



June 27, 2018

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 2018-19 budget for Tualatin Valley Fire & Rescue, a Rural Fire Protection District (District). Consistent with the District's mission statement and the 2018-20 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. Advance a healthy organization through a unified mission, effective communication, resilient people, and responsible resource management.

#### Performance

- II. Advance a high-performing organization and workforce with particular focus on the core functions that improve fast and effective emergency response and community risk reduction.

#### Opportunities

- III. Carefully evaluate and then execute, or dismiss, emerging 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 four of the replacement levy allows continued enhancement of fully staffed emergency 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 continue construction of new Station 39 in Rivergrove. We will add funding for the 12 firefighters that have been funded through a two-year grant that expires in January 2019 that allowed us to add six firefighters to serve the Newberg area and six to the former Washington County Fire District 2 (District 2) area.

The 2018-19 year reflects the full annexation effective July 1, 2018, of the neighboring City of Newberg and Newberg Rural Fire Protection District territory and levying of the District's combined tax rate on the newly annexed areas. Voters of the City of Newberg voted to annex to the District on November 8, 2017, and the voters of the Newberg Rural Fire Protection District voted to dissolve and annex to the District as well on November 8, 2017. The voters of the District approved the annexations on March 13, 2018. The prior City of Newberg operational consolidation contract included the previous 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

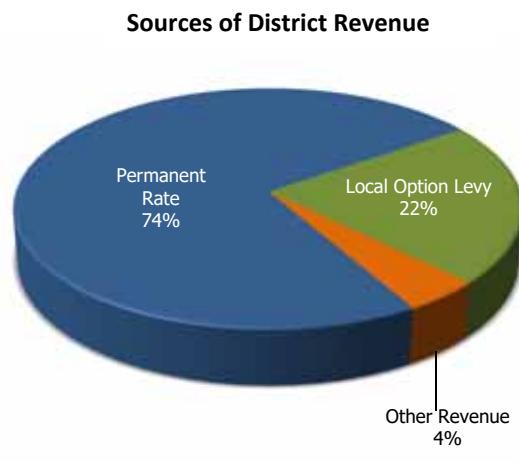
The District has long operated with the philosophy of responding with the right resource, and the work to operationally join the departments has resulted in enhanced closest-force response improvements as we utilize and share resources from the two former District 2 and two City of Newberg fire stations and multiple emergency response units.

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 fourth year of the enhanced replacement local option levy of 45 cents per \$1,000 of assessed value. Our continued focus is to complete the acquisition of the planned new station sites and continue to staff the added units to our deployment throughout the District to achieve the goal of our citizens – fast and effective response. Because local option levies only have a five-year life, we will be planning a 2019 levy renewal request of our voters before the expiration of the levy in June 2020.

### 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 2018-19 and beyond includes continued modest increases in the growth rate of assessed value (the key measure for property tax revenue) of 4.68% and the annexation of the City of Newberg and Newberg Rural territory is expected to add over \$2.9 billion of assessed value within Yamhill County. Because of the geographic diversity of the District, the District's property taxes have continued to grow. 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 (four in 2018-19) that we levy taxes in grew 4.65% in 2017-18 on AV that our permanent tax rate is levied upon and 4.66% 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 \$1.2 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 2017-18.



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 Station 70 staffed by a two-person daytime unit, purchase of station land for new and future stations 38, 39, 55, 62, 71 as well as ongoing assessment and negotiations for additional sites throughout the District for stations 31, 63, and 54. Station construction for new Station 55 is nearly complete, and the station is expected to open in the summer of 2018 with the addition of 12 firefighters. New Rivergrove Station 39 is currently in design with construction expected to commence soon. Seismically remodeled stations 72, 64, and 69 were reopened in fiscal year 2018 as well. 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 funded from the enhanced local option levy.

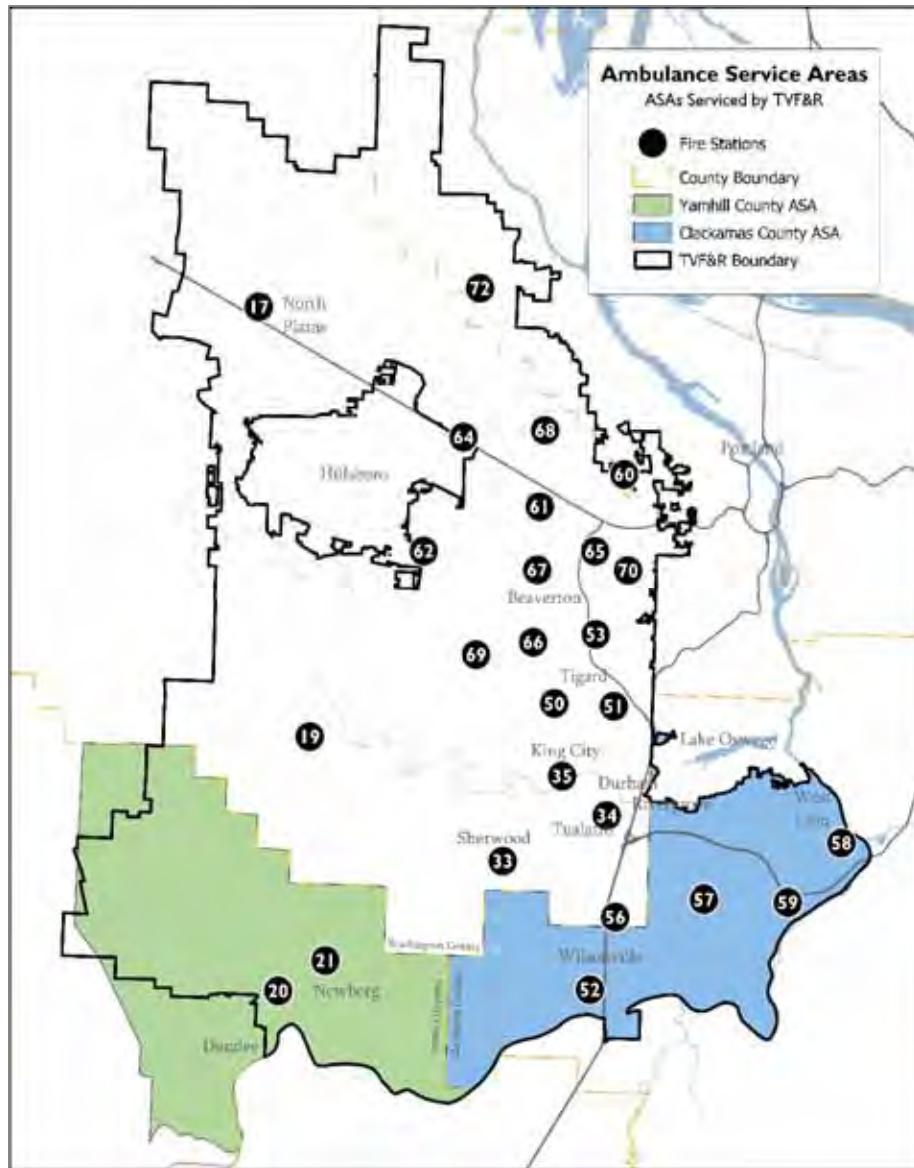
The overall collection rate for property taxes has remained relatively consistent over time as the District's property tax revenue is predominately from residential property (74.5%) and most tax payments are from bank escrow accounts. Collections are forecasted consistently at 94.4% for the coming year. We will continue to proactively monitor our collection rates and will review assessed valuation actual percentage change results in late October 2018, when we receive AV data for the 2018-19 year. Those results provide us with the information to adjust the 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 2018-19 as the former City of Newberg contract for \$3,366,703 in 2017-18 will be replaced with property tax revenue in 2018-19 as the District levies its tax rates on the annexed territories.

Fire and emergency response services in Newberg allows 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 \$2,197,839.

Additional program revenue includes estimated revenue from transport billings in Clackamas County, where the District serves as a provider under an assigned ASA. Revenues are conservatively budgeted in order to manage the District in a financially conservative manner. Forecasted expectations are greater than budgeted for transport revenue.



## Message from the Fire Chief, continued

### Budget Overview

The proposed 2018-19 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, and 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 11 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, training, and volunteers, including firefighter, responder, auxiliary volunteers, and chaplains.

Fire District personnel continue to focus on creating safer communities through education and outreach. The District and Local 1660 continue to team up with PulsePoint Foundation and Philips Healthcare to continue supporting our 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 automated external defibrillators (AEDs); conducting mass media campaigns to raise awareness about the symptoms of heart attacks and sudden cardiac arrest as well as the importance of emergency preparedness; 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 911 response. Our social media platforms, including PulsePoint subscribers, have over 43,500 followers and our public safety stories and advertisements garner millions of views.

Total District personnel decreased by eight and a half positions for a combined total of 586 (584 in the General Fund, and two in the Capital Projects Fund). Within the General Fund, 12 firefighters are transferred from the Grant Fund, and one Division Chief position and one Operations Tech position were eliminated. The training time for the time in the academy that the 12 recruits that will be hired and deployed in 2018-19, accounts for a decrease of 5.5 equivalent positions from the prior year recruit budget. The 2016-17 award of the Staffing for Adequate Fire & Emergency Response Grant provided the ability to fund 12 firefighter positions within Grant Fund to supplement station staffing for four fire stations and at the expiration of the grant in January 2019, the 12 firefighters will be transferred to the General Fund. The District funds two positions in the Capital Projects Fund, which are budgeted and charged out to the capital construction projects, down from three in the prior year.

The District's Battalion Chiefs, Firefighters, Paramedics, Training Officers, Deputy Fire Marshals and Investigators are represented by Local 1660. The current labor contract extends through June 30, 2018. For purposes of the budget preparation, the budget has been prepared under the previous contract terms. The following labor contract was approved June 26, 2018. This contract will extend through June 30, 2022.

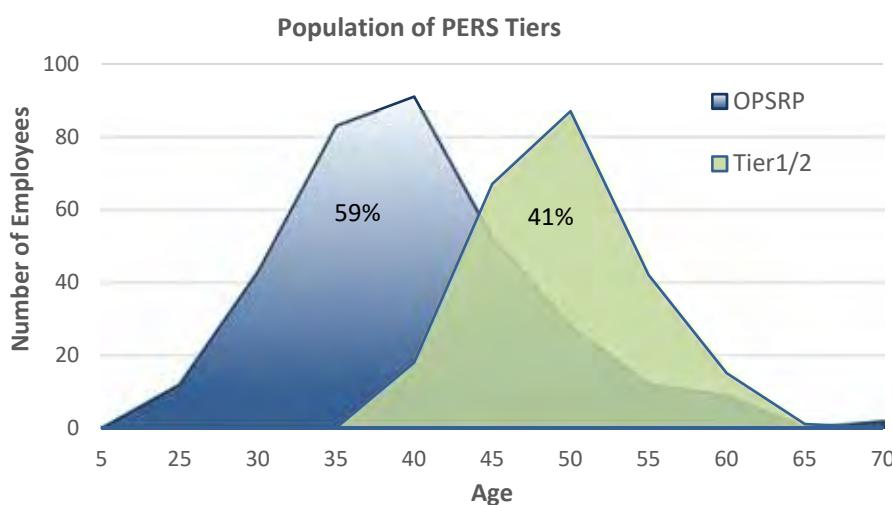
## Message from the Fire Chief, continued

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 near to the high range allowed under the prior 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 24.61% for the second 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. This will continue with the 2019-21 rates that will be set from the December 31, 2017, actuarial valuation and will include a reduction in the assumed earnings rate to 7.2%. The District's budget for 2018-19 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 forecasted future PERS rate increases. Future District financial forecasts include the effects of expected rate increases and use of the PERS rate reserve funds the first year of each biennia of rate increases.



## Message from the Fire Chief, continued



physically demanding nature of the profession, the District constantly seeks to develop its human resource of its employees as future leaders.

### Significant Budget Items

**Personnel.** This budget represents a total of approximately 584 personnel in the General Fund and two 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 local option levy and capital projects funded with levy proceeds.

**Apparatus Investment.** We have budgeted for the purchase of two fire engine replacements and one replacement medic unit in the Apparatus Fund. 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 39, improvements to Station 51, and completion of Station 55; and the purchase of four future fire station sites.

**Other Facilities.** The 2017-18 sale of the surplus North Operating Center Building to Washington County allows the more centralized Logistics facility purchase in 2017-18 to be completed and outfitted for Fleet, Facilities, and Supply in fiscal year 2018-19.

### 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 \$0.1105 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 4.68% on the combined District and newly annexed City of Newberg and Newberg Rural territory.

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 2018-19 budget to you.

Sincerely,

Tualatin Valley Fire and Rescue

Michael R. Duyck  
Fire Chief/Administrator

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 for Tier 1/2 or 60 for OPSRP or earlier for both plans with 25 years of service because of the

## District Overview

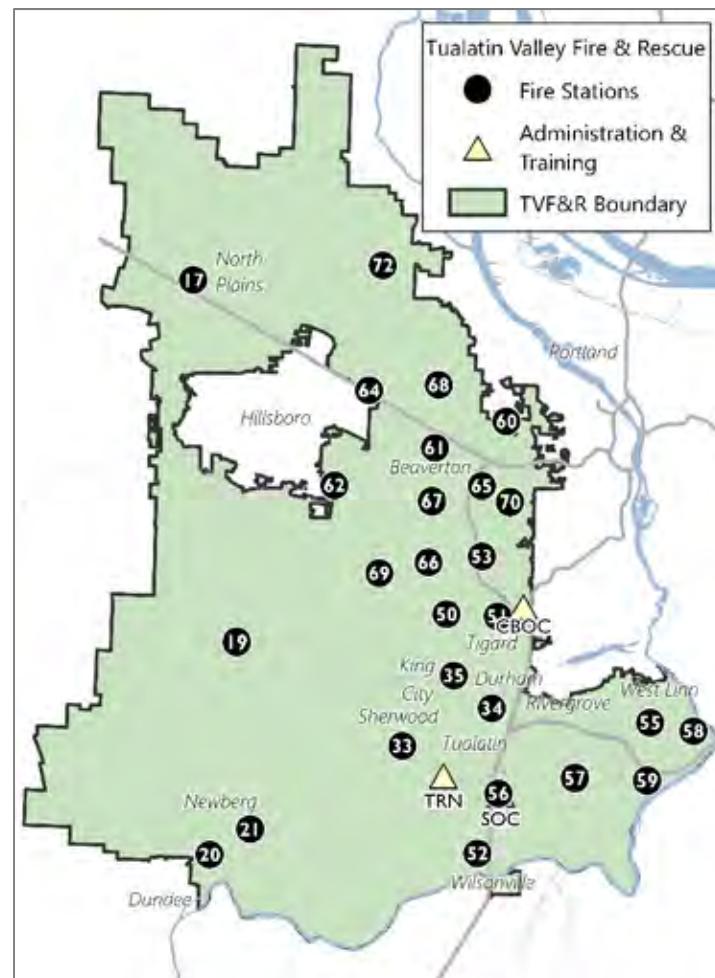
### Tualatin Valley Fire and Rescue

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. Washington County Rural Fire Protection District 2 (District 2) was annexed effective July 1, 2017, after District 2 voters approved the annexation into the District. The City of Newberg and Newberg Rural Fire Protection District will be legally annexed July 1, 2018, after completion of a two-year fire protection contract.

The District's total combined service area will encompass approximately 390 square miles with the annexed City of Newberg and Newberg Rural Fire Protection District service areas. It provides services to northeast Washington County, northwest Clackamas County, the western edge of Multnomah County and portions of Yamhill County. The District is a special service district supported by the property owners within its boundaries, currently serving an estimated total 2017 population of 519,853 (including the City of Newberg and Newberg Rural Fire Protection District).

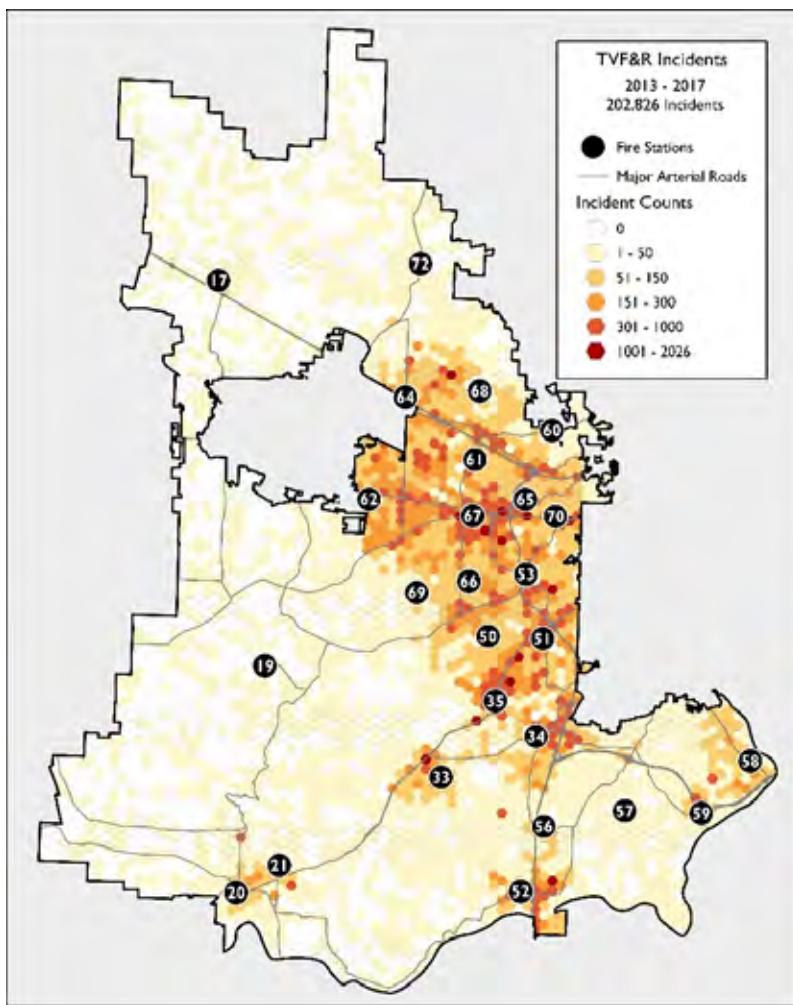
The District will have approximately 586 employees (584 in the General Fund, and two in the Capital Projects Fund charged out to capital construction projects completely), supplemented by approximately 90 volunteers. The area served in portions of four counties includes the cities of Beaverton, Durham, 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 industrial complexes. The Newberg area also covers significant agricultural areas of Oregon, including important winegrowing regions contributing to the state economy.



## District Overview, continued

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 local operating levy has allowed 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 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.



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 **270** 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 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

The area serves as the home to companies such as Nike, CUI Global, Columbia Sportswear, Reser's Fine Foods Inc., 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, Seamus Golf, and Centrex Construction<sup>1</sup>. Top metropolitan-area employers include Intel, Providence Health & Services, Fred Meyer, Oregon Health & Science University, Wells Fargo, Portland General Electric, Comcast, Nike, and U.S. Bank, among others<sup>1</sup>. 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 locally<sup>2</sup>. 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 years<sup>3</sup>.

## 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 most major industries, and the April 2018 unemployment is reported at 3.4%. Manufacturing, Education & Health Services, as well as Leisure & Hospitality have all experienced net job growth.

Washington County's labor force is reported by the State of Oregon's Employment Department to have increased by 4,200 jobs since April 2017.

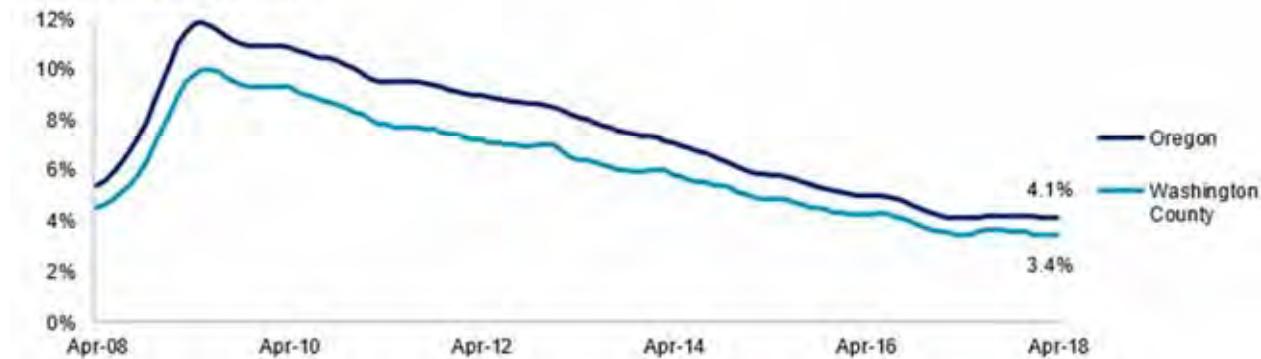
### Net Job Growth in Washington County

Net change, April 2017 to April 2018  
Current Employment Estimates



### Unemployment Rate

April 2008 to April 2018, seasonally adjusted  
Local Area Unemployment Statistics



<sup>1</sup> Portland Business Journal, Book of Lists 2017-18.

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

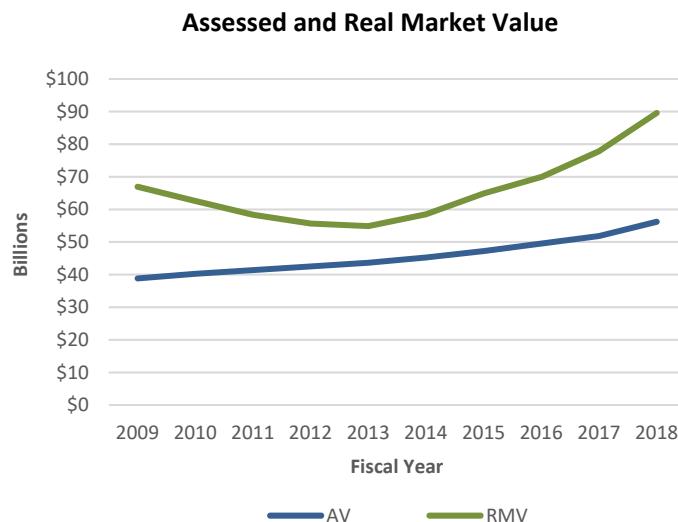
<sup>3</sup> Spencer Malia, "Intel's deal essential for future Oregon Investment." Portland Business Journal, August 11, 2014.

## 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 in 2017-18, a total of 8.47%, because of the annexation of the former Washington County District 2 territory, or a 4.71% increase over the combined assessed value from 2016-17. Similarly, assessed value for the District is expected to grow 9.9% due to the annexation of the Newberg territory, or 4.68% on the combined assessed value. The District expects continued commercial and residential development.

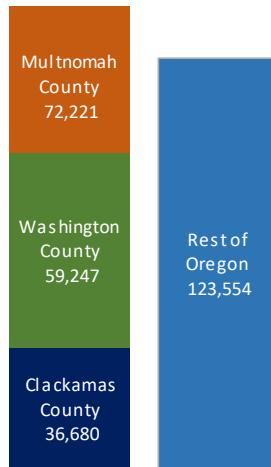


### Population

#### Population Growth By County

2010 to 2017 - US Census Estimate

The three Portland area counties: Multnomah, Washington, and Clackamas counties represent most of Oregon's (57.6%) population growth over the five years.



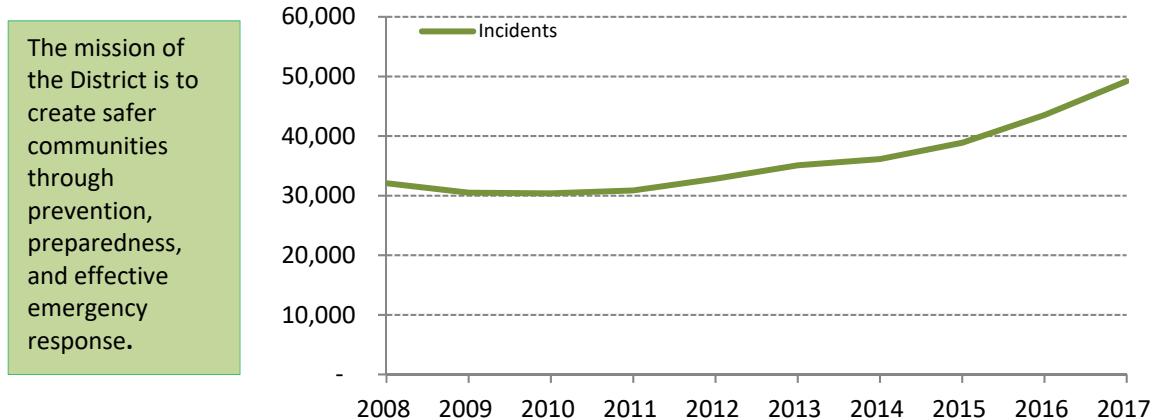
The District's population is expected to continue to grow over the next decades. Staff is working proactively and cooperatively with other governments and regional planning groups to ensure continued ability to serve this future population. This includes neighborhood and street planning, emergency access, 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.



District incident totals include automatic aid responses to incidents located outside of TVF&R's jurisdictional boundary. Incident totals do not include move-ups to TVF&R stations by TVF&R crews, Mobile Integrated Healthcare, inter-facility transports, 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 13.1% increase in call volume in 2017. This is the first full year of including incidents that occurred in District 2 and Newberg (services in these areas began July 1, 2016). The addition of these areas accounts for roughly 5% of the overall increase. The Incident Type trends within the dataset remain consistent with the majority of the call volume centering on emergency medical services (EMS) at almost 70% of the total 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 19-acre Training Center, and a fire behavior training prop (FBT) for live fire training, 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 through a variety of different props. With the annexation of the City of Newberg, TVF&R has acquired a small training facility located at Station 21 that includes a four-story training tower. This will help with the District's long-term strategy of offering alternative training sites to the District's main training center.



## 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, 2018

<b>Board Members</b>	<b>Term Expiration</b>
Clark I. Balfour, President	June 30, 2021
Gordon L. Hovies, 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

<b>Citizen Members</b>	
Angie R. Fong, Member	June 30, 2021
Paul A. Leavy, Member	June 30, 2021
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

