site allow 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.



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
- Prevention
- Purchasing
- Maintenance
- Community Services
- Business Operations

Budget Committee as of June 30, 2017

Board Members	Term Expiration
Gordon L. Hovies, President	June 30, 2021
Clark I. Balfour, Vice President	June 30, 2021
Brian J. Clopton, Secretary-Treasurer	June 30, 2019
Robert C. Wyffels, Member	June 30, 2021
Randy J. Lauer, Member	June 30, 2019
Citizen Members	
Angie R. Fong, Member	June 30, 2018
Paul A. Leavy, Member	June 30, 2018
Michael T. Mudrow, Member	June 30, 2019
James W. Petrizzi, Member	June 30, 2020
Michael D. Smith, Member	June 30, 2019

District Staff

- **Michael R. Duyck**, Fire Chief/Administrator
- **Debra L. Grabler**, Chief Financial Officer
- **Mark E. Havener**, Assistant Chief
- **Deric C. Weiss**, Assistant Chief
- **Les M. Hallman**, Assistant Chief

Organizational Chart

