

**WESTERN LANE FIRE AND EMS AUTHORITY
SIUSLAW VALLEY FIRE AND RESCUE
WESTERN LANE AMBULANCE DISTRICT
BOARD OF DIRECTORS**

“One Team, One Mission”

JOINT BOARD MEETING AGENDA

May 26, 2022, 6:00pm

2625 Highway 101 North, Florence

Zoom Meeting URL: <https://us02web.zoom.us/j/87175988581>

Or call 1-669-900-6833 and enter Meeting ID: 871 7598 8581

- I. **6:00pm Call to Order & Pledge of Allegiance**
- II. **Roll Call / Establishment of Quorum**
- III. **Public Comment**: *This is the opportunity for the public to speak to the Board of Directors. The maximum time for public comment will be 30 minutes and three minutes will be allotted for each speaker.*
- IV. **Presentation**: Camille Reyes, Mobile Crisis Response Program
- V. **Open Public Hearing for SVFR & WLAD FY22-23 Budgets:**

Hear Public Comments

Close Public Hearing
 - a. SVFR Action Item: Resolution 2022-02 Adopting FY22-23 Budget
 - b. WLAD Action Item: Resolution 2022-02 Adopting FY22-23 Budget
- VI. **Consent Agenda**
Meeting Minutes: 4/28/22
Staff Reports
Correspondence
- VII. **Call Volumes**
- VIII. **Monthly Financials for SVFR, WLAD, WLFEA**
- IX. **Old Business**
 - a. SVFR, WLAD, WLFEA Action Item: Approve Strategic Business Plan

- b. SVFR, WLAD, WLFEA Action Item: Resolutions to Amend WLFEA IGA to Provide for Ten Board Members and Updated Employee List

X. New Business

- a. SVFR, WLAD, WLFEA Action Item: Approve Workers Compensation Provider Effective July 1, 2022
- b. WLFEA Action Item: Adoption of Civil Service Rules

XI. Director Comments

This is an opportunity for Directors to comment on topics not on the Agenda

XII. Future Business:

Joint Board Meeting Thursday, June 23 at 6:00pm

XIII. Adjournment

XIV. SVFR & WLAD Executive Session per ORS 192.660 (2) (i) Chief Performance Evaluation

XV. Return to Open Session to Approve Revised Contract for Fire & EMS Chief

SIUSLAW VALLEY FIRE & RESCUE

RESOLUTION NO. 2022-02

RESOLUTION ADOPTING THE BUDGET

BE IT RESOLVED that the Board of Directors of the Siuslaw Valley Fire and Rescue hereby adopts the budget for fiscal year 2022-2023 in the total amount of **\$6,412,682.***

This budget is now on file at Western Lane Fire and EMS Authority office located at 2625 Highway 101, in Florence, OR. 97439.

RESOLUTION MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts shown below are hereby appropriated for the fiscal year beginning July 1, 2022, for the following purposes:

General Fund

Program

Fire Operations	\$ 816,733
Western Lane Fire & EMS Authority	\$2,447,389
Mobile Crisis Response	\$ 5,000

Not Allocated to Organizational Unit or Program

Transfers	\$ 600,000
Contingency	\$ 251,564
Total	\$4,120,686

Total Appropriations, All Funds	\$4,120,686
Total Unappropriated and Reserve Amounts, All Funds	\$2,291,996
TOTAL ADOPTED BUDGET	\$6,412,682*

RESOLUTION IMPOSING THE TAX

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the district for tax year 2022-2023:

- (1) At the rate of \$1.5417 per \$1,000 of assessed value for permanent rate tax.

RESOLUTION CATEGORIZING THE TAX

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI Section 11b as:

Subject to the General Government Limitations

Permanent Rate Tax \$1.5417/\$1,000

The above resolution statements were approved and declared adopted on May 26, 2022.

X _____
Alan Burns, Board President

X _____
Laurie Heppel, Board Secretary

(Fund)

(Name of Municipal Corporation)

Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23		
Actual		Adopted Budget Year 21-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body
2nd Preceding Year 2019-20	1st Preceding Year 20-21					
1			1	RESOURCES		1
2	\$ 918,419	\$ 1,589,848	\$ 2,245,181	2	Net working capital	\$ 2,151,824 \$ 2,151,824
3	\$ 31,123	\$ 41,648	\$ 25,000	3	Previously levied taxes estimated to be received	\$ 25,000 \$ 25,000
4	\$ 340,740	\$ 218,841	\$ 652,669	4	Income and Grants	\$ 225,169 \$ 225,169
5	\$ 13,002	\$ 8,616	\$ 10,000	5	Interest	\$ 10,000 \$ 10,000
6			\$ 100,000	6	Transferred IN, from other funds	
7				7		
8	\$ 1,303,284	\$ 1,858,953	\$ 3,032,850	8	Total Resources, except taxes to be levied	
9			\$ 2,844,076	9	Taxes estimated to be received	\$ 2,958,693 \$ 2,958,693
10	\$ 2,694,601	\$ 2,797,870		10	Taxes collected in year levied	
11	\$ 3,997,885	\$ 4,656,823	\$ 5,876,926	11	TOTAL RESOURCES	\$ 5,370,686 \$ 5,370,686 \$ -
12				12	REQUIREMENTS **	
13				13	Org Unit or Prog & Activity Object Classification Detail	
14	\$ 660,186	\$ 788,795	\$ 1,050,240	14	Fire Operations Personnel Services Salaries	
15	\$ 362,682	\$ 461,673	\$ 524,460	15	Fire Operations Personnel Services Benefits	
16	\$ 43,128	\$ 16,737	\$ 34,400	16	Fire Operations Materials & Services Training	
17	\$ 12,980	\$ 4,977	\$ 6,400	17	Fire Operations Materials & Services Recruitment	
18	\$ 9,576	\$ 5,868	\$ 10,300	18	Fire Operations Materials & Services Reserve Firefighters	\$ 2,000 \$ 2,000
19	\$ 43,040	\$ 9,619	\$ 44,279	19	Fire Operations Materials & Services Emergency Services	
20	\$ 16,245	\$ 11,333	\$ 24,325	20	Fire Operations Materials & Services Prevention/Investigation	\$ 32,450 \$ 32,450
21	\$ 83,424	\$ 79,734	\$ 125,230	21	Fire Operations Materials & Services Facilities	\$ 144,083 \$ 144,083
22	\$ 83,280	\$ 97,267	\$ 100,000	22	Fire Operations Materials & Services Vehicles	\$ 130,000 \$ 130,000
23	\$ 54,626	\$ 57,034	\$ 104,500	23	Fire Operations Materials & Services Operational Supplies	\$ 135,400 \$ 135,400
24	\$ 186,469	\$ 521,599	\$ 699,191	24	Fire Operations Materials & Services Administration Supplies	
25	\$ 51,058	\$ 525,261	\$ 722,000	25	Fire Operations Capital Outlay Improvements	\$ 272,800 \$ 272,800
26	\$ 50,893	\$ 20,981	\$ 550,000	26	Fire Operations Grants	\$ 100,000 \$ 100,000
27	\$ 350,450	\$ 400,531	\$ 441,909	27	WLFEA Materials & Services Administration (50%)	\$ 919,474 \$ 919,474
28				28	WLFEA Materials & Services Fire Operations (100%)	\$ 1,527,915 \$ 1,527,915
29				29	MCR Program Materials & Services Program Support	\$ 5,000 \$ 5,000
30	\$ 100,000		\$ 375,000	30	Not Allocated Transfers	\$ 600,000 \$ 600,000
31			\$ 106,558	31	Not Allocated Contingency	\$ 251,564 \$ 251,564
32				32	Not Allocated Reserved for Future Capital	
33	\$ 300,000		\$ 150,043	33	Not Allocated Reserved for Future PERS UAL	
34	\$ 1,589,848	\$ 1,655,414		34	Ending balance (prior years)	
35			\$ 808,091	35	UNAPPROPRIATED ENDING FUND BALANCE	\$ 1,250,000 \$ 1,250,000
36	\$ 3,997,885	\$ 4,656,823	\$ 5,876,926	36	TOTAL REQUIREMENTS	\$ 5,370,686 \$ 5,370,686 \$ -

RESOURCES AND REQUIREMENTS
CAPITAL FUND 7216

(Fund)

(Name of Municipal Corporation)

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23						
	Actual		Adopted Budget Year 21-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body				
	2nd Preceding Year 2019-20	1st Preceding Year 20-21									
1				1	RESOURCES			1			
2	\$ 105,529	\$ 105,862	\$ 20,930	2	Net working capital	\$ 396,107	\$ 396,107		2		
3				3	Previously levied taxes estimated to be received				3		
4				4	Income and Grants				4		
5	\$ 333	\$ 162	\$ 100	5	Interest	\$ 100	\$ 100		5		
6		\$ 375,000	\$ 375,000	6	Transferred IN, from other funds	\$ 100,000	\$ 100,000		6		
7				7					7		
8	\$ 105,862	\$ 481,024	\$ 396,030	8	Total Resources, except taxes to be levied	\$ 496,207	\$ 496,207		8		
9				9	Taxes estimated to be received				9		
10				10	Taxes collected in year levied				10		
11	\$ 105,862	\$ 481,024	\$ 396,030	11	TOTAL RESOURCES	\$ 496,207	\$ 496,207	\$ -	11		
12				12	REQUIREMENTS **				12		
13				13	Org Unit or Prog & Activity	Object Classification	Detail		13		
14				14					14		
15		\$ 460,000		15	Not Allocated	Transfer	to General Fund		15		
16				16					16		
17	\$ 105,862	\$ 21,024	\$ 396,030	17	Not Allocated	Reserved for Future		\$ 496,207	\$ 496,207	17	
18				18					18		
19				19					19		
20				20					20		
21				21					21		
22				22					22		
23				23					23		
24				24					24		
25	\$ 105,862	\$ 481,024	\$ 396,030	25	TOTAL REQUIREMENTS			\$ 496,207	\$ 496,207	\$ -	25

RESOURCES AND REQUIREMENTS
CAPITAL FUND 7224

(Fund)

(Name of Municipal Corporation)

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23						
	Actual		Adopted Budget Year 21-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body				
	2nd Preceding Year 2019-20	1st Preceding Year 20-21									
1				1	RESOURCES			1			
2	\$ 105,523	\$ 205,961	\$ 145,630	2	Net working capital	\$ 45,789	\$ 45,789	2			
3				3	Previously levied taxes estimated to be received			3			
4				4	Income and Grants			4			
5	\$ 438	\$ 166	\$ 100	5	Interest			5			
6	\$ 100,000			6	Transferred IN, from other funds	\$ 500,000	\$ 500,000	6			
7				7				7			
8	\$ 205,961	\$ 206,127	\$ 145,730	8	Total Resources, except taxes to be levied	\$ 545,789	\$ 545,789	8			
9				9	Taxes estimated to be received			9			
10				10	Taxes collected in year levied			10			
11	\$ 205,961	\$ 206,127	\$ 145,730	11	TOTAL RESOURCES	\$ 545,789	\$ 545,789	\$ -	11		
12				12	REQUIREMENTS **			12			
13				13	Org Unit or Prog & Activity	Object Classification	Detail	13			
14				14				14			
15		\$ 60,429	\$ 100,000	15	Not Allocated	Transfer	to General Fund	15			
16				16				16			
17	\$ 205,961	\$ 145,698	\$ 45,730	17	Not Allocated	Reserved for Future		\$ 545,789	\$ 545,789	17	
18				18					18		
19				19					19		
20				20					20		
21				21					21		
22				22					22		
23				23					23		
24				24					24		
25	\$ 205,961	\$ 206,127	\$ 145,730	25	TOTAL REQUIREMENTS			\$ 545,789	\$ 545,789	\$ -	25

WESTERN LANE AMBULANCE DISTRICT

RESOLUTION NO. 2022-02

RESOLUTION ADOPTING THE BUDGET

BE IT RESOLVED that the Board of Directors of the Western Lane Ambulance District hereby adopts the budget for fiscal year 2022-2023 in the total amount of **\$7,114,831.***

This budget is now on file at the office located at 2625 Highway 101, in Florence, OR. 97439.

RESOLUTION MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts shown below are hereby appropriated for the fiscal year beginning July 1, 2022, for the following purposes:

<u>General Fund</u>		<u>LifeMed Fund</u>	
<u>Program</u>		<u>Program</u>	
EMS Operations	\$ 548,000	LifeMed	\$27,500
Western Lane Fire & EMS Authority	\$3,710,165		
Mobile Crisis Response	\$ 5,000		
<u>Not Allocated to Organizational Unit or Program</u>			
Transfers	\$ 100,000		
Contingency	\$ 400,000		
Total	\$4,790,665		
Total Appropriations, All Funds		\$4,790,665	
Total Unappropriated and Reserve Amounts, All Funds		\$2,324,166	
TOTAL ADOPTED BUDGET		\$7,114,831*	

RESOLUTION IMPOSING THE TAX

BE IT RESOLVED that the following ad valorem property taxes are hereby imposed upon the assessed value of all taxable property within the district for tax year 2022-2023:

- (1) At the rate of \$0.3198 per \$1,000 of assessed value for permanent rate tax;
- (2) At the rate of \$0.45 per \$1,000 of assessed value for local option tax;

RESOLUTION CATEGORIZING THE TAX

BE IT RESOLVED that the taxes imposed are hereby categorized for purposes of Article XI Section 11b as:

Subject to the General Government Limitations

Permanent Rate Tax \$0.3198/\$1,000
Local Option Tax \$0.45/\$1,000

The above resolution statements were approved and declared adopted on May 26, 2022.

X _____
Cynthia Russell, Board President

X _____
Adam Holbrook, Board Secretary

RESOURCES AND REQUIREMENTS
GENERAL FUND

(Fund)

(Name of Municipal Corporation)

Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23				
Actual		Adopted Budget Year 21-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body		
2nd Preceding Year 2019-20	1st Preceding Year 20-21							
1			1	RESOURCES		1		
2	\$ 1,735,643	\$ 2,410,586	\$ 2,666,883	2	Net working capital	\$ 2,335,021 \$ 2,335,021	2	
3	\$ 24,457	\$ 27,690	\$ 23,000	3	Previously levied taxes estimated to be received	\$ 25,000 \$ 25,000	3	
4	\$ 2,185,688	\$ 2,317,396	\$ 2,471,923	4	Income and Grants	\$ 2,270,792 \$ 2,270,792	4	
5	\$ 18,108	\$ 8,802	\$ 15,000	5	Interest	\$ 12,000 \$ 12,000	5	
6	\$ 145,000	\$ 163,000	\$ 673,500	6	Transferred IN, from other funds		6	
7	\$ 4,108,896	\$ 4,927,474	\$ 5,850,306	7	Total Resources, except taxes to be levied	\$ 4,642,813 \$ 4,642,813	\$ - 7	
8			\$ 1,647,945	8	Taxes estimated to be received	\$ 1,715,176 \$ 1,715,176	8	
9	\$ 1,565,518	\$ 1,622,363		9	Taxes collected in year levied		9	
10	\$ 5,674,414	\$ 6,549,837	\$ 7,498,251	10	TOTAL RESOURCES	\$ 6,357,989 \$ 6,357,989	10	
11				11	REQUIREMENTS **		11	
12				12	Org Unit or Prog & Activity	Object Classification	Detail	12
13	\$ 1,563,063	\$ 1,648,751	\$ 1,776,827	13	EMS Operations	Personnel Services	Salaries	13
14	\$ 896,817	\$ 930,135	\$ 918,421	14	EMS Operations	Personnel Services	Benefits	14
15	\$ 17,065	\$ 22,805	\$ 39,845	15	EMS Operations	Materials & Services	Training	15
16	\$ 108,679	\$ 98,725	\$ 109,000	16	EMS Operations	Materials & Services	Medical	\$ 118,000 \$ 118,000
17	\$ 115,270	\$ 579	\$ 96,681	17	EMS Operations	Materials & Services	Emergency Services	17
18		\$ 4,264		18	EMS Operations	Materials & Services	COVID-19	18
19		\$ 435		19	EMS Operations	Materials & Services	Recruitment	19
20	\$ 68,138	\$ 68,492	\$ 82,200	20	EMS Operations	Materials & Services	Facilities & Equipment	\$ 122,500 \$ 122,500
21	\$ 58,273	\$ 78,421	\$ 75,000	21	EMS Operations	Materials & Services	Vehicles	\$ 85,000 \$ 85,000
22	\$ 226,387	\$ 245,783	\$ 243,550	22	EMS Operations	Materials & Services	Administration Supplies	22
23	\$ 98,523	\$ 74,532	\$ 234,000	23	EMS Operations	Capital Outlay	Improvements	\$ 222,500 \$ 222,500
24		\$ 37,551	\$ 300,164	24	EMS Operations	Grants		24
25	\$ 364,650	\$ 416,879	\$ 441,909	25	WLFEA	Materials & Services	Administration (50%)	\$ 919,474 \$ 919,474
26				26	WLFEA	Materials & Services	EMS Operations (100%)	\$ 2,790,691 \$ 2,790,691
27				27	MCR Program	Materials & Services	Program Support	\$ 5,000 \$ 5,000
28	\$ 150,000	\$ 570,000	\$ 520,000	28	Not Allocated	Transfers		28
29			\$ 200,000	29	Not Allocated	Contingency		\$ 400,000 \$ 400,000
30			\$ 386,775	30	Not Allocated	Reserved for Future	Capital	30
31			\$ 58,887	31	Not Allocated	Reserved for Future	PERS UAL	31
32			\$ 50,000	32	Not Allocated	Reserved for Future	MIH Program	\$ 50,000 \$ 50,000
33	\$ 2,007,549	\$ 2,352,485		33	Ending balance (prior years)			33
34			\$ 1,964,992	34	UNAPPROPRIATED ENDING FUND BALANCE		\$ 1,644,824 \$ 1,644,824	34
35	\$ 5,674,414	\$ 6,549,837	\$ 7,498,251	35	TOTAL REQUIREMENTS		\$ 6,357,989 \$ 6,357,989 \$ -	35

FORM
LB-10

**RESOURCES AND REQUIREMENTS
EQUIPMENT RESERVE FUND
(Fund)**

WLAD
(Name of Municipal Corporation)

	Historical Data			DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23					
	Actual		Adopted Budget Year 21-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
	2nd Preceding Year 2019-20	1st Preceding Year 20-21								
1				1	RESOURCES			1		
2	\$ 834,123	\$ 838,035	\$ 930,500	2	Net working capital	\$ 501,342	\$ 501,342	2		
3				3	Previously levied taxes estimated to be received			3		
4				4	Income and Grants			4		
5	\$ 3,912		\$ 3,000	5	Interest	\$ 500	\$ 500	5		
6		\$ 120,000	\$ 120,000	6	Transferred IN, from other funds			6		
7				7				7		
8	\$ 838,035	\$ 958,035	\$ 1,053,500	8	Total Resources, except taxes to be levied	\$ 501,842	\$ 501,842	8		
9				9	Taxes estimated to be received			9		
10				10	Taxes collected in year levied			10		
11	\$ 838,035	\$ 958,035	\$ 1,053,500	11	TOTAL RESOURCES	\$ 501,842	\$ 501,842	\$ -	11	
12				12	REQUIREMENTS **				12	
13				13	Org Unit or Prog & Activity	Object Classification	Detail		13	
14				14					14	
15			\$ 234,000	15	Not Allocated	Transfer	to General Fund		15	
16				16					16	
17	\$ 838,035	\$ 958,035	\$ 319,500	17	Not Allocated	Reserved for Future		\$ 501,842	\$ 501,842	17
18				18					18	
19				19					19	
20				20					20	
21				21					21	
22				22					22	
23				23	Ending balance (prior years)					23
24			\$ 500,000	24	UNAPPROPRIATED ENDING FUND BALANCE					24
25	\$ 838,035	\$ 958,035	\$ 1,053,500	25	TOTAL REQUIREMENTS	\$ 501,842	\$ 501,842	\$ -	25	

FORM
LB-10

RESOURCES AND REQUIREMENTS

LIFEMED FUND

(Fund)

WLAD

(Name of Municipal Corporation)

1	Historical Data			1	DESCRIPTION RESOURCES AND REQUIREMENTS	Budget for Next Year 2022-23			1	
	Actual		Adopted Budget Year 21-22			Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body		
	2nd Preceding Year 2019-20	1st Preceding Year 20-21								
2	\$ 156,434	\$ 137,617	\$ 110,000	2	RESOURCES				2	
3				3	Net working capital	\$ 125,000	\$ 125,000		3	
4	\$ 151,509	\$ 135,078	\$ 150,000	4	Previously levied taxes estimated to be received				4	
5	\$ 198	\$ 9		5	Income and Grants	\$ 130,000	\$ 130,000		5	
6				6	Interest				6	
7				7	Transferred IN, from other funds				7	
8	\$ 308,141	\$ 272,704	\$ 260,000	8	Total Resources, except taxes to be levied				8	
9				9	Taxes estimated to be received	\$ 255,000	\$ 255,000		9	
10				10	Taxes collected in year levied				10	
11	\$ 308,141	\$ 272,704	\$ 260,000	11	TOTAL RESOURCES	\$ 255,000	\$ 255,000	\$ -	11	
12				12	REQUIREMENTS **				12	
13				13	Org Unit or Prog & Activity	Object Classification	Detail		13	
14	\$ 25,524	\$ 23,976	\$ 38,000	14	LifeMed Program	Materials & Services		\$ 27,500	\$ 27,500	
15	\$ 145,000	\$ 163,000	\$ 120,000	15	Not Allocated	Transfers	to General Fund	\$ 100,000	\$ 100,000	
16				16					16	
17				17					17	
18				18					18	
19				19					19	
20				20					20	
21				21					21	
22				22					22	
23	\$ 137,617	\$ 85,728		23	Ending balance (prior years)					
24			\$ 102,000	24	UNAPPROPRIATED ENDING FUND BALANCE			\$ 127,500	\$ 127,500	
25	\$ 308,141	\$ 272,704	\$ 260,000	25	TOTAL REQUIREMENTS			\$ 255,000	\$ 255,000	\$ -

**Western Lane Ambulance District
Siuslaw Valley Fire and Rescue
Western Lane Fire and EMS Authority
2625 Highway 101 North, Florence, OR 97439**

Joint Meeting Minutes, April 28, 2022, 6:00 p.m.

The Zoom recording will be posted on SVFR & WLAD Websites

SVFR BOARD MEMBERS PRESENT: Directors Tim Mendolia, Laurie Heppel, Jim Palisi

Not Present: Directors Alan Burns and Sam Spayd

WLAD BOARD MEMBERS PRESENT: Directors Mike Webb, Vanessa Buss, Adam Holbrook, Cindy Russell, John Murphey

WLFEA BOARD MEMBERS PRESENT: Directors John Murphey, Mike Webb, Jim Palisi

Not Present: Director Sam Spayd

STAFF PRESENT: Chief Schick, Operations Chief House, Dina McClure, Tony Miller, Mary Dimon

Chief Schick called the meeting to order at 6:00 p.m. Roll Call established quorums.

PUBLIC COMMENT: None

CONSENT AGENDA:

- March 24, 2022, Joint Board Meeting Minutes
- Staff Reports
- Correspondence: none

CALL VOLUMES:

- Chief House reported that the call volumes for EMS continue to trend upwards, call volumes are at a plateau for Fire. We are gearing up for a couple of busy weekends in May with Rhody Days and Memorial Day.

REVIEW OF FINANCIALS – WLAD, SVFR, WLFEA:

- McClure reported that the financials are tracking as expected 9 months in we are tracking at 75%.
- The auditors are still working on their reports for WLAD and WLFEA. The audit for SVFR is done.
- McClure anticipates an appropriation transfer resolution coming to move money from contingency to pay for new WLFEA uniforms and unanticipated vehicle maintenance expenses.

OLD BUSINESS: None

NEW BUSINESS:

A. WLFEA Action Item: Discuss Amending Authority IGA to have 10 Directors on the WLFEA Board

There was a consensus to amend the IGA to a 10 Director WLFEA board and have a 3 Directors from each SVFR and WLAD to establish a quorum. The amended IGA will be presented at the May Board Meeting.

B. WLFEA Action Item: Approval of Collective Bargaining Agreement with Local IAFF 851

Motion made by Director Webb for Approval of Collective Bargaining Agreement with IAFF 851, seconded by Director Palisi, and carried.

C. WLFEA Action Item: Approval of Memorandum of Understanding with Local IAFF 851

Motion made by Director Webb to establish a Transition Review Committee, seconded by Director Murphey, and carried. Director Palisi volunteered to be on this committee.

D. WLAD Action Item: To Establish a WLAD Side Account with PERS

Motion made by Director Webb to designate \$400,000 out of the \$458,000 PERS account balance to establish a side account with PERS, seconded by Director Murphey, and carried.

E. SVFR Action Item: Approve Purchase of Rope Rescue Equipment

Motion made by Director Palisi, seconded by Director Heppel, and carried.

DIRECTOR COMMENTS

- Director Russell asked about the community alert test taking place on Saturday in Florence. Chief explained that the station would be staffed during the test, and all are welcome to attend.
- Director Heppel thanked Chief House for the Neonatal Resuscitation Provider (NRP) training and thought it was great.
- Director Murphey asked about an update of the Strategic Plan. Chief explained said it would be presented at the May Meeting.

The meeting adjourned at 6:35 p.m.

Respectfully submitted,
Mary Dimon
Recording Secretary



Memorandum

To: WLAD Board of Directors, SVFR Board of Directors, WLFEA Board of Directors
From: Chief Michael Schick
CC: Dina McClure, Ops Chief House
RE: Chief's Board Report May 26th

1. Rhody Days

We were fully staffed for activities over the Rhody Days weekend. Call volume spiked on Friday and Saturday but was normal to below normal on Sunday. Friday incidents involved two motor vehicle accidents requiring extrication. The first accident was just north of Florence on Hwy 101, the second required an out of district response for SVFR to assist WLAD medics at MP19 on Hwy 126. Mapleton Fire did respond and provided traffic control while SVFR personnel extricated the patient. Other than a flurry of medical calls Saturday evening there were no issues in covering all incidents.

2. Social media

We have finally filled our open social media position. Ave Bernard will be providing assistance for 10 hours / week or less in order to help us increase our visibility on Facebook, Twitter, and Instagram. Ave will also be taking photos at emergency scenes. All releases of information will still require permission by a Chief Officer. And yes, Ave states he has some experience in developing newsletters!

3. Burn to Learn

The live fire training on May 14th was very successful despite the adverse weather. Crews were able to get in several live fire scenarios prior to allowing the structure to burn. The property owner, Resurrection Lutheran Church, was very satisfied with the outcome of the training. We have been approached for another Burn to Learn opportunity which the Training Division is exploring.

4. WLFEA transition

Everything is going smoothly as we approach our July 1 Operations transition.

Phase 1 – Enhanced sharing of personnel/resources (October 2019 -July 1, 2022)

- ~~a. WLAD and SVFR districts continue to exist as they are
 - ~~i. 3 budgets/3 audits/ 3 boards~~~~
- ~~b. Develop combined budget for FY23~~
- ~~c. Develop combined policy manual (July 1, 2022)~~
- ~~d. Collect staff input via SWOC analysis (October 2020)~~
- ~~e. Move FM from SVFR to WLFEA (January 1, 2021)~~
- ~~f. Establish joint organizational chart / chain of command (April 1, 2021)~~
- ~~g. Establish joint policy manual (completed by April 1, 2021)~~
- ~~h. Establish one scheduling system (April 1, 2021)~~
- ~~i. Prepare for WLAD levy renewal (November 2021)~~
- j. Develop and approve joint strategic plan using this timeline (January 1, 2022)
 - i. WLFEA goals
 - ii. SVFR and WLAD specific goals
- k. Cross training of line personnel (January 1, 2022)
 - i. Fire training for EMS Personnel
 - 1. Approximately 10 paramedics trained as FFs
 - ii. EMS training for Fire Personnel
 - ~~1. A EMT and Paramedic training~~
 - ~~2. Establish ALS engine response~~
- l. Facility analysis to allow staffing of stations 1, 4 or 5, and 10 with Fire/EMS personnel
- ~~m. Begin discussions on similar/identical Collective Bargaining Agreements
 - ~~i. Approval of combined wage ranges~~~~
- n. Transitional/change training
- ~~o. Legal plan for phase 2 (July 1, 2022)~~
- ~~p. Administrative plan for Phase 2 (July 1, 2022)~~
 - i. ~~PERS, FLSA, Civil Service, payroll, health insurance, EMS billing, business accounts~~
- ~~q. Board review and approval to move forward with Phase 2 – Functional Consolidation (July 1, 2022)~~
- r. Set up FAQ page on website for employee/volunteer questions
- ~~s. Determine need for new PPE and station wear~~
- t. Public awareness campaign



RV fire, 27th St and Hwy 101



Burn to Learn



Extrication on Hwy 126, MP19. Vehicle is on its side, note dog sitting on passenger side door. She was frightened but apparently uninjured.





Western Lane Fire and EMS

"Stronger as one"

May 26th, 2022

Division Chief Operations

Joint District Board Meeting

Prepared by: Chief Matt House

Key information:

1. Fire division had four events since last Board meeting.
 - a. A 5th-wheel was completely destroyed at a residence off Highway 126, we were able to prevent an adjacent exposure from being destroyed.
 - b. A quadplex had room and content fire in the upstairs unit. With an aggressive attack, we were able to contain the fire to the unit without spread. Under investigation.
 - c. Motorhome fire of Sutton Lake Outlet Road, complete lost.
 - d. Motorhome fire on 27th street, complete lost of the vehicle. Under investigation.
2. Oregon Department of Transportation, Florence PD, Zetron, and our agencies continue to meet bi-weekly to ensure the radio replacement project is on track. Everything is going well with the project with no concerns.
3. EMS division has completed Rescue 610 grant funded response vehicle and it is in service. Medic 615 requires an engine replacement, currently at shop having work completed.

1. Mobile Integrated Healthcare

Mobile Integrated visits have been consistent. We have been discussing funding renewal for the program with PeaceHealth. Currently, we have funds to fund the position through calendar year 2022 and it appears that PeaceHealth will continue to assist supporting the program next year. No new updates with Mobile Integrated Healthcare program.

2. Training report

Fire: Training has transitioned more into in-person training with Tuesday training and one Saturday training. We continue to evaluate the effectiveness of the training.

- i. Focused training for Live fire training we conducted on May 14th. The training was extremely successful and well-coordinated by Training Officer Orozco
- ii. Training on MAYDAY's and self-rescues on training days.
- iii. April saw good participation of EMS providers getting cross trained to Firefighter one certifications. Again, the live fire exercises allowed us to get necessary check offs for those getting Firefighter one certificates.



Western Lane Fire and EMS

"Stronger as one"

EMS: Things are starting to get back to normal with training in person or outside training opportunities.

- iv. Zoll Cardiac defibrillator training was priority so we can put in service.
- v. Rescue 610 training was a high focus so the vehicle could be placed into service for response.
- vi. Nine critical care paramedics are signed up for refresher online class. Critical care requires 100 hours of continuing education hours to recertify.
- vii. Part time training is an ongoing process, we continue to develop and grow the part time employees.

Training continues to work with the community on various training areas which involves, assisting PHH with Advanced Life Support, Basic Life Support and Pediatric Life Support classes, community CPR education, Narcan administration with local Law Enforcement.

3. Logistics report

EMS: We have gotten a better handle on the ambulance mechanical issues. We have returned the loaner ambulance back to Lane Fire Authority; we thanked them profusely for the assistance during our time in need.

EMS:

- i. Medic 601 is operational.
- ii. Medic 613 is operational.
- iii. Medic 612 repair complete 04/18/2022
- iv. Medic 615 is currently at dealership with engine problem.
- v. Medic 619 is operational.

FIRE: See Operation Logistic.

- vi. Continued work on end of fiscal year 2022 projects. See attached logistics project list.

4. Community Support Team report

Attached is the Community Support Team – Mobile Crisis response Coordinator’s monthly report. Camille has been doing a great job since transitioning into the new leadership position. See report for full details of March call summary.



Western Lane Fire and EMS

"Stronger as one"

Call summary:

1. Call summary for both agencies during April and through fiscal year.
 - a. **EMS:** March, EMS had a slightly slower call volume compared to previous year.
 - i. Fiscal year call volume is as follows: 348 more calls or 10.61% increase, 255 or 17.10% increase for transports this fiscal year, and 55 more interfacility transfers which is 12.70% increase.
 - b. **FIRE:** Overall a 10.75% increase in overall call volume. Rescue / EMS calls being the largest increase of 23.72% compared to last year.

April EMS	2021	2022	Difference	
911 Response, transports	143	136	-7	
Interfacility Transfers	41	50	9	
Specialty Care Transfer	16	14	-2	
911 Response, no patient transport	110	93	-17	
Total call volume	310	293	-17	
Mobile Integrated Healthcare Visits	50	27	-23	
April FIRE				
Fire	7	6	-1	
Rescue / EMS	73	55	-18	
Other (Service calls, good intent, false alarms)	36	29	-7	
March total call volume	116	90	-26	
EMS through FY 2021-2022	FY 20-21	FY 21-22		
911 Response, transports	1491	1746	255	17.10%
Interfacility Transfers	433	488	55	12.70%
Specialty Care Transfer	173	174	1	0.58%
911 Response, no patient transport	1182	1219	37	3.13%
Total call volume	3279	3627	348	10.61%
Mobile Integrated Healthcare	209	210	1	
Fire through FY 2021-2022	FY20-21	FY 21-22		
Fire	88	79	-9	-10.22%
Rescue / EMS	683	845	162	23.72%
Other (Service calls, good intent, false alarms)	392	364	-28	-7.14%
Fiscal year total call volume comparison	1163	1288	125	10.75%
Mobile Crisis Response		247		

Mobile Integrated Healthcare

April 2022:

27 visits, 12 working days (not including video day), 2.25 visits/day

Approximately the same number of ED visits, but ~ 50% decreases in PAL and Discharge planning visits, no EMS referrals this month

Only 1 of the visits in this number was a pt no show or late cancel.

Notes:

1. I had a long conversation with Heather Hammon today, and it seems that the decrease in Discharge planning referrals may be related to changes in procedures brought in by past temporary leadership. For the time being, Heather is planning to go back to checking the census when she is here on MWF and putting in referrals based on diagnosis, and I will help by checking the hospital census for patients who should be referred on as many days that she is off as possible.
2. I know that PAL has had a huge increase in census, but also many increases in staff, so I will coordinate with Donna about their on-going needs and hope to reserve less time that goes unfilled for blood draws in the future. Instead, the scheduling model I am using now creates slots that are too short for regular MIH patients, and some of those can be filled with blood draws.
3. The MIH/CP course ends next week, so 2 additional appointment slots per week will be available starting in the end of May.

Years	2022	▼
Visit date	Apr	▼

Referral	Visits	Percent
ED	9	33.3%
PAL	7	25.9%
DC	6	22.2%
PCP	3	11.1%
CC	2	7.4%
Grand Total	27	100.0%

Last month, and below that, last year's numbers:

Years 2022
 Visit date Mar

Referral <input type="button" value="v"/>	Visits	Percent
DC	12	24.0%
ED	11	22.0%
PAL	11	22.0%
CC	6	12.0%
Self	4	8.0%
EMS	3	6.0%
PCP	2	4.0%
HH	1	2.0%
Grand Total	50	100.0%

April 2021:

41 visits, 14 working days, 2.9 visits/day

About 1/3 Hospital Discharge, and 1/3 Palliative Care, Other third split as shown below.

DC = Discharge Coord (hospital)

ED = Emergency Dept

EMS = EMS

HH= Home Health

Core Total= DC, ED, EMS

Visit date (Multiple Items)

Month: April 2021

Referral <input type="button" value="v"/>	Number of Visits	Percent of Visits
DC	14	34%
PAL	14	34%
Self	8	20%
ED	3	7%
HH	1	2%
EMS	1	2%
Grand Total	41	100%

April Training Division Report

April fire training has primarily been focused on May's upcoming burn to learn with drills to utilize prepare the acquired structure for the final burn. Crews participated in several drills focused on search and rescue drills in zero visibility to focused on firefighter MAYDAYs and self-rescue. Crews also practiced water supply operations in preparation to supply water to the burn site which is located in a non-hydrated area. Crews are still conducting some ATV training as summer inches closer and crews also spent significant hours of driver/pump operator training preparing new operators and probationary career staff. April also saw an increase in training participation from WLAD paramedics working on fire training now that the IAFF collective bargaining agreement has been finalized. We anticipate being up to 6 cross trained EMS staff by July 1st. In May we will have a drill on vertical ventilation just prior to the final structure burn on May 14th. The rest of May will consist of in-service training and preparation for the large amount of new equipment we have received or will be receiving soon such as vehicle rescue stabilizers and electric hydraulic tools, rope rescue equipment, thermal imagers, and accountability boards. In May we will be taking a brief pause from training aside from day-to-day company evolutions in anticipation of some of our busiest response weekends of the year Rhody days and Memorial Weekend. Crews will be back to in-service training in June along with a heavy dose of wildland training just prior to the start of fire season.

Report Prepared by Kyle Orozco
05/16/2022

Incident Type Report (Summary)

Basic Incident Type Code And Description (FD1.21)	Total Incidents	Total Incidents Percent of Incidents	Total Property Loss	Total Content Loss	Total Loss	Total Loss Percent of Total
Incident Type Category (FD1.21): 1 - Fire						
100 - Fire, other	4	0.31%	500.00	500.00	1000.00	0.06%
111 - Building fire	12	0.93%	1161500.00	503000.00	1664500.00	97.67%
113 - Cooking fire, confined to container	5	0.39%	0.00	950.00	950.00	0.06%
114 - Chimney or flue fire, confined to chimney or flue	1	0.08%				
122 - Fire in motor home, camper, recreational vehicle	1	0.08%	3000.00	0.00	3000.00	0.18%
131 - Passenger vehicle fire	10	0.78%	18000.00	14000.00	32000.00	1.88%
137 - Camper or recreational vehicle (RV) fire	1	0.08%	500.00	500.00	1000.00	0.06%
140 - Natural vegetation fire, other	3	0.23%	200.00	200.00	400.00	0.02%
141 - Forest, woods or wildland fire	1	0.08%	0.00	0.00	0.00	0.00%
142 - Brush or brush-and-grass mixture fire	11	0.85%	100.00	0.00	100.00	0.01%
143 - Grass fire	4	0.31%	0.00	0.00	0.00	0.00%
150 - Outside rubbish fire, other	2	0.16%	0.00	0.00	0.00	0.00%
151 - Outside rubbish, trash or waste fire	9	0.70%	1000.00	0.00	1000.00	0.06%
Total: 64		Total: 4.97%	Total: 1184800.00	Total: 519150.00	Total: 1703950.00	Total: 99.98%
Incident Type Category (FD1.21): 2 - Overpressure Rupture, Explosion, Overheat (No Fire)						
243 - Fireworks explosion (no fire)	15	1.16%				
Total: 15		Total: 1.16%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 3 - Rescue & Emergency Medical Service Incident						
300 - Rescue, EMS incident, other	2	0.16%				
311 - Medical assist, assist EMS crew	650	50.47%				
320 - Emergency medical service, other	60	4.66%				
321 - EMS call, excluding vehicle accident with injury	3	0.23%				
322 - Motor vehicle accident with injuries	62	4.81%				
324 - Motor vehicle accident with no injuries.	50	3.88%				
340 - Search for lost person, other	2	0.16%				
341 - Search for person on land	5	0.39%				
342 - Search for person in water	2	0.16%				
350 - Extrication, rescue, other	1	0.08%				
356 - High-angle rescue	1	0.08%				
360 - Water & ice-related rescue, other	2	0.16%				
365 - Watercraft rescue	2	0.16%				
370 - Electrical rescue, other	1	0.08%				
381 - Rescue or EMS standby	2	0.16%				
Total: 845		Total: 65.61%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 4 - Hazardous Condition (No Fire)						
400 - Hazardous condition, other	1	0.08%				
411 - Gasoline or other flammable liquid spill	1	0.08%				
412 - Gas leak (natural gas or LPG)	3	0.23%				
413 - Oil or other combustible liquid spill	1	0.08%				
440 - Electrical wiring/equipment problem, other	7	0.54%				
441 - Heat from short circuit (wiring), defective/worn	1	0.08%				
444 - Power line down	10	0.78%				
445 - Arcing, shorted electrical equipment	7	0.54%				
460 - Accident, potential accident, other	5	0.39%				

Basic Incident Type Code And Description (FD1.21)	Total Incidents	Total Incidents Percent of Incidents	Total Property Loss	Total Content Loss	Total Loss	Total Loss Percent of Total
461 - Building or structure weakened or collapsed	1	0.08%				
462 - Aircraft standby	12	0.93%				
463 - Vehicle accident, general cleanup	5	0.39%				
480 - Attempted burning, illegal action, other	3	0.23%				
Total: 57		Total: 4.43%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 5 - Service Call						
500 - Service call, other	1	0.08%				
510 - Person in distress, other	1	0.08%				
520 - Water problem, other	1	0.08%				
522 - Water or steam leak	1	0.08%				
531 - Smoke or odor removal	8	0.62%	300.00		300.00	0.02%
542 - Animal rescue	2	0.16%				
550 - Public service assistance, other	7	0.54%				
551 - Assist police or other governmental agency	9	0.70%				
553 - Public service	12	0.93%				
561 - Unauthorized burning	28	2.17%				
571 - Cover assignment, standby, moveup	1	0.08%				
Total: 71		Total: 5.51%	Total: 300.00	Total: 0.00	Total: 300.00	Total: 0.02%
Incident Type Category (FD1.21): 6 - Good Intent Call						
611 - Dispatched and cancelled en route	162	12.58%				
622 - No incident found on arrival at dispatch address	1	0.08%				
631 - Authorized controlled burning	7	0.54%				
632 - Prescribed fire	1	0.08%				
651 - Smoke scare, odor of smoke	2	0.16%				
652 - Steam, vapor, fog or dust thought to be smoke	1	0.08%				
671 - HazMat release investigation w/no HazMat	3	0.23%				
Total: 177		Total: 13.74%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 7 - False Alarm & False Call						
700 - False alarm or false call, other	16	1.24%				
710 - Malicious, mischievous false call, other	1	0.08%				
732 - Extinguishing system activation due to malfunction	1	0.08%				
733 - Smoke detector activation due to malfunction	3	0.23%				
735 - Alarm system sounded due to malfunction	2	0.16%				
736 - CO detector activation due to malfunction	1	0.08%				
743 - Smoke detector activation, no fire - unintentional	7	0.54%				
744 - Detector activation, no fire - unintentional	1	0.08%				
745 - Alarm system activation, no fire - unintentional	7	0.54%				
746 - Carbon monoxide detector activation, no CO	2	0.16%				
Total: 41		Total: 3.18%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
Incident Type Category (FD1.21): 8 - Severe Weather & Natural Disaster						
813 - Wind storm, tornado/hurricane assessment	1	0.08%				
Total: 1		Total: 0.08%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%

Basic Incident Type Code And Description (FD1.21)	Total Incidents	Total Incidents Percent of Incidents	Total Property Loss	Total Content Loss	Total Loss	Total Loss Percent of Total
Incident Type Category (FD1.21): 9 - Special Incident Type						
900 - Special type of incident, other	2	0.16%				
911 - Citizen complaint	15	1.16%				
	Total: 17	Total: 1.32%	Total: 0.00	Total: 0.00	Total: 0.00	Total: 0.00%
	Total: 1,288	Total: 100.00%	Total: 1185100.00	Total: 519150.00	Total: 1704250.00	Total: 100.00%

Vehicle Report 4/2022

	Beginning Odometer	Ending Odometer	Miles	Fuel	MPG
Medic 601	109320	110440	1120	120.9	9
Medic 612	104250	104977	727	97.6	7
Medic 613	151332	154990	3658	241.4	15
Medic 615 - Records unavailable - away at shop.			0		
Medic 619	265429	268452	3023	156.2	19
Rescue 610	10918	10968	157	9.8	16
Rescue 612	172689	175360.1	2671.1	176.7	15
Utility 610	81390	81713	323	28.8	11
Total:			10559.1	831.4	

Training Report May 2022

Target Solutions topics for May are CAPCE Pediatric Advanced and CAPCE Back Injury Prevention for Paramedics and EMT-I's. Topics for EMTs and EMRs are CAPCE Pediatric Cardiac Emergencies (Basic) and CAPCE Pharmacology Basic. WLFEA will be renewing our Target Solutions account next month in June.

B shift participated in a live, online webinar by Eventbrite discussing End-Tidal Carbon Monoxide Monitoring on 5/12. Lacey Perkins is quickly completing her EMT task book on B shift. She is waiting for Lane Community College to arrange testing for her to obtain her EMT-I.

Rob signed up nine critical care paramedics for the IAMED online continuing education course. Critical care certifications require 100 hours of continuing education hours to recertify, and this course has access to over 120. Rob was able to get half off the total cost of tuition for the group.

Rob is coordinating with Megan Simpkins from Riverbend's cardiac cath lab to get our personnel in for clinical observation during procedures.

We currently have 19 members from fire and EMS signed up for the Advanced Burn Life Support course on 6/18 at station 1. The training is free to our agencies, and they even provide catering for lunch as part of their outreach program through the burn center.

Rob will be taking the Incident Safety Officer course through the National Fire Academy on May 19th-20th.

The training division had a meeting on April 20th. We discussed medications, new employees, training for staff and new employees, and interagency training.

We will have an EMS orientation/academy for newly hired personnel on June 4th, 5th, 11th, and 12th. This training will cover all initial safety walkthroughs and practices, expectations, initial task book sign offs, ambulance and equipment familiarization, policy and protocol review, and introduction to patient care report writing. We hope all new hires will have most of their initial training completed by July 1.

April 2022

Mobile Crisis Response (MCR) Coordinator's Board Report

Prepared by Camille Reyes, QMHA-R

- Julie was our Follow Up Coordinator and she turned in her termination but is still responding as part of the MCR Team. We are looking at how that position can be filled until July. We are looking at having one of the part-time MCR staff doing follow up as needed until grant funding is defined.
- Camille has been doing the follow up calls until we can get someone to help. Melissa has been hired from within MCR. She will be starting full time May 9th. She will be working Monday Tuesday Wednesdays with MCR.
- We have 1 person that has finished Peer Support Training and the MCR in house training and she has done her ride alongs.
- Camille Reyes has accepted the permanent MCR Manager Role.
- MCR has secured funding from both SVFR and WLAD. We have verbal authorization from Commander Pitcher that they will be able to do some funding but still not sure of the amount.
- MCR received letters of Support from Florence Police, Commander Pitcher, Lane County Sheriff Harrold, and Siuslaw Outreach Services, Bob Teter. These have been submitted to Lane County to Request Future funding.

MCR hours:
mins

MCR tap outs: 47

Total hours: 86 hours 30

Breakdown of MCR tap outs:

24 calls: Mental health issue (anxiety, psychosis, disoriented)

9 calls: Suicidal ideation

4 calls: Homelessness

4 calls: Family Dispute

4 calls: Acute Trauma/Sudden Death

0 calls: Drug/Alcohol Issues

2 calls: Cancelled in Route

0 calls: Structure Fires



**Administration Division Report
May 26, 2022
Dina McClure, Office Manager**

New Documents Uploaded in OnBoard Resources

WLFEA Strategic Plan & Appendices

WLFEA Collective Bargaining Agreement 2022-2025

Operational Consolidation Update for July 1, 2022

Payroll: We have a Project Manager with ADP Payroll. She and her team are scheduled to transfer all employees from SVFR and WLAD to WLFEA the middle of July.

Uniforms: Shirts, sweatshirts and soft shell jackets have been ordered with a new vendor Oregon Design Shop in Springfield. We hope to get most of the garments by July 1.

Health Insurance: Agent has confirmed the merge of SVFR and WLAD to WLFEA under the same policy effective July 1.

Workers Comp: Currently WLAD has SAIF and SVFR/WLFEA have SDAO. We are waiting for a quote from SAIF to compare fees. Staff will make a recommendation to the Board for approval.

Provident Policies (AD&D and A&H): AD&D Policies have been transferred to WLFEA. A&H is still in process.

HRA VEBA: New cards have been ordered effective July 1. Balances from previous accounts will be transferred to new accounts.

Pacific Source Flex Accounts and AFLAC: Currently WLAD only have these offered as benefits. The accounts are being moved to WLFEA and all fulltime employees will have the option to enroll. These are pre-tax employee paid programs.

PERS: WLFEA will make employee contributions July 1 moving forward. When asked if the UAL would be combined, the Actuarial Specialist said: "adding your UALs together is a pretty close estimate, your UAL for the State and Local Government Rate Pool and OPSRP is allocated based on your payroll vs the pool's payroll so it's a little more complex than just adding it together but your UAL won't be recalculated by the actuary until the 2023-2025 biennium."

Deferred Compensation programs are being transferred to WLFEA for employees who do not want to sign up for the Oregon Savings Growth Plan.

We are working with West Coast Media to combine the two websites into one.

All employees and Directors who have a district email address will change to @wlfea.org July 1.

Monday, March 14, 2022

To: Western Ambulance

From: Floyd Wooton & Barbara Perez, 18 Wild Winds Street, Florence

Subject: First Aid Class Held at Western Ambulance – March 12, 2022

We enclose the requested survey input from the subject class given by David Haberman; and, we would like to add: This was four hours of incredible information presented to us in a most professional, interesting, dynamic way. We left the class with an unbelievable amount of information, for which we are most appreciative.

Please know that neither of us will hesitate in recommending this class to anyone. It was worth every minute of our time as well as the money expended for this knowledge.

Thank you David Haberman and thank you Western Ambulance.

Floyd Wooton

Barbara Perez



Siuslaw Valley Fire and Rescue

Balance Sheet
As of April 30, 2022

	TOTAL	
	AS OF APR 30, 2022	AS OF APR 30, 2021 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1001 Checking 1151	27,426.85	34,570.54
1002 Money Market 0832	1,766,227.37	2,709,472.39
1003 SVFR LGIP 6355	1,004,403.20	
1013 Debit/Visa 2876	612.99	993.11
1050 PERS UAL 6512	150,178.86	150,061.86
1052 Capital Replace Savings 7216	396,130.89	21,022.49
1054 Capital Improve Savings 7224	45,750.87	145,668.13
Total Bank Accounts	\$3,390,731.03	\$3,061,788.52
Accounts Receivable		
1200 Accounts Receivable	108.51	61,773.85
Total Accounts Receivable	\$108.51	\$61,773.85
Other Current Assets		
1205 Undeposited Funds	0.00	57.36
1208 Employee Advances	0.00	0.00
1230 Other Receivables	0.00	0.00
1236 Prepaid Expense	18,034.00	18,034.00
1240 Property Tax Receivable	92,213.00	92,213.00
1245 Cash with County	0.00	0.00
1305 Prepaid Health Insurance	1,874.32	
1320 Grant Receivables	0.00	0.00
1351 Conflag Receivable	0.00	0.00
Total Other Current Assets	\$112,121.32	\$110,304.36
Total Current Assets	\$3,502,960.86	\$3,233,866.73
Fixed Assets		
1700 Capital Assets		
1701 Land	271,975.00	271,975.00
1702 Buildings and Improvement	2,870,098.00	2,870,098.00
1703 Equipment	1,087,505.00	1,087,505.00
1708 Vehicles	2,783,222.00	2,783,222.00
1750 Construction in Progress	0.00	0.00
1799 Accumulated Depreciation	-3,758,341.00	-3,758,341.00
Total 1700 Capital Assets	3,254,459.00	3,254,459.00
Total Fixed Assets	\$3,254,459.00	\$3,254,459.00
TOTAL ASSETS	\$6,757,419.86	\$6,488,325.73
LIABILITIES AND EQUITY		
Liabilities		

	TOTAL	
	AS OF APR 30, 2022	AS OF APR 30, 2021 (PY)
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	80,565.98	10,439.76
Total Accounts Payable	\$80,565.98	\$10,439.76
Credit Cards		
2007 OPB Mastercard	2,024.44	3,595.83
Total Credit Cards	\$2,024.44	\$3,595.83
Other Current Liabilities		
2010 Other Payables	0.00	0.00
2100 Payroll Liabilities	0.00	0.00
2108 Wages & Payroll Liabilities	0.00	0.00
2110 PERS Liability	0.00	0.00
2116 Deferred Comp Valic	1,025.00	645.00
2130 Union Dues	962.10	610.98
2135 PAC Contributions	24.00	
2182 Association Dues Withheld	80.00	100.00
2195 Medical Insurance	0.00	-378.64
2199 Misc PR Deductions	0.00	0.00
2995 Clearing Account	82,716.05	83,964.13
Total 2100 Payroll Liabilities	84,807.15	84,941.47
Total Other Current Liabilities	\$84,807.15	\$84,941.47
Total Current Liabilities	\$167,397.57	\$98,977.06
Long-Term Liabilities		
2301 Accrued Interest	0.00	0.00
2304 Debt Due within One Year	0.00	0.00
Total Long-Term Liabilities	\$0.00	\$0.00
Total Liabilities	\$167,397.57	\$98,977.06
Equity		
3100 Capital Reserve	441,800.25	166,690.62
3200 Investment in Capital and Land	3,254,459.00	3,254,459.00
3500 Fund Balance Unrestricted	1,995,893.22	1,809,450.00
Net Income	897,869.82	1,158,749.05
Total Equity	\$6,590,022.29	\$6,389,348.67
TOTAL LIABILITIES AND EQUITY	\$6,757,419.86	\$6,488,325.73

Siuslaw Valley Fire and Rescue

Budget vs. Actuals FY 21-22

July 2021 - April 2022

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
4000 Operating Revenue			
4050 Cost Recovery Income	1,330.00		
Total 4000 Operating Revenue	1,330.00		
4100 Property Tax			
4111 Lane County	2,852,041.08	2,839,552.00	100.44 %
4114 Douglas County	4,514.36	4,524.00	99.79 %
4117 Prior Year Tax Revenue	28,388.77	25,000.00	113.56 %
Total 4100 Property Tax	2,884,944.21	2,869,076.00	100.55 %
4125 Other County Tax Revenue	5,863.39		
4303 Three Rivers Casino	61,688.76	61,669.00	100.03 %
4305 Oregon Dept of Forestry		500.00	
4309 Herman Peak Emergency Radio		3,000.00	
4700 Grant Income			
4709 Misc Grant Income		527,500.00	
Total 4700 Grant Income		527,500.00	
4800 Conflag Reimbursements	67,044.28	50,000.00	134.09 %
4810 Other Fire Reimbursements	654.60		
4850 Other Income			
4853 CPR Classes	90.00		
4859 Miscellaneous Income	2,023.76		
4860 Reimbursements and Refunds	11,993.27	10,000.00	119.93 %
4890 Interest Income GF	9,690.70	10,000.00	96.91 %
4895 Interest Income - Capital	160.52	200.00	80.26 %
Total 4850 Other Income	23,958.25	20,200.00	118.61 %
Total Income	\$3,045,483.49	\$3,531,945.00	86.23 %
GROSS PROFIT	\$3,045,483.49	\$3,531,945.00	86.23 %
Expenses			
5000 Personal Services			
5100 Operations Personal Services			
5101 FF Salary & Wages Operations	463,585.59	692,095.00	66.98 %
5102 Overtime Operations	71,996.95	169,145.00	42.57 %
5103 Volunteer, Duty Chief, Officer Stipends	129,960.86	139,000.00	93.50 %
5104 Salary and Wages Conflag	30,020.04	50,000.00	60.04 %
5120 Payroll Taxes Operations	58,876.25	73,517.00	80.09 %
5121 Health Benefits Operations	143,358.74	186,823.00	76.74 %
5122 LOSAP Program Operations	4,425.00	7,000.00	63.21 %
5123 PERS Operations	168,758.06	224,385.00	75.21 %
5124 Deferred Comp HRA VEBA Operations	13,250.00	12,875.00	102.91 %
5125 Health & Wellness Operations	5,230.60	7,860.00	66.55 %
5180 Operation Staff Expense	13,007.58	12,000.00	108.40 %
Total 5100 Operations Personal Services	1,102,469.67	1,574,700.00	70.01 %

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Total 5000 Personal Services	1,102,469.67	1,574,700.00	70.01 %
6000 Operations Expense			
6100 Training	13,442.06	34,400.00	39.08 %
6200 Recruitment	5,174.40	6,400.00	80.85 %
6300 Volunteers	3,527.06	10,300.00	34.24 %
6400 Emergency Services	38,286.84	44,279.00	86.47 %
6450 Fire Prevention & Investigation	19,347.88	24,325.00	79.54 %
6500 COVID-19	829.58		
6700 Facilities	90,235.72	125,230.00	72.06 %
6800 Vehicles	116,625.74	100,000.00	116.63 %
6900 Operating Supplies & Expense	65,929.46	104,500.00	63.09 %
Total 6000 Operations Expense	353,398.74	449,434.00	78.63 %
7000 Administration			
7100 Administrative Expense	16,170.43	16,000.00	101.07 %
7200 Technology	2,055.80	5,000.00	41.12 %
7300 Board of Directors	2,822.98	7,000.00	40.33 %
7400 Professional Services	14,209.30	35,250.00	40.31 %
7500 Insurance	65,651.10	57,000.00	115.18 %
7600 WLFEA Administrative Services	503,480.04	578,941.00	86.97 %
Total 7000 Administration	604,389.65	699,191.00	86.44 %
8000 Capital Outlay			
8011 Herman Peak Upgrade		212,000.00	
8013 Station Maintenance Upgrades	8,551.86	100,000.00	8.55 %
8014 Tender		410,000.00	
8017 Hearing Protection Devices	6,635.90		
8018 Battery Operated Extrication Tools	8,450.56		
8020 Forward Looking InfraRed Device	17,133.25		
8021 Cardiac Monitors	46,435.69		
Total 8000 Capital Outlay	87,207.26	722,000.00	12.08 %
8600 Conflag Reimbursable Expense			
8660 Conflag Expense	148.35		
Total 8600 Conflag Reimbursable Expense	148.35		
8700 Grant Expense		550,000.00	
Total Expenses	\$2,147,613.67	\$3,995,325.00	53.75 %
NET OPERATING INCOME	\$897,869.82	\$ -463,380.00	-193.77 %
Other Income			
9000 Beginning Balance - General Fund		2,245,181.00	
9300 Beginning Balance - Capital Fund		166,560.00	
9420 Transfer IN from Gen Fund	375,000.00	375,000.00	100.00 %
9450 Transfer IN from Capital	100,000.00	100,000.00	100.00 %
Total Other Income	\$475,000.00	\$2,886,741.00	16.45 %
Other Expenses			
9501 Contingency		106,558.00	
9505 Transfer OUT to Capital	375,000.00	375,000.00	100.00 %
9520 Transfer OUT to General Fund	100,000.00	100,000.00	100.00 %
9555 Reserved for PERS UAL		150,043.00	
9750 Ending Balance - Capital Fund		441,760.00	

		TOTAL	
	ACTUAL	BUDGET	% OF BUDGET
9900 Ending Balance - General Fund		1,250,000.00	
Total Other Expenses	\$475,000.00	\$2,423,361.00	19.60 %
NET OTHER INCOME	\$0.00	\$463,380.00	0.00 %
NET INCOME	\$897,869.82	\$0.00	0.00%



Siuslaw Valley Fire and Rescue

Transaction List by Date of Issue

April 2022

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
04/01/2022	Transfer			Payroll and First of the Month Expenses	1002 Money Market 0832	-150,000.00
04/01/2022	Bill Payment (Check)	28518	WestCoast Media Group, Inc.		1001 Checking 1151	-87.50
04/01/2022	Bill Payment (Check)	28519	Davison Auto Parts, Inc	26588	1001 Checking 1151	-95.19
04/01/2022	Bill Payment (Check)	28520	Siuslaw Valley Firefighters' Association		1001 Checking 1151	-76.00
04/01/2022	Bill Payment (Check)	28521	VALIC		1001 Checking 1151	-775.00
04/01/2022	Bill Payment (Check)	28522	Chuck's Plumbing, Inc.		1001 Checking 1151	-8,667.00
04/01/2022	Bill Payment (Check)	28523	Nickolas Helvey		1001 Checking 1151	-34.95
04/01/2022	Bill Payment (Check)	28524	Umpqua Valley Fire Services		1001 Checking 1151	-985.00
04/01/2022	Bill Payment (Check)	28525	Coastal Paper & Supply Inc	3418	1001 Checking 1151	-289.25
04/01/2022	Bill Payment (Check)	28526	L.N. Curtis & Sons	4551	1001 Checking 1151	-2,054.05
04/01/2022	Bill Payment (Check)	28527	Vend West Services, Inc.	SVFIR	1001 Checking 1151	-25.05
04/01/2022	Bill Payment (Check)	28528	Hughes Fire Equipment	17115	1001 Checking 1151	-54.29
04/01/2022	Bill Payment (Check)	28529	National Fire Fighter Wildland	Acct R0035	1001 Checking 1151	-1,359.60
04/01/2022	Bill Payment (Check)	28530	Florence Motorsports		1001 Checking 1151	-11.97
04/01/2022	Bill Payment (Check)	28531	Hughes Fire Equipment	17115	1001 Checking 1151	-20.24
04/04/2022	Bill Payment (Check)	28532	OFDDA-LOSAP TRUST	7307	1001 Checking 1151	-425.00
04/04/2022	Bill Payment (Check)	28533	MY-COMM, INC		1001 Checking 1151	-5,812.58
04/05/2022	Bill Payment (Check)	28534	Canopy		1001 Checking 1151	-195.00
04/06/2022	Bill Payment (Check)	EFT	County Transfer & Recycling	2941-66-001	1001 Checking 1151	-204.10
04/07/2022	Bill Payment (Check)	EFT	Central Lincoln PUD		1001 Checking 1151	-2,218.75
04/08/2022	Bill Payment (Check)	EFT	WECO	2323588	1001 Checking 1151	-1,548.62
04/08/2022	Bill Payment (Check)	EFT	Western Lane Fire & EMS Authority		1001 Checking 1151	-11,853.94
04/11/2022	Bill Payment (Check)	EFT	CECO, Inc.	7689674	1001 Checking 1151	-249.92
04/11/2022	Bill Payment (Check)	EFT	IAFF Local 851		1001 Checking 1151	-24.00
04/11/2022	Bill Payment (Check)	EFT	IAFF Local 851		1001 Checking 1151	-855.20
04/13/2022	Bill Payment (Check)	28535	Umpqua Valley Fire Services		1001 Checking 1151	-54.45
04/13/2022	Bill Payment (Check)	28536	Verizon Wireless	442163823-00001	1001 Checking 1151	-345.76
04/14/2022	Bill Payment (Check)	EFT	CenturyLink	503-Z25-0032 890B	1001 Checking 1151	-723.43
04/14/2022	Bill Payment (Check)	28537	L.N. Curtis & Sons	4551	1001 Checking 1151	-1,474.09
04/14/2022	Bill Payment (Check)	28538	Coastal Paper & Supply Inc	3418	1001 Checking 1151	-254.69
04/14/2022	Bill Payment (Check)	28539	Crux Rescue		1001 Checking 1151	-5,500.00
04/14/2022	Bill Payment (Check)	28540	Henry Schein		1001 Checking 1151	-402.42
04/14/2022	Bill Payment (Check)	28541	Siuslaw Glass & Mirror		1001 Checking 1151	-220.00
04/14/2022	Bill Payment (Check)	28542	Coastal Fitness	Client No. 6789	1001 Checking 1151	-310.00
04/14/2022	Bill Payment (Check)	28543	Corey & Stewart		1001 Checking 1151	-420.00
04/14/2022	Bill Payment (Check)	28544	Sherwin's Tire & Automotive		1001 Checking 1151	-1,190.00
04/14/2022	Bill Payment (Check)	28545	Siuslaw News	639	1001 Checking 1151	-99.67
04/14/2022	Bill Payment (Check)	28546	Special Districts Insurance Services		1001 Checking 1151	-14,431.62
04/14/2022	Bill Payment (Check)	28547	The Shippin' Shack	210	1001 Checking 1151	-6.61
04/14/2022	Bill Payment (Check)	28548	Vend West Services, Inc.	SVFIR	1001 Checking 1151	-153.50
04/14/2022	Bill Payment (Check)	28549	TNT Sales and Repairs		1001 Checking 1151	-640.16
04/14/2022	Bill Payment (Check)	28550	Imagetrend		1001 Checking 1151	-2,637.34
04/14/2022	Bill Payment (Check)	28551	Lighthouse Electrical Contractors, INC		1001 Checking 1151	-118.00
04/14/2022	Bill Payment (Check)	28552	National Fire Fighter Wildland	Acct R0035	1001 Checking 1151	-184.95
04/14/2022	Bill Payment (Check)	28553	Hughes Fire Equipment	17115	1001 Checking 1151	-3,079.17
04/15/2022	Bill Payment (Check)	EFT	City of Florence	1022600	1001 Checking 1151	-181.60
04/15/2022	Bill Payment (Check)	EFT	City of Florence	1022600	1001 Checking 1151	-19.41
04/15/2022	Bill Payment (Check)	EFT	City of Florence	1022600	1001 Checking 1151	-47.71
04/15/2022	Bill Payment (Check)	EFT	City of Florence	1022600	1001 Checking 1151	-32.53
04/15/2022	Transfer			PERS and End of the Month Expenses	1002 Money Market 0832	-25,000.00
04/17/2022	Bill Payment (Check)	EFT	Time Warner Cable		1001 Checking 1151	-289.97
04/18/2022	Bill Payment (Check)	EFT	Time Warner Cable		1001 Checking 1151	-515.00
04/20/2022	Bill Payment (Check)	EFT	South Coast Water Co.	Acct # SC072	1001 Checking 1151	-37.30
04/25/2022	Bill Payment (Check)	EFT	Heceta Water PUD	18.18010.01	1001 Checking 1151	-30.04
04/26/2022	Bill Payment (Check)	EFT	WECO	2323588	1001 Checking 1151	-1,177.01
04/26/2022	Bill Payment (Check)	EFT	Western Lane Fire & EMS Authority		1002 Money Market 0832	-35,069.74
04/28/2022	Check	EFT	Card Service Center	monthly expenses 3/4-4/3/2022	1001 Checking 1151	-7,385.97



SUISLAW VAL FIRE RESC
 Account Number: XXXX XXXX XXXX 0393

Billing Questions: 800-367-7576
Website: www.cardaccount.net

Send Billing Inquiries To: Card Service Center, PO Box 569120, Dallas, TX 75356

OREGON PACIFIC BANK Credit Card Account Statement
 April 4, 2022 to May 3, 2022

SUMMARY OF ACCOUNT ACTIVITY

Previous Balance	\$7,385.97
- Payments	\$7,385.97
- Other Credits	\$3,499.98
+ Purchases	\$5,524.42
+ Cash Advances	\$0.00
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
= New Balance	\$2,024.44

PAYMENT INFORMATION

New Balance:	\$2,024.44
Minimum Payment Due:	\$60.74
Payment Due Date:	May 28, 2022

Account Number XXXX XXXX XXXX 0393
 Credit Limit \$45,000.00
 Available Credit \$42,975.00
 Statement Closing Date May 3, 2022
 Days in Billing Cycle 30

MESSAGES

GREAT NEWS!

We have upgraded the Card Service Center website and online access to your account information. It is better than ever!

Our enhanced site features easier-to-navigate pages, additional payment functionality, and new self-serve account update options. A **NEW MOBILE APP** is also available to manage your card on the go!

The New Site and Mobile App are available NOW! To take advantage of these exciting features go to www.cardaccount.net to download the mobile app or click "ACCOUNTS" and choose "CREDIT CARD ACCOUNTS" to log in now.

TRANSACTIONS

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
04/28	04/28	F112700G600CHGDDA	AUTOMATIC PAYMENT - THANK YOU	\$7,385.97-

Transactions continued on next page

OREGON PACIFIC BANK
 1550 N BROWN RD 150
 LAWRENCEVILLE GA 30043



Account Number: XXXX XXXX XXXX 0393
 New Balance: \$2,024.44
 Minimum Payment Due: \$60.74
Payment Due Date: May 28, 2022

All payments on the account must be made at the address shown on your monthly billing statement and are considered to have been made on the date received at that address.

Amount Enclosed: \$



Make Check Payable to:

CARD SERVICE CENTER
 PO BOX 569100
 DALLAS TX 75356-9100

SUISLAW VAL FIRE RESC
 2625 HIGHWAY 101
 FLORENCE OR 97439-9702



TRANSACTIONS (continued)

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
			TOTAL XXXXXXXXXXXXX0393	\$7,385.97-
04/02	04/04	2230379FD004T6EKG	76 - BUY2 010 FLORENCE OR	\$38.57
04/08	04/10	5554807FJ5SJ3M80Z	FLORENCE TRUE VALUE FLORENCE OR	\$33.99
04/08	04/10	5543687FJ85N2TMVD	FLORENCE EYE CLINIC FLORENCE OR	\$185.00
04/26	04/27	0543684G48PKYJGLG	FRED-MEYER #0464 FLORENCE OR	\$83.61
			ANDY GRAY	
			TOTAL XXXXXXXXXXXXX0468	\$341.17
04/15	04/15	5543286FT5SYSAPFM	WWW.NORTHERNSAFETY.COM 800-625-1591 NY	\$62.06
04/15	04/15	5543286FT5SYSAPFX	WWW.NORTHERNSAFETY.COM 800-625-1591 NY	\$359.10
04/15	04/17	8545491FTS66GVRMP	POSITIVE PROMOTIONS 800-635-2666 NY	\$490.42
04/18	04/19	5544641FW5STE5FMR	FIRESMARTPROMOS.COM 7175322131 PA	\$1,775.00
			TONY MILLER	
			TOTAL XXXXXXXXXXXXX0476	\$2,686.58
04/19	04/21	5270715FY09FEAK0X	HOMEDEPOT.COM 800-430- CREDIT	\$3,499.98-
04/09	04/10	5541734FK85NBLLVN	OR HEALTH AUTHORITY SALEM OR	\$110.00
04/10	04/10	5536928FL5ZYLQF2W	FIELDPRINT INC 8882911369 PA	\$58.75
04/14	04/14	5543286FR5SRR7ZAA	NATIONAL REGISTRY EMT 614-888-4484 OH	\$98.00
			KYLE OROZCO	
			TOTAL XXXXXXXXXXXXX0500	\$3,233.23-
04/05	04/05	5531020FF2DL14DBX	AMAZON.COM*1H83V11J0 A AMZN.COM/BILL WA	\$119.50
04/05	04/06	5543286FF5V3EYAVW	AMZN MKTP US*1H2L27GR0 AMZN.COM/BILL WA	\$66.52
04/05	04/06	5543286FF5V4R5A2X	AMZN MKTP US*1H4BO4F42 AMZN.COM/BILL WA	\$158.70
04/06	04/07	5543286FG5SFB8SY	AMZN MKTP US*1H70F85R0 AMZN.COM/BILL WA	\$77.35
04/06	04/07	5531020FG2DKRYK5A	AMAZON.COM*1H66X8Z32 A AMZN.COM/BILL WA	\$885.00
04/12	04/12	5543286FN5V48TJ8L	SPECTRUM 855-707-7328 MO	\$34.03
04/19	04/20	5543286FX5SG5A5QE	AMZN MKTP US*1A9246YB0 AMZN.COM/BILL WA	\$57.46
04/19	04/20	5543286FX5SG65ZV6	AMZN MKTP US*1O8970IP1 AMZN.COM/BILL WA	\$18.59
04/21	04/22	0543684FZ8PKWG6ME	FRED-MEYER #0464 FLORENCE OR	\$24.99
04/23	04/24	5543286G15SLWRGSJ	ASTOUND PWRD BY WAVE 866-928-3123 WA	\$194.98
04/28	04/29	5543286G65SAFRL4N	AMZN MKTP US*1Q20C24N2 AMZN.COM/BILL WA	\$9.59
04/29	04/30	5543286G75SH4W4K7	AMZN MKTP US*130QB2ZV1 AMZN.COM/BILL WA	\$40.22
			MARY DIMON	
			TOTAL XXXXXXXXXXXXX0526	\$1,686.93
04/12	04/13	5542950FNRTJWFAJ	PAYPAL *LUKEVRANJES 4029357733 CA	\$62.99
			BLAIR CAMPBELL	
			TOTAL XXXXXXXXXXXXX2019	\$62.99
04/20	04/21	5543687FZ4ZBH59PK	FLORENCE WELDING AND M FLORENCE OR	\$480.00
			PABLO CRESCIONI	
			TOTAL XXXXXXXXXXXXX0097	\$480.00

\$0 - \$2,024.44 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 05/28/22. THE AUTOMATIC PAYMENT AMOUNT WILL BE REDUCED BY ALL PAYMENTS POSTED ON OR BEFORE THIS DATE.



Western Lane Ambulance District

Balance Sheet Comparison

As of April 30, 2022

	TOTAL	
	AS OF APR 30, 2022	AS OF APR 30, 2021 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1010 Checking 0046	21,757.18	56,494.06
1020 Money Market 9835	1,642,080.61	2,476,485.70
1030 LifeMed Cash 9411	35,419.96	23,952.07
1040 WLAD LGIP 6353	1,506,604.81	
1050 PERS UAL 6407	459,087.34	458,720.25
1090 Equipment Reserve 1060	501,218.47	934,009.51
1099 Petty Cash	400.00	400.00
Total Bank Accounts	\$4,166,568.37	\$3,950,061.59
Accounts Receivable		
1200 Accounts Receivable	-12,066.68	16,460.32
Total Accounts Receivable	\$ -12,066.68	\$16,460.32
Other Current Assets		
1201 Patient Accounts Receivable	1,307,629.36	844,304.36
1202 Allowance for Bad Debt	-339,983.64	-219,519.13
1203 Allowance for Contractual Adjust	-509,975.46	-329,278.70
1205 Accounts Receivable (Audit)	6,311.00	6,311.00
1240 Property Tax Receivable	61,167.00	61,167.00
1245 Cash with County	7,396.00	7,396.00
1250 Seismic Grant Receivable	0.00	0.00
1260 MIH Grant Receivable	0.00	0.00
1299 Undeposited Funds	0.00	0.00
1302 Prepaid LifeMed Expense	0.00	0.00
1304 Prepaid Prop & Liab Insurance	13,185.50	13,185.50
1305 Prepaid Health Insurance	-85.90	0.00
1306 Prepaid Other Expense	0.00	0.00
1313 Employee Draws	0.00	0.00
1335 Flexible Medical Spending	316.67	0.00
Total Other Current Assets	\$545,960.53	\$383,566.03
Total Current Assets	\$4,700,462.22	\$4,350,087.94
Fixed Assets		
1701 Land	350,000.00	350,000.00
1702 Buildings & Improvements	581,521.30	581,521.30
1703 Equipment	1,538,530.00	1,538,530.00
1704 Construction in Progress	0.00	0.00
1799 Accumulated Depreciation	-1,201,134.41	-1,201,134.41
Total Fixed Assets	\$1,268,916.89	\$1,268,916.89



Western Lane Ambulance District

Balance Sheet Comparison

As of April 30, 2022

	TOTAL	
	AS OF APR 30, 2022	AS OF APR 30, 2021 (PY)
TOTAL ASSETS	\$5,969,379.11	\$5,619,004.83
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	202,371.13	17,569.64
Total Accounts Payable	\$202,371.13	\$17,569.64
Credit Cards		
2007 OPB Mastercard	6,906.62	6,287.24
Total Credit Cards	\$6,906.62	\$6,287.24
Other Current Liabilities		
2001 Accrued Account Payable	0.00	0.00
2050 MIH Deferred Revenue	20,833.26	135,416.63
2100 Wages & Payroll Liabilities	0.00	0.00
2105 Oregon WBF Payable	0.00	0.00
2110 PERS Payable	0.00	0.00
2116 Deferred Comp Payable	7,670.00	8,125.00
2117 AFLAC Payable	654.71	654.71
2130 Union Dues Payable	1,945.80	1,976.90
2135 PAC Contributions	59.00	
2140 Garnishments	0.00	0.00
2190 Compensated absences	147,572.78	147,572.78
2199 Payroll Liabilities - Audit	0.00	0.00
2995 Clearing Account	175,396.59	163,321.86
Total 2100 Wages & Payroll Liabilities	333,298.88	321,651.25
2200 Deferred LifeMed Income	0.00	0.00
Total Other Current Liabilities	\$354,132.14	\$457,067.88
Total Current Liabilities	\$563,409.89	\$480,924.76
Total Liabilities	\$563,409.89	\$480,924.76
Equity		
3010 Investment in Capital and Land	1,268,916.89	1,268,916.89
3020 LifeMed Fund Balance	34,184.57	23,952.07
3030 Capital Reserve	501,094.91	934,009.51
3100 Designated for Capital	0.00	0.00
3500 Fund Balance Unrestricted	3,206,891.11	2,323,882.34
Net Income	394,881.74	587,319.26
Total Equity	\$5,405,969.22	\$5,138,080.07
TOTAL LIABILITIES AND EQUITY	\$5,969,379.11	\$5,619,004.83

Western Lane Ambulance District

Budget vs. Actuals FY 21-22

July 2021 - April 2022

		TOTAL	
	ACTUAL	BUDGET	% OF BUDGET
Income			
4000 Operating Income			
4001 Private Insurance	511,628.54	513,000.00	99.73 %
4002 Private Pay	118,918.90	114,000.00	104.31 %
4020 Medicaid	215,403.27	247,000.00	87.21 %
4023 Medicare	1,098,965.18	1,026,000.00	107.11 %
4025 GEMT Medicaid Program		70,000.00	
4085 Other Revenue	334.25		
4090 less Refunds	-1,636.35		
Total 4000 Operating Income	1,943,613.79	1,970,000.00	98.66 %
4200 NonOperating Income			
4210 Property Tax Revenue			
4211 Current Year - Permanent Levy	696,035.31	675,438.00	103.05 %
4212 Current Year - Local Option Levy	960,866.32	972,507.00	98.80 %
4214 Prior Year Taxes	16,715.66	23,000.00	72.68 %
Total 4210 Property Tax Revenue	1,673,617.29	1,670,945.00	100.16 %
4220 Three Rivers Casino	30,792.00	30,792.00	100.00 %
4230 Other County Tax Revenue	3,778.41		
4250 Reimbursements	29,965.20		
4280 Miscellaneous Revenue	477.79	70,000.00	0.68 %
4290 Interest Income WLAD	8,765.85	15,000.00	58.44 %
Total 4200 NonOperating Income	1,747,396.54	1,786,737.00	97.80 %
4700 Grant Income			
4702 MIH Foundation	93,750.03	125,000.00	75.00 %
4703 Coronavirus Relief Fund Grant	-42,054.46		
4704 OPRD ATV Grant	30,040.41		
4705 OHV Grant	16,947.95	48,131.00	35.21 %
4706 Cardiac Monitors Grant		228,000.00	
Total 4700 Grant Income	98,683.93	401,131.00	24.60 %
Total Income	\$3,789,694.26	\$4,157,868.00	91.15 %
GROSS PROFIT	\$3,789,694.26	\$4,157,868.00	91.15 %
Expenses			
5000 PERSONNEL SERVICES			
5100 Operations Personal Services			
5101 Salary & Wages Operations	1,060,338.20	1,391,712.00	76.19 %
5106 Overtime Operations	276,246.85	322,030.00	85.78 %
5111 Salary & Wages Grant	53,191.81	63,085.00	84.32 %
5121 Payroll Taxes Operations	125,098.65	140,000.00	89.36 %
5122 Benefits Operations	245,899.01	302,732.00	81.23 %
5123 PERS Operations	349,835.69	416,369.00	84.02 %
5124 Deferred Comp HRA VEBA Operations	44,625.00	43,500.00	102.59 %
5125 Health & Wellness Operations	5,903.00	12,000.00	49.19 %

Western Lane Ambulance District

Budget vs. Actuals FY 21-22

July 2021 - April 2022

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
5184 Staff Expense Operations	3,772.50	3,000.00	125.75 %
5199 Unemployment Benefits		820.00	
Total 5100 Operations Personal Services	2,164,910.71	2,695,248.00	80.32 %
Total 5000 PERSONNEL SERVICES	2,164,910.71	2,695,248.00	80.32 %
6000 MATERIALS & SERVICES OPERATIONS			
6100 Training	14,611.86	39,845.00	36.67 %
6200 Medical	99,343.82	109,000.00	91.14 %
6400 Emergency Services	96,595.00	96,681.00	99.91 %
6500 COVID-19	1,271.97		
6600 Recruitment	5,030.91		
6700 Facilities & Equipment	65,834.83	82,200.00	80.09 %
6800 Vehicles	94,942.15	75,000.00	126.59 %
Total 6000 MATERIALS & SERVICES OPERATIONS	377,630.54	402,726.00	93.77 %
7000 MATERIALS & SERVICES ADMINISTRATION			
7100 Administrative Expense	104,784.61	54,000.00	194.05 %
7200 Technology	4,498.24	5,000.00	89.96 %
7300 Board of Directors	4,463.51	8,050.00	55.45 %
7400 Professional Services	58,791.31	100,000.00	58.79 %
7500 Insurance	33,228.48	76,500.00	43.44 %
7600 WLFEA Administrative Services	395,902.46	441,909.00	89.59 %
Total 7000 MATERIALS & SERVICES ADMINISTRATION	601,668.61	685,459.00	87.78 %
8000 Capital Outlay			
8016 Larynoscope Equipment	16,068.71		
8018 Cardiac Monitors/Defibrillators	179,905.52	91,256.00	197.14 %
8020 Hands Free CPR Devices	14,336.88	14,337.00	100.00 %
8021 Mobile Radio		12,000.00	
8022 Repeater Upgrade		212,000.00	
8023 Personal Safety Vests		10,000.00	
8024 AccuVein Finders	22,875.00	22,875.00	100.00 %
Total 8000 Capital Outlay	233,186.11	362,468.00	64.33 %
8700 Grant Expense			
8703 OHV Rescue Vehicle	25,584.93	60,164.00	42.53 %
8704 Cardiac Monitors		240,000.00	
Total 8700 Grant Expense	25,584.93	300,164.00	8.52 %
Total Expenses	\$3,402,980.90	\$4,446,065.00	76.54 %
NET OPERATING INCOME	\$386,713.36	\$ -288,197.00	-134.18 %
Other Income			
9100 Beginning Balance - General Fund		2,666,883.00	
9410 To Gen Fund from LifeMed	120,000.00	120,000.00	100.00 %
9440 To Gen Fund for Future Capital Expense	319,500.00	319,500.00	100.00 %
9450 To Gen Fund for Current Capital Expense	234,000.00	234,000.00	100.00 %

Western Lane Ambulance District

Budget vs. Actuals FY 21-22

July 2021 - April 2022

		TOTAL	
	ACTUAL	BUDGET	% OF BUDGET
Total Other Income	\$673,500.00	\$3,340,383.00	20.16 %
Other Expenses			
9501 Contingency		71,532.00	
9510 From Gen Fund to Equip Reserve	120,000.00	120,000.00	100.00 %
9550 Reserved for PERS Side Account		400,000.00	
9555 Reserved for PERS UAL Account		58,887.00	
9570 Reserved for Mobile Int Health		50,000.00	
9700 Reserved for Capital Expenditures		386,775.00	
9900 Ending Balance - General Fund		1,964,992.00	
Total Other Expenses	\$120,000.00	\$3,052,186.00	3.93 %
NET OTHER INCOME	\$553,500.00	\$288,197.00	192.06 %
NET INCOME	\$940,213.36	\$0.00	0.00%



Western Lane Ambulance District

Profit and Loss Comparison

July 2021 - April 2022

	TOTAL	
	JUL 2021 - APR 2022	JUL 2020 - APR 2021 (PY)
Income		
4000 Operating Income		
4001 Private Insurance	511,628.54	460,276.42
4002 Private Pay	118,918.90	97,041.57
4020 Medicaid	215,403.27	222,378.76
4023 Medicare	1,098,965.18	876,855.03
4025 GEMT Medicaid Program		64,227.67
4085 Other Revenue	334.25	250.00
4090 less Refunds	-1,636.35	-9,846.55
Total 4000 Operating Income	1,943,613.79	1,711,182.90
4200 NonOperating Income		
4210 Property Tax Revenue		
4211 Current Year - Permanent Levy	696,035.31	666,565.26
4212 Current Year - Local Option Levy	960,866.32	920,494.87
4214 Prior Year Taxes	16,715.66	23,098.75
Total 4210 Property Tax Revenue	1,673,617.29	1,610,158.88
4220 Three Rivers Casino	30,792.00	30,842.00
4230 Other County Tax Revenue	3,778.41	2,736.70
4250 Reimbursements	29,965.20	17,827.60
4280 Miscellaneous Revenue	477.79	504.76
4290 Interest Income WLAD	8,765.85	6,849.35
Total 4200 NonOperating Income	1,747,396.54	1,668,919.29
4700 Grant Income		
4702 MIH Foundation	93,750.03	104,166.70
Total 4700 Grant Income	93,750.03	104,166.70
Total Income	\$3,784,760.36	\$3,484,268.89
GROSS PROFIT	\$3,784,760.36	\$3,484,268.89
Expenses		
5000 PERSONNEL SERVICES		
5100 Operations Personal Services		
5101 Salary & Wages Operations	1,060,338.20	1,060,114.48
5106 Overtime Operations	276,246.85	248,831.63
5111 Salary & Wages Grant	53,191.81	52,886.11
5121 Payroll Taxes Operations	125,098.65	94,971.53
5122 Benefits Operations	245,899.01	261,820.80
5123 PERS Operations	349,835.69	354,388.66
5124 Deferred Comp HRA VEBA Operations	44,625.00	45,750.00
5125 Health & Wellness Operations	5,903.00	8,073.50
5184 Staff Expense Operations	3,772.50	2,982.97
5199 Unemployment Benefits		2,395.50



Western Lane Ambulance District

Profit and Loss Comparison

July 2021 - April 2022

	TOTAL	
	JUL 2021 - APR 2022	JUL 2020 - APR 2021 (PY)
Total 5100 Operations Personal Services	2,164,910.71	2,132,215.18
Total 5000 PERSONNEL SERVICES	2,164,910.71	2,132,215.18
6000 MATERIALS & SERVICES OPERATIONS		
6100 Training	14,611.86	10,443.87
6200 Medical	99,283.82	75,305.87
6400 Emergency Services	96,595.00	579.00
6500 COVID-19	1,271.97	4,263.78
6700 Facilities & Equipment	65,834.83	56,927.47
6800 Vehicles	94,942.15	64,247.32
Total 6000 MATERIALS & SERVICES OPERATIONS	372,539.63	211,767.31
7000 MATERIALS & SERVICES ADMINISTRATION		
7100 Administrative Expense	104,784.61	50,193.77
7200 Technology	4,498.24	6,232.37
7300 Board of Directors	4,437.59	
7400 Professional Services	58,791.31	92,900.10
7500 Insurance	33,228.48	27,028.95
7600 WLFEA Administrative Services	395,902.46	351,812.96
Total 7000 MATERIALS & SERVICES ADMINISTRATION	601,642.69	528,168.15
8000 Capital Outlay		
8004 District/MIH Vehicle		15,558.90
8016 Larynoscope Equipment	16,068.71	20,910.15
8017 Computer Upgrade / iPads		7,365.00
8018 Cardiac Monitors/Defibrillators	179,905.52	
Total 8000 Capital Outlay	195,974.23	43,834.05
Total Expenses	\$3,335,067.26	\$2,915,984.69
NET OPERATING INCOME	\$449,693.10	\$568,284.20
Other Income		
9410 To Gen Fund from LifeMed	120,000.00	163,000.00
9420 To Equip Resv from Gen Fund	120,000.00	120,000.00
9430 To PERS UAL Account		450,000.00
Total Other Income	\$240,000.00	\$733,000.00
Other Expenses		
9510 From Gen Fund to Equip Reserve	120,000.00	120,000.00
9520 From Gen Fund to PERS UAL Fund		450,000.00
Total Other Expenses	\$120,000.00	\$570,000.00
NET OTHER INCOME	\$120,000.00	\$163,000.00
NET INCOME	\$569,693.10	\$731,284.20



Western Lane Ambulance District

Transaction List by Date of Issue

April 2022

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
04/01/2022	Check	EFT	Card Service Center	Mastercard monthly expenses 2/5 to 3/7/2022	1010 Checking 0046	-2,821.02
04/01/2022	Bill Payment (Check)	4104	Trevver D'Auteuil		1030 LifeMed Cash 9411	-1,253.50
04/01/2022	Transfer			Payroll and Monthly Expenses	1020 Money Market 9835	-250,000.00
04/01/2022	Bill Payment (Check)	20648	SMEED Communication Services		1010 Checking 0046	-560.00
04/01/2022	Bill Payment (Check)	20649	Bales Appliance		1010 Checking 0046	-190.00
04/01/2022	Bill Payment (Check)	20650	Davison Auto Parts Inc.	30290	1010 Checking 0046	-13.26
04/01/2022	Bill Payment (Check)	20651	Pacific Source Administrators	P00194	1010 Checking 0046	-356.67
04/01/2022	Bill Payment (Check)	20652	West Coast Media Group		1010 Checking 0046	-87.50
04/01/2022	Bill Payment (Check)	20653	Henry Schein Inc	1129300	1010 Checking 0046	-1,863.62
04/01/2022	Bill Payment (Check)	20654	Brian's Automotive		1010 Checking 0046	-1,165.00
04/01/2022	Bill Payment (Check)	20655	PSS/Professional Sales & Service, LC		1010 Checking 0046	-499.05
04/01/2022	Bill Payment (Check)	20656	Systems Design		1010 Checking 0046	-5,492.24
04/01/2022	Bill Payment (Check)	20657	Vend West Services Inc.	WESLA	1010 Checking 0046	-25.05
04/01/2022	Bill Payment (Check)	20658	Enerspect Medical Solutions LLC		1010 Checking 0046	-703.35
04/01/2022	Bill Payment (Check)	20659	Coastal Paper & Supply Inc	2681	1010 Checking 0046	-83.56
04/01/2022	Bill Payment (Check)	20660	QUILL		1010 Checking 0046	-54.97
04/02/2022	Bill Payment (Check)	20661	Motorola Solutions, Inc.	1011848639	1010 Checking 0046	-7,121.52
04/02/2022	Bill Payment (Check)	20662	Bi-Mart Corporation	Acct # 923247	1010 Checking 0046	-14.55
04/04/2022	Bill Payment (Check)	4105	Donald Quinn Jr		1030 LifeMed Cash 9411	-488.00
04/04/2022	Bill Payment (Check)	20663	Canopy		1010 Checking 0046	-60.00
04/04/2022	Check	SVCCHRG		Service Charge	1030 LifeMed Cash 9411	-34.53
04/05/2022	Bill Payment (Check)	EFT	County Transfer & Recycling	2941-1517	1010 Checking 0046	-162.50
04/05/2022	Check	NSF	iStream	NSF check reverse fee from iStream deposit 3/3/2022 for Buss, Mason	1020 Money Market 9835	-10.00
04/07/2022	Bill Payment (Check)	EFT	WECO	2323670	1010 Checking 0046	-2,352.20
04/08/2022	Check	EFT	Judy Metheny	duplicate payment for member # 1203, Matheny refunded, error in check out	1030 LifeMed Cash 9411	-65.00
04/11/2022	Bill Payment (Check)	EFT	Clear Rate Communications	4950169	1010 Checking 0046	-318.33
04/13/2022	Bill Payment (Check)	EFT	IAFF Local 851		1010 Checking 0046	-1,945.80
04/13/2022	Bill Payment (Check)	EFT	IAFF Local 851		1010 Checking 0046	-59.00
04/13/2022	Check	EFT	VOYA Deferred Comp	monthly contributions	1010 Checking 0046	-6,920.00
04/14/2022	Bill Payment (Check)	20664	Henry Schein Inc	1129300	1010 Checking 0046	-1,929.95
04/14/2022	Bill Payment (Check)	20665	Galls Inc.	1001097356	1010 Checking 0046	-96.56
04/14/2022	Bill Payment (Check)	20666	Benton County Public Works	514-45-10-250-454310	1010 Checking 0046	-8,641.18
04/14/2022	Bill Payment (Check)	20667	Crux Rescue		1010 Checking 0046	-7,700.00
04/14/2022	Bill Payment (Check)	20668	Petty Cash		1010 Checking 0046	-132.47
04/14/2022	Bill Payment (Check)	20669	RICOH USA, Inc.	15095401	1010 Checking 0046	-10.50
04/14/2022	Bill Payment (Check)	20670	Bi-Mart Corporation	Acct # 923247	1010 Checking 0046	-6.98
04/14/2022	Bill Payment (Check)	20671	Bound Tree Medical	114735	1010 Checking 0046	-577.98
04/14/2022	Bill Payment (Check)	20672	Vend West Services Inc.	WESLA	1010 Checking 0046	-26.55
04/14/2022	Bill Payment (Check)	20673	Cascade Health Solutions		1010 Checking 0046	-570.00
04/14/2022	Bill Payment (Check)	20674	Coastal Fitness	Client No. 5731	1010 Checking 0046	-558.00
04/14/2022	Bill Payment (Check)	20675	Local Government Law Group		1010 Checking 0046	-49.00
04/14/2022	Bill Payment (Check)	20676	Siuslaw Glass & Mirror	2254	1010 Checking 0046	-1,368.00
04/14/2022	Bill Payment (Check)	20677	Siuslaw News	722	1010 Checking 0046	-1,216.67
04/14/2022	Bill Payment (Check)	20678	Special Districts Insurance Services	52434	1010 Checking 0046	-27,132.73
04/14/2022	Bill Payment (Check)	20679	Stericycle	6117445	1010 Checking 0046	-382.18
04/14/2022	Bill Payment (Check)	20680	Airgas USA, LLC	2363767	1010 Checking 0046	-794.56
04/14/2022	Bill Payment (Check)	20681	Day Wireless Systems	1088	1010 Checking 0046	-528.00
04/14/2022	Bill Payment (Check)	20682	ImageTrend, Inc.	Voided - Cust No. 2162	1010 Checking 0046	0.00
04/14/2022	Bill Payment (Check)	20683	PeaceHealth Hospital		1010 Checking 0046	-2,250.91
04/14/2022	Bill Payment (Check)	20684	Lane Fire Authority		1010 Checking 0046	-40.00
04/15/2022	Bill Payment (Check)	20685	ImageTrend, Inc.	Cust No. 2162	1010 Checking 0046	-10,320.60
04/19/2022	Bill Payment (Check)	EFT	Citi Card-Costco	ending 9251	1010 Checking 0046	-155.86
04/19/2022	Bill Payment (Check)	EFT	City of Florence City Hall	323280.01	1010 Checking 0046	-213.88
04/19/2022	Check	EFT	AFLAC	monthly AFLAC payment	1010 Checking 0046	-816.31
04/21/2022	Bill Payment (Check)	EFT	Charter Communications	8751160250176399	1010 Checking 0046	-164.97
04/21/2022	Bill Payment (Check)	EFT	WECO	2323670	1010 Checking 0046	-2,983.12
04/26/2022	Bill Payment (Check)	EFT	Western Lane Fire & EMS Authority		1020 Money Market 9835	-35,069.74
04/27/2022	Bill Payment (Check)	EFT	Central Lincoln PUD	281957000	1010 Checking 0046	-520.78
04/29/2022	Check	SVCCHRG		Service Charge	1010 Checking 0046	-25.00



WLAD Capital Reserve Fund

Budget vs. Actuals FY 21-22

July 2021 - April 2022

		TOTAL	
	ACTUAL	BUDGET	% OF BUDGET
Income			
4200 NonOperating Income			
4295 Interest Income Capital	1,785.63	3,000.00	59.52 %
Total 4200 NonOperating Income	1,785.63	3,000.00	59.52 %
Total Income	\$1,785.63	\$3,000.00	59.52 %
GROSS PROFIT	\$1,785.63	\$3,000.00	59.52 %
Expenses			
Total Expenses			0.00%
NET OPERATING INCOME	\$1,785.63	\$3,000.00	59.52 %
Other Income			
9300 Beginning Balance - Capital Fund		930,500.00	
9420 To Equip Resv from Gen Fund	120,000.00	120,000.00	100.00 %
Total Other Income	\$120,000.00	\$1,050,500.00	11.42 %
Other Expenses			
9515 From Equip Resv to Gen Fund Capital	234,000.00	234,000.00	100.00 %
9525 From Equip Resv to Future Capital Exp	319,500.00	319,500.00	100.00 %
9750 Ending Balance - Capital		500,000.00	
Total Other Expenses	\$553,500.00	\$1,053,500.00	52.54 %
NET OTHER INCOME	\$ -433,500.00	\$ -3,000.00	14,450.00 %
NET INCOME	\$ -431,714.37	\$0.00	0.00%

LifeMed Analysis Report

June 2021 - April 2022

	Actual	Total Budget	% of Budget
Income			
4600 LifeMed Income			
4601 LifeMed Subscriptions	125,645.99	140,000.00	89.75%
4602 LifeMed CPR Classes	14,065.00	10,000.00	140.65%
4609 LifeMed Interest	6.51		
4610 LifeMed Other Income	1,500.00		
4690 less LifeMed Refund	-330.00		
Total 4600 LifeMed Income	\$ 140,887.50	\$ 150,000.00	93.93%
Total Income	\$ 140,887.50	\$ 150,000.00	93.93%
Gross Profit	\$ 140,887.50	\$ 150,000.00	93.93%
Expenses			
6800 Write-Offs	129,949.16		
6900 LifeMed Expense			
6951 Public & Regional Training LM	4,878.90	10,000.00	48.79%
6952 QRT Support & Training LM	6,235.29	10,000.00	62.35%
6953 Promotion & Advertising LM	6,679.15	7,000.00	95.42%
6957 Bank Fees LM	1,312.53	2,000.00	65.63%
6958 Postage & Printing LM	929.15	5,000.00	18.58%
6959 Supplies LM	950.47	4,000.00	23.76%
6960 Other LifeMed Expenses	16,763.14		
Total 6900 LifeMed Expense	\$ 167,697.79	\$ 38,000.00	441.31%
Total Expenses	\$ 167,697.79	\$ 38,000.00	441.31%
Net Operating Income	-\$ 26,810.29	\$ 112,000.00	-23.94%



WESTERN LANE AMB DIST
Account Number: XXXX XXXX XXXX 0591

Billing Questions:
800-367-7576

Website:
www.cardaccount.net

Send Billing Inquiries To:
Card Service Center, PO Box 569120, Dallas, TX 75356

OREGON PACIFIC BANK Credit Card Account Statement
April 7, 2022 to May 6, 2022

SUMMARY OF ACCOUNT ACTIVITY

Previous Balance	\$4,514.56
- Payments	\$4,514.56
- Other Credits	\$0.00
+ Purchases	\$2,269.99
+ Cash Advances	\$0.00
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
= New Balance	\$2,269.99

PAYMENT INFORMATION

New Balance:	\$2,269.99
Minimum Payment Due:	\$68.10
Payment Due Date:	June 1, 2022

Account Number	XXXX XXXX XXXX 0591
Credit Limit	\$45,000.00
Available Credit	\$42,664.00
Statement Closing Date	May 6, 2022
Days in Billing Cycle	30

MESSAGES

GREAT NEWS!

We have upgraded the Card Service Center website and online access to your account information. It is better than ever!

Our enhanced site features easier-to-navigate pages, additional payment functionality, and new self-serve account update options. A **NEW MOBILE APP** is also available to manage your card on the go!

The New Site and Mobile App are available NOW! To take advantage of these exciting features go to www.cardaccount.net to download the mobile app or click "ACCOUNTS" and choose "CREDIT CARD ACCOUNTS" to log in now.

TRANSACTIONS

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
05/01	05/01	F112700GA00CHGDDA	AUTOMATIC PAYMENT - THANK YOU	\$4,514.56-

Transactions continued on next page

OREGON PACIFIC BANK
1550 N BROWN RD 150
LAWRENCEVILLE GA 30043



Account Number: XXXX XXXX XXXX 0591
New Balance: \$2,269.99
Minimum Payment Due: \$68.10
Payment Due Date: June 1, 2022

All payments on the account must be made at the address shown on your monthly billing statement and are considered to have been made on the date received at that address.

Amount Enclosed: \$



Make Check Payable to:

CARD SERVICE CENTER
PO BOX 569100
DALLAS TX 75356-9100

WESTERN LANE AMB DIST
2625 HIGHWAY 101
FLORENCE OR 97439-9702



TRANSACTIONS (continued)

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
			TOTAL XXXXXXXXXXXXX0591	\$4,514.56-
04/06	04/07	5541734FG8EZAPWJA	LCWM FLORENCE FLORENCE OR	\$8.00
04/06	04/07	0512671FG8PLDR3A6	PHIL'S SAW SHOP FLORENCE OR	\$26.00
04/07	04/08	0230537FJ00HRDLTV	USPS PO 4029600439 FLORENCE OR	\$1.96
04/26	04/28	8550499G5S66DD58G	UMBC CASHIER BALTIMORE MD	\$65.00
			ROBERT II CHANCE	
			TOTAL XXXXXXXXXXXXX0625	\$100.96
04/18	04/19	5541734FX3S2YZ2EQ	AMERICAN SAFETY AND HE 800-4473177 OR	\$125.00
			RONNIE PEARSON	
			TOTAL XXXXXXXXXXXXX0633	\$125.00
04/11	04/12	0541019FM5TJ4J6A1	BIMART 644 FLORENCE FLORENCE OR	\$73.43
04/16	04/18	8518353FVWGNMHJWP	ALPHA TOWING & RECOVER EUGENE OR	\$416.00
04/26	04/27	0541019G45TJ76E9Q	BIMART 644 FLORENCE FLORENCE OR	\$48.98
04/28	04/29	7533700G7DMP36500	THE SPORTSMAN FLORENCE OR	\$249.90
			DAVID ROSSI	
			TOTAL XXXXXXXXXXXXX0658	\$788.31
04/15	04/17	5543286FT5V3RLD5M	DTV*DIRECTV SERVICE 800-347-3288 CA	\$199.98
04/23	04/24	5543286G15SLWRGWB	ASTOUND PWRD BY WAVE 866-928-3123 WA	\$194.98
04/24	04/24	5543286G25SVNJ7T6	VZWLSS*APOCC VISB 800-922-0204 FL	\$280.07
			HOLLY LAIS	
			TOTAL XXXXXXXXXXXXX0674	\$675.03
04/07	04/10	5543286FJ5V09NMWJ	ROGUE ALES 503-517-9033 OR	\$17.00
04/08	04/10	5543286FL5SFD3DS	ROGUE BAYFRONT PUB NEWPORT OR	\$19.00
04/09	04/11	7536943FL3768L4DE	GEORGIES BEACHSIDE GRI NEWPORT OR	\$18.00
04/10	04/12	7536943FM3ABEJXV2	GEORGIES BEACHSIDE GRI NEWPORT OR	\$10.00
04/10	04/12	8536943FM39NMD23L	HALLMARK RESORT - NEWP NEWPORT OR	\$390.32
			CHECK-IN 04/07/22 FOLIO #0000220825	
			GLENN PRUETT	
			TOTAL XXXXXXXXXXXXX0690	\$454.32
04/29	05/02	5526352G8RBGJJD5J	SAFEWAY #0363 FLORENCE OR	\$126.37
			MATT HOUSE	
			TOTAL XXXXXXXXXXXXX1516	\$126.37

\$0 - \$2,269.99 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 06/01/22. THE AUTOMATIC PAYMENT AMOUNT WILL BE REDUCED BY ALL PAYMENTS POSTED ON OR BEFORE THIS DATE.

INTEREST CHARGE CALCULATION

Your Annual Percentage Rate (APR) is the annual interest rate on your account

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Days in Billing Cycle	Interest Charge
Purchases	14.49% (v)	\$0.00	30	\$0.00
Cash Advances	14.49% (v)	\$0.00	30	\$0.00

(v) - variable

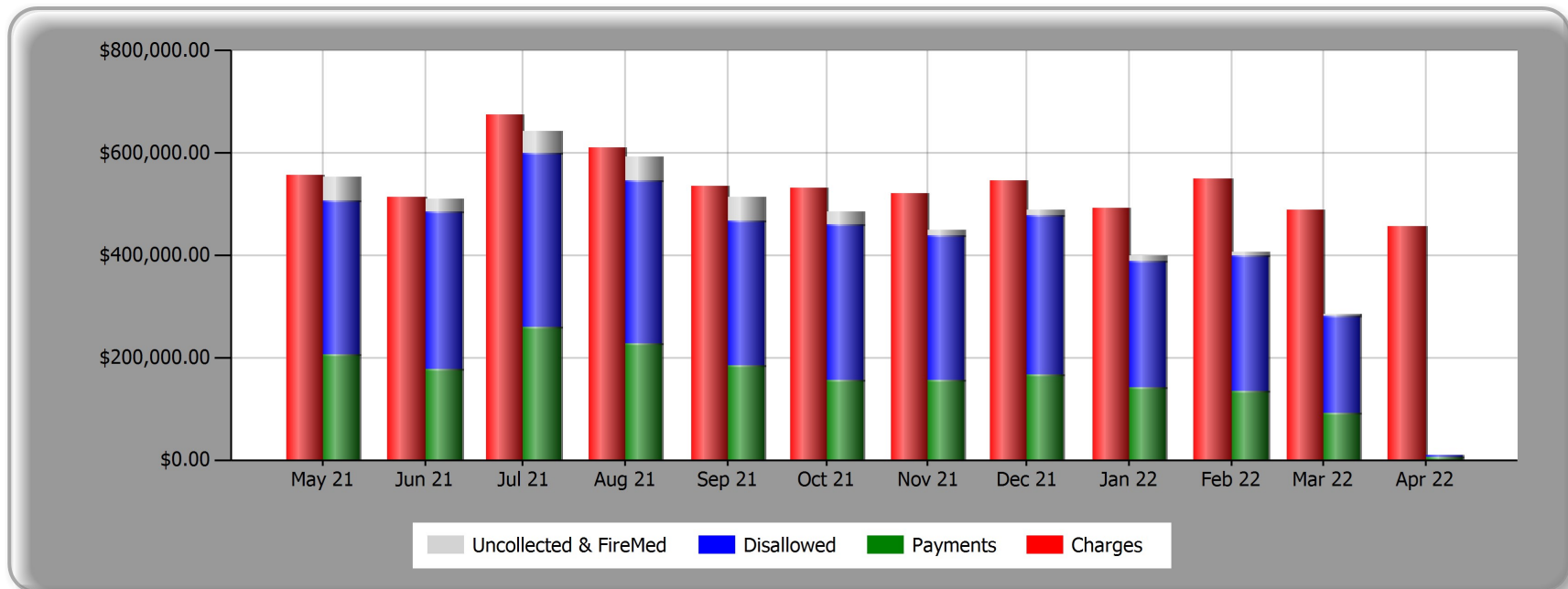
To avoid additional interest charges, pay your New Balance in full on or before the Payment Due Date.

**Western Lane
ANNUAL COLLECTION STATISTICS**

Company	Western Lane
Date Of Service	5/1/2021
Date Of Service	4/30/2022
Invoices	0

Month	Tickets	Charges	Payments	%	FireMed	%	Disallowed	%	Uncollected	%	Pending	%
May 21	243	555,459.88	-206,491.84	37 %	-16,557.31	3 %	-301,090.28	54 %	-29,272.91	5 %	2,047.54	0 %
Jun 21	222	514,317.44	-175,825.64	34 %	-7,103.49	1 %	-308,238.36	60 %	-17,802.27	3 %	5,347.68	1 %
Jul 21	298	674,202.64	-259,298.00	38 %	-12,515.98	2 %	-338,853.94	50 %	-33,726.75	5 %	29,807.97	4 %
Aug 21	281	610,871.48	-227,160.05	37 %	-16,852.36	3 %	-317,811.26	52 %	-30,896.03	5 %	18,151.78	3 %
Sep 21	230	536,987.64	-184,963.76	34 %	-20,648.46	4 %	-281,132.00	52 %	-25,559.30	5 %	24,684.12	5 %
Oct 21	248	530,288.80	-155,020.98	29 %	-6,582.46	1 %	-303,507.38	57 %	-20,324.41	4 %	44,853.57	8 %
Nov 21	240	521,027.84	-157,218.97	30 %	-5,743.48	1 %	-279,866.89	54 %	-8,062.39	2 %	70,136.11	13 %
Dec 21	246	545,928.20	-165,312.54	30 %	-9,145.84	2 %	-312,225.01	57 %	-2,638.20	0 %	56,606.61	10 %
Jan 22	228	491,396.58	-142,809.01	29 %	-6,218.08	1 %	-244,209.35	50 %	-5,240.28	1 %	92,919.86	19 %
Feb 22	242	547,870.80	-135,267.38	25 %	-4,492.98	1 %	-263,743.95	48 %	-1,735.01	0 %	142,631.48	26 %
Mar 22	210	487,487.00	-90,769.83	19 %	-671.14	0 %	-193,052.83	40 %	0.00	0 %	202,993.20	42 %
Apr 22	200	458,054.69	-3,836.04	1 %	0.00	0 %	-6,414.40	1 %	0.00	0 %	447,804.25	98 %
		2,888	6,473,892.99	-1,903,974.04		-106,531.58	-3,150,145.65		-175,257.55		1,137,984.17	

All amounts shown relate directly to each month's charges. They will not reconcile to monthly deposit reports



**Western Lane
MONTH END SUMMARY**

Transaction Date	4/1/2022
Transaction Date	4/30/2022
Company Code	Western Lane

Balance Forward	1,329,578.91
------------------------	---------------------

Charges by Level of Service	458,054.69
------------------------------------	-------------------

Batch #	ALS 1 E	ALS 1 NE	ALS 2	BLS E	BLS NE	SCT	Total
APR22	182,925.36	99,074.40	15,702.20	64,586.24	30,041.05	65,725.44	458,054.69
DEC20					0.00		0.00
Total	182,925.36	99,074.40	15,702.20	64,586.24	30,041.05	65,725.44	458,054.69

Payments - ALL	-156,049.04
-----------------------	--------------------

Payments - EFT

<u>Trans Date</u>	<u>Payer</u>	<u>Ref #</u>	<u>Amount</u>
4/1/2022	XO MODA	2022040110102256	-183.02
4/3/2022	Pacific Source MedAdvantage	2022040310900046	-1,625.75
4/3/2022	Pacific Source Community Solutions	2022040311400071	0.00
4/4/2022	BCBS OR Blue Card MedAdv	0153988030	-5,579.51
4/4/2022	XO Regence Federal	0260952357	-217.89
4/4/2022	Medicare B Oregon	892444959	-913.72
4/5/2022	UHC West/Secure Horizons	11679532	-730.83
4/5/2022	Oregon Medicaid	401216923	-767.24
4/5/2022	UHC West/Secure Horizons	9747844961	-566.63
4/6/2022	Medicare B Oregon	892452267	-234.42
4/7/2022	Trillium Community Health Plan	0900106906	-1,323.01
4/7/2022	Medicare B Oregon	892455764	-1,636.13
4/7/2022	XO AARP Medicare Supplemental	9748754022	-435.00
4/7/2022	AARP Medicare Complete Plus	9748892824	-297.40
4/7/2022	UHC West/Secure Horizons	9749141949	-1,610.45
4/8/2022	XO Aetna Senior Supplemental	1030414514	-115.55
4/8/2022	VA Community Care	1066441	-4,060.32
4/8/2022	Peace Health Hospice	23634	-443.25
4/8/2022	Medicare B Oregon	892459157	-846.81

**Western Lane
MONTH END SUMMARY**

4/8/2022	AARP Medicare Complete Plus	9749784497	-1,700.25
4/10/2022	Pacific Source Community Solutions	2022041011900493	-480.71
4/11/2022	BCBS OR Blue Card MedAdv	0154001001	-4,915.01
4/11/2022	VA Regional Payment Center	1208908	-3,218.92
4/11/2022	Aetna Medadvantage PPO	160406220578923	-466.97
4/11/2022	Medicare B Oregon	892463074	-1,205.43
4/12/2022	Oregon Medicaid	401219199	-420.62
4/12/2022	UHC West/Secure Horizons	9750725389	-754.21
4/14/2022	Aetna	822101000327699	-120.66
4/14/2022	XO AARP Medicare Supplemental	9751415413	-674.67
4/17/2022	Pacific Source Community Solutions	2022041711100072	-4,174.19
4/17/2022	Pacific Source Health Plan	2022041711300458	-1,884.04
4/17/2022	Pacific Source MedAdvantage	2022041711500741	-1,272.07
4/18/2022	XO Blue Cross Blue Shield Oregon	0154009042	-2,377.07
4/19/2022	Oregon Medicaid	401221345	-141.24
4/19/2022	UMR	CI44611071367512	-608.85
4/20/2022	VA Regional Payment Center	2336395	-4,081.92
4/20/2022	Aetna Medadvantage PPO	882210501036425	-1,298.84
4/21/2022	Trillium Community Health Plan	0900108301	-2,753.62
4/21/2022	VA Regional Payment Center	2490357	-5,905.04
4/21/2022	Aetna	822108000186297	-139.85
4/21/2022	Aetna	822108000186298	-116.53
4/21/2022	Medicare B Oregon	892492765	-461.94
4/21/2022	UHC West/Secure Horizons	9754355761	-206.34
4/22/2022	Peace Health Hospice	23995	-443.25
4/22/2022	Aetna Medadvantage PPO	882210801024323	-24.28
4/22/2022	Medicare B Oregon	892496444	-1,717.26
4/22/2022	AARP Medicare Complete Plus	9754937845	-236.86
4/22/2022	UHC West/Secure Horizons	9754937846	-1,528.70
4/22/2022	AARP Medicare Complete Plus	9755372331	-1,072.46
4/24/2022	Pacific Source Community Solutions	2022042411200081	-5,170.52
4/24/2022	Pacific Source MedAdvantage	2022042411700421	-4,660.19
4/25/2022	Blue Cross Blue Shield Oregon	0154019067	-1,191.98
4/25/2022	Medicare B Oregon	892500614	-3,432.43

**Western Lane
MONTH END SUMMARY**

4/25/2022	XO AARP Medicare Supplemental	9755264011	-93.91
4/26/2022	Medicare B Oregon	892504550	-1,783.59
4/26/2022	Sierra Health & Life	9756213564	-27.96
4/28/2022	Trillium MedAdvantage	0900109022	-155.52
4/28/2022	VA Regional Payment Center	3291809	-3,182.20
4/28/2022	Medicare B Oregon	892512250	-9,686.22
4/28/2022	XO AARP Medicare Supplemental	9756981494	-301.36
4/28/2022	AARP Medicare Complete Plus	9757357429	-4,712.75
4/29/2022	Medicare B Oregon	892515962	-9,309.02

EFT TOTAL	-109,696.38
------------------	--------------------

Payments - Credit Card	<i>(VISA, MC, AMX, Disc)</i>
-------------------------------	------------------------------

<u>Trans Date</u>	<u>Amount</u>
4/1/2022	-25.00
4/4/2022	-75.00
4/6/2022	-2,000.08
4/8/2022	-198.57
4/12/2022	-275.00
4/15/2022	-2,859.54
4/20/2022	-50.00
4/21/2022	-1,955.00
4/22/2022	-100.00
4/25/2022	-500.00
4/26/2022	-300.00
4/28/2022	-1,911.52

CREDIT CARD TOTAL	-10,249.71
--------------------------	-------------------

Payments - Bank Deposit	<i>(Cash, Chk Ins, Chk Pvt, Coll Pmt, MO)</i>
--------------------------------	---

<u>Trans Date</u>	<u>Amount</u>
4/5/2022	-16,548.63
4/12/2022	-3,871.42
4/19/2022	-5,822.10
4/26/2022	-4,766.54

BANK DEPOSIT TOTAL	-31,008.69
---------------------------	-------------------

**Western Lane
MONTH END SUMMARY**

Payments - Paid at FD

Date	Pd at FD, Ins	Pd at FD, Prv	Total
4/19/2022	-161.85	-1,485.00	-1,646.85
4/28/2022	-247.93	-3,199.48	-3,447.41
Total	-409.78	-4,684.48	-5,094.26

Payments by Level of Service

Date	ALS 1 E	ALS 1 NE	ALS 2	BLS E	BLS NE	SCT	Total
4/1/2022	-25.00	0.00			-183.02	0.00	-208.02
4/3/2022	-491.26		0.00		-144.91	-989.58	-1,625.75
4/4/2022	-2,938.40	-1,534.34		-407.01	-923.98	-982.39	-6,786.12
4/5/2022	-9,625.33		0.00	-8,187.25		-800.75	-18,613.33
4/6/2022	-2,000.08			0.00	-234.42		-2,234.50
4/7/2022	-1,748.53	-1,769.47		-1,119.50	-346.02	-318.47	-5,301.99
4/8/2022	-1,276.05	-810.42		-601.14	-616.82	-4,060.32	-7,364.75
4/10/2022	142.13			-622.84			-480.71
4/11/2022	-7,070.99	-748.11		-1,987.23	0.00		-9,806.33
4/12/2022	-3,151.06	0.00		-94.14	-275.00	-1,801.05	-5,321.25
4/13/2022	0.00						0.00
4/14/2022	-243.75			-95.78	-139.60	-316.20	-795.33
4/15/2022	-170.03			0.00		-2,689.51	-2,859.54
4/17/2022	-2,230.01	-1,065.97		-845.16	-144.91	-3,044.25	-7,330.30
4/18/2022	-2,113.83	-184.41			-78.83		-2,377.07
4/19/2022	-4,427.47	-650.41	-781.94	-212.94	-1,510.00	-636.28	-8,219.04
4/20/2022	-1,348.84					-4,081.92	-5,430.76
4/21/2022	-7,043.98	-714.74		-1,824.60		-1,955.00	-11,538.32
4/22/2022	-4,011.55	-874.40		-236.86			-5,122.81
4/24/2022	-3,573.48	-361.12		-311.42		-5,584.69	-9,830.71
4/25/2022	-3,259.56	-1,190.04		-751.85	-16.87		-5,218.32
4/26/2022	-2,264.33	-1,458.73	-288.43	-1,097.21	-1,111.69	-657.70	-6,878.09
4/27/2022	0.00				0.00		0.00
4/28/2022	-7,461.82	-8,516.86		-2,894.84	-739.18	-3,784.28	-23,396.98

**Western Lane
MONTH END SUMMARY**

Date	ALS 1 E	ALS 1 NE	ALS 2	BLS E	BLS NE	SCT	Total
4/29/2022	-4,943.67	-1,553.98		-808.05	-730.76	-1,272.56	-9,309.02
Total	-71,276.89	-21,433.00	-1,070.37	-22,097.82	-7,196.01	-32,974.95	-156,049.04

Transaction Adjustments by Level of Service	-323,955.20
--	--------------------

	ALS 1 E	ALS 1 NE	ALS 2	BLS E	BLS NE	SCT	Total
Bad Debt Payment Reversal				250.00			250.00
Financial Assist/Charity	-4,986.89			96.91	506.16	-1,216.80	-5,600.62
Fire Med Adjustment	-8,012.24		-1,145.59	-1,120.22		-4,081.92	-14,359.97
W/O Fee Schedule	-111,071.56	-52,785.82	288.43	-56,423.73	-11,058.58	-25,535.19	-256,586.45
W/O to collections	-13,647.82		-522.64	-4,636.64	-3,488.40		-22,295.50
Waiver per FD	-9,014.19		-4,697.21	-96.22	-6,661.04	-4,894.00	-25,362.66
Total	-146,732.70	-52,785.82	-6,077.01	-61,929.90	-20,701.86	-35,727.91	-323,955.20

Ending Balance	1,307,629.36
-----------------------	---------------------



Western Lane Fire and EMS Authority

Balance Sheet Comparison

As of April 30, 2022

	TOTAL	
	AS OF APR 30, 2022	AS OF APR 30, 2021 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1001 Checking 5400	138,643.43	123,354.40
Total Bank Accounts	\$138,643.43	\$123,354.40
Accounts Receivable		
1200 Accounts Receivable	28,131.17	0.00
Total Accounts Receivable	\$28,131.17	\$0.00
Other Current Assets		
1299 Undeposited Funds	0.00	0.00
1305 Prepaid Insurance	209.62	-108.03
Total Other Current Assets	\$209.62	\$ -108.03
Total Current Assets	\$166,984.22	\$123,246.37
Fixed Assets		
1700 Capital Assets		
1708 Vehicles	13,500.00	13,500.00
1799 Accumulated Depreciation	-1,350.00	-1,350.00
Total 1700 Capital Assets	12,150.00	12,150.00
Total Fixed Assets	\$12,150.00	\$12,150.00
TOTAL ASSETS	\$179,134.22	\$135,396.37
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Accounts Payable		
2000 Accounts Payable	3,575.39	1,910.67
Total Accounts Payable	\$3,575.39	\$1,910.67
Credit Cards		
2007 OPB Mastercard	1,199.90	2,668.82
Total Credit Cards	\$1,199.90	\$2,668.82
Other Current Liabilities		
2100 Payroll Liabilities		
2116 Deferred Comp Payable	1,350.00	1,120.00
2117 AFLAC Payable	161.60	161.60
2995 Clearing Account	74,198.32	74,483.34
Total 2100 Payroll Liabilities	75,709.92	75,764.94
Total Other Current Liabilities	\$75,709.92	\$75,764.94
Total Current Liabilities	\$80,485.21	\$80,344.43
Total Liabilities	\$80,485.21	\$80,344.43
Equity		
3200 Investment in Capital	12,150.00	12,150.00
Retained Earnings	-5,612.50	82,311.01
Net Income	92,111.51	-39,409.07
Total Equity	\$98,649.01	\$55,051.94
TOTAL LIABILITIES AND EQUITY	\$179,134.22	\$135,396.37



Western Lane Fire and EMS Authority

Budget vs. Actuals FY 21-22

July 2021 - April 2022

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
4100 Transfers			
4101 Transfers from SVFR	393,890.38	441,909.00	89.13 %
4102 Transfers from WLAD	395,902.46	441,909.00	89.59 %
Total 4100 Transfers	789,792.84	883,818.00	89.36 %
4400 Miscellaneous Income			
4410 Donations	2,700.00		
Total 4400 Miscellaneous Income	2,700.00		
4860 Reimbursements and Refunds			
4862 Fire Marshal Wages & Benefits	125,040.74	137,032.00	91.25 %
Total 4860 Reimbursements and Refunds	126,712.64	137,032.00	92.47 %
Total Income	\$919,205.48	\$1,020,850.00	90.04 %
GROSS PROFIT	\$919,205.48	\$1,020,850.00	90.04 %
Expenses			
5000 Personnel Services			
5300 Wages & Salaries	478,113.43	552,253.00	86.58 %
5400 PR Taxes and Benefits	325,095.33	357,131.00	91.03 %
Total 5000 Personnel Services	803,208.76	909,384.00	88.32 %
7000 Materials & Services			
7100 Administrative Expenses	22,385.19	22,000.00	101.75 %
7200 Technology	42,509.07	55,000.00	77.29 %
7300 Board of Directors	4,294.61	4,200.00	102.25 %
7400 Professional Services	20,798.60	23,200.00	89.65 %
7500 Insurance	5,663.51	7,800.00	72.61 %
7900 Emergency Services	2,804.50		
Total 7000 Materials & Services	98,455.48	112,200.00	87.75 %
8000 Capital Outlay			
8002 IT Servers	9,829.00	25,000.00	39.32 %
Total 8000 Capital Outlay	9,829.00	25,000.00	39.32 %
Total Expenses	\$911,493.24	\$1,046,584.00	87.09 %
NET OPERATING INCOME	\$7,712.24	\$ -25,734.00	-29.97 %
Other Income			
9000 Beginning Fund Balance		25,734.00	
Total Other Income	\$0.00	\$25,734.00	0.00%
NET OTHER INCOME	\$0.00	\$25,734.00	0.00 %
NET INCOME	\$7,712.24	\$0.00	0.00%



Western Lane Fire and EMS Authority

Transaction List by Date

April 2022

DATE	TRANSACTION TYPE	NUM	NAME	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
04/01/2022	Bill Payment (Check)	10402	Lori J Severance LCSW		1001 Checking 5400	-845.00
04/01/2022	Bill Payment (Check)	10403	Siuslaw Outreach Services, Inc.		1001 Checking 5400	-568.23
04/01/2022	Bill Payment (Check)	10404	Western Lane Ambulance		1001 Checking 5400	-161.60
04/01/2022	Bill Payment (Check)	10405	Quill, LLC	5116790	1001 Checking 5400	-205.99
04/06/2022	Check	EFT	Oregon Savings Growth Plan	3-31-22 payroll contributions VOYA OSGP	1001 Checking 5400	-1,350.00
04/12/2022	Bill Payment (Check)	EFT	U.S. Bank Equipment Finance	Cust Credit Acct 1782465	1001 Checking 5400	-191.00
04/14/2022	Bill Payment (Check)	10406	Siuslaw Valley Fire and Rescue		1001 Checking 5400	-36.39
04/14/2022	Bill Payment (Check)	10407	KJ Smith Associates LLC		1001 Checking 5400	-4,200.00
04/14/2022	Bill Payment (Check)	10408	Coastal Fitness Inc	Client No. 8013	1001 Checking 5400	-217.00
04/14/2022	Bill Payment (Check)	10409	Local Government Law Group PC		1001 Checking 5400	-539.00
04/14/2022	Bill Payment (Check)	10410	Siuslaw News		1001 Checking 5400	-99.67
04/14/2022	Bill Payment (Check)	10411	Special Districts Insurance Services		1001 Checking 5400	-13,962.90
04/14/2022	Bill Payment (Check)	10412	ImageTrend		1001 Checking 5400	-2,896.88
04/14/2022	Bill Payment (Check)	10413	Rotary Club of Florence		1001 Checking 5400	-86.75
04/14/2022	Bill Payment (Check)	10414	WHA Insurance Agency	37197	1001 Checking 5400	-984.00
04/15/2022	Bill Payment (Check)	EFT	CECO	10003635	1001 Checking 5400	-93.45
04/18/2022	Check	EFT	Card Services Center	2/21-3/23 monthly credit card expenses	1001 Checking 5400	-3,001.60
04/25/2022	Bill Payment (Check)	10415	Elks Lodge 1858		1001 Checking 5400	-1,334.00
04/25/2022	Bill Payment (Check)	10416	Gary Vawter		1001 Checking 5400	-296.00
04/28/2022	Bill Payment (Check)	EFT	Stepup IT Services LLC		1001 Checking 5400	-4,936.75



WESTERN LANE FIRE EMS
Account Number: XXXX XXXX XXXX 1300

Billing Questions:
800-367-7576

Website:
www.cardaccount.net

Send Billing Inquiries To:
Card Service Center, PO Box 569120, Dallas, TX 75356

OREGON PACIFIC BANK Credit Card Account Statement
March 24, 2022 to April 22, 2022

SUMMARY OF ACCOUNT ACTIVITY

Previous Balance	\$3,001.60
- Payments	\$3,001.60
- Other Credits	\$0.00
+ Purchases	\$695.82
+ Cash Advances	\$0.00
+ Fees Charged	\$0.00
+ Interest Charged	\$0.00
= New Balance	\$695.82

Account Number XXXX XXXX XXXX 1300
Credit Limit \$20,000.00
Available Credit \$19,304.00
Statement Closing Date April 22, 2022
Days in Billing Cycle 30

PAYMENT INFORMATION

New Balance: \$695.82
Minimum Payment Due: \$25.00
Payment Due Date: May 17, 2022

MESSAGES

GREAT NEWS!

We have upgraded the Card Service Center website and online access to your account information. It is better than ever!

Our enhanced site features easier-to-navigate pages, additional payment functionality, and new self-serve account update options. A **NEW MOBILE APP** is also available to manage your card on the go!

The New Site and Mobile App are available NOW! To take advantage of these exciting features go to www.cardaccount.net to download the mobile app or click "ACCOUNTS" and choose "CREDIT CARD ACCOUNTS" to log in now.

TRANSACTIONS

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
04/17	04/17	F112700FV00CHGDDA	AUTOMATIC PAYMENT - THANK YOU	\$3,001.60-

Transactions continued on next page

OREGON PACIFIC BANK
1550 N BROWN RD 150
LAWRENCEVILLE GA 30043



Account Number: XXXX XXXX XXXX 1300
New Balance: \$695.82
Minimum Payment Due: \$25.00
Payment Due Date: May 17, 2022

All payments on the account must be made at the address shown on your monthly billing statement and are considered to have been made on the date received at that address.

Amount Enclosed: \$



Make Check Payable to:

CARD SERVICE CENTER
PO BOX 569100
DALLAS TX 75356-9100

WESTERN LANE FIRE EMS
2625 HIGHWAY 101
FLORENCE OR 97439-9702

11274482700013000000250000000695820



TRANSACTIONS (continued)

An amount followed by a minus sign (-) is a credit unless otherwise indicated.

Tran Date	Post Date	Reference Number	Transaction Description	Amount
			TOTAL XXXXXXXXXXXXX1300	\$3,001.60-
04/18	04/19	8230509FW000AN9MT	ZOOM.US 888-799-9666 SAN JOSE CA MICHAEL SCHICK	\$29.98
			TOTAL XXXXXXXXXXXXX1318	\$29.98
04/12	04/14	5526352FPRBGJMBGV	SAFEWAY #0363 FLORENCE OR MATT HOUSE	\$41.28
			TOTAL XXXXXXXXXXXXX1326	\$41.28
04/07	04/10	7545667FJS66QSSXM	SACRED HEART RIVERBEND VANCOUVER WA	\$45.00
04/08	04/10	8271116FK00006YKX	OREGON DESIGN SHOP SPRINGFIELD OR	\$320.00
04/12	04/13	5542950FNRTHEJ6N	MEDPINPATCH 4029357733 VA DINA MCCLURE	\$157.60
			TOTAL XXXXXXXXXXXXX1342	\$522.60
03/29	03/30	0543684F88PKSN1FY	FRED-MEYER #0464 FLORENCE OR	\$15.97
03/31	04/01	5542950FAS0ZVAH7P	FLOWER SHOP NETWORK 8773767363 AR LARA LINDEMANN	\$85.99
			TOTAL XXXXXXXXXXXXX2092	\$101.96

\$0 - \$695.82 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 05/17/22. THE AUTOMATIC PAYMENT AMOUNT WILL BE REDUCED BY ALL PAYMENTS POSTED ON OR BEFORE THIS DATE.

INTEREST CHARGE CALCULATION

Your Annual Percentage Rate (APR) is the annual interest rate on your account

Type of Balance	Annual Percentage Rate (APR)	Balance Subject to Interest Rate	Days in Billing Cycle	Interest Charge
Purchases	14.49% (v)	\$0.00	30	\$0.00
Cash Advances	14.49% (v)	\$0.00	30	\$0.00

(v) - variable

To avoid additional interest charges, pay your New Balance in full on or before the Payment Due Date.

Exciting news! Go online today and check out the all-new enhancements to the Card Service Center website. E-statements, additional payment options, links to Preferred Points website, and other helpful sites. Visit us today at www.cardaccount.net to enroll your credit card account(s) on the newly enhanced website.

Thank you for the opportunity to serve your credit card needs. Should your future plans include travel, please contact us at 1-800-367-7576.

Mental Health Mobile Crisis Response Program

Budget vs. Actuals FY 21-22

July 2021 - April 2022

	Actual	Total Budget	% of Budget
Income			
4700 Grants & Programs			
4701 MH MCR Program	322,769.61	337,574.00	95.61%
Total 4700 Grants & Programs	\$ 322,769.61	\$ 337,574.00	95.61%
Total Income	\$ 322,769.61	\$ 337,574.00	95.61%
Gross Profit	\$ 322,769.61	\$ 337,574.00	95.61%
Expenses			
5000 Personnel Services			
5320 MCR Program			
5321 MCR Coordinator	53,240.77	60,000.00	88.73%
5322 MCR Workers - Shifts	25,303.50	32,850.00	77.03%
5323 MCR Workers - Hourly	21,828.19	31,824.00	68.59%
5324 F/U Care Coord Wages	26,293.45	35,100.00	74.91%
5326 MCR Admin/Outreach	17,229.63	35,100.00	49.09%
5329 MCR Benefits PERS	22,332.06	29,946.00	74.57%
5330 MCR Payroll Taxes	11,795.25	10,416.00	113.24%
5331 MCR Health Insurance	15,175.16		
Total 5320 MCR Program	\$ 193,198.01	\$ 235,236.00	82.13%
Total 5000 Personnel Services	\$ 193,198.01	\$ 235,236.00	82.13%
7000 Materials & Services			
8700 MCR Program			
8710 MCR Program			
8711 Resource Assistance SOS	3,077.71	8,800.00	34.97%
8712 TA/MCR Worker Training	5,448.66	10,000.00	54.49%
8713 Facilitation Contracted Services	23,280.00	25,200.00	92.38%
8714 Technology	5,364.77	10,000.00	53.65%
8715 Insurance & Maintenance	681.42	1,500.00	45.43%
8716 Fuel	768.69	1,000.00	76.87%
8717 Travel, Mileage Reimbursement	1,708.34	2,000.00	85.42%
8718 Food/Lodging for MCR Training	36.50	3,000.00	1.22%
8719 Education & Outreach	321.90	3,900.00	8.25%
8721 Supplies (program support)	1,892.34	3,000.00	63.08%
8722 Liability Insurance	115.00	500.00	23.00%
8723 Cell Phone Stipends	1,975.00	2,750.00	71.82%
8730 MCR 10% Admin Fee, Fiscal Agent	23,016.00	30,688.00	75.00%
Total 8710 MCR Program	\$ 67,686.33	\$ 102,338.00	66.14%
Total 8700 MCR Program	\$ 67,686.33	\$ 102,338.00	66.14%
Total 7000 Materials & Services	\$ 67,686.33	\$ 102,338.00	66.14%
Total Expenses	\$ 260,884.34	\$ 337,574.00	77.28%
Net Operating Income	\$ 61,885.27	\$ 0.00	

Western Lane Fire and EMS Authority Strategic Plan 2022-2027

“Working Together for Our Community”



TABLE OF CONTENTS

Acknowledgments.....	3
History And Context.....	4
One Team.....	5
Planning Methodology.....	5
Stakeholder Engagement	6
Environmental Scan.....	8
WLFEA Strategic Plan	9
Introduction and Definition of Terms	9
Guiding Principles.....	10
Vision Statement	10
Mission Statement	11
Strategic Initiatives.....	11
Goals and Objectives	14
Implementation.....	23
Appendices.....	24
Appendix A: Outreach Survey Results.....	24
Appendix B: Employee and Reserve Outreach Summaries.....	24
Appendix C: Partner and Community Outreach Summary	24
Appendix D: Steering Committee Outreach Summaries.....	24

ACKNOWLEDGMENTS

SVFR Board of Directors

Tim Mendolia, Board Member
Laurie Heppel, Board Secretary/Treasurer
Alan Burns, Board President
Jim Palisi, Board Vice President
Sam Spayd, Board Member

WLAD Board of Directors

Cindy Russell, Board President
John Murphey, Board Member
Adam Holbrook, Board Secretary/Treasurer
Vanessa Buss, Board Vice President
Mike Webb, Board Member

Strategic Planning Steering Committee

Alan Burns, SVFR Board President
Matt House, Operations Chief
Dina McClure, Office Manager
John Murphey, WLAD Board Member

Jim Palisi, SVFR Board Vice President
Michael Schick, Fire and EMS Chief
Mike Webb, WLAD Board Member

Staff and Reserve Participants

SVFR

Andy Gray
Caleb Van Winkle
Cris Holden
Don Quinn
Kyle Orozco
Mike Spinner
Nick Helvey
Nick Terrell
Oaren Wraye
Randall Thomas
Sky Cedarleaf-Grey

WLAD

Darrek Mullins
David Rossi
Doug Unrein
Dustin Pearson
Kylee Wiser
MacKenzie Jeffcott
Rob Chance
Ronnie Pearson
Tommy Supple
Wendy Sullivan
Zach Werner

WLFEA

Holly Lais
Kathy Smith
Lara Lindemann
Lori Severance
Mary Dimon
Tony Miller

Partner and Community Participants

Quincy Coons, Oregon Department of Forestry
Wendy Farley-Campbell, City of Florence
Dr. Willy Foster, PeaceHealth
Pat Kirby, PeaceHealth
Bill Meyer, Port of Siuslaw
Chantelle Meyer, Siuslaw News
Jay Nilles, US Coast Guard

Frank Nulty, Community Emergency Response Team
Stephanie Restrepo, Oregon Pacific Bank
Meg Spencer, Siuslaw Public Library
Sarah Wells, Torex ATVs
Woody Woodbury, City of Florence
Rick Yecny, Holloway CPAs

HISTORY AND CONTEXT

On October 1, 2019, the administrative offices of Siuslaw Valley Fire / Rescue and the Western Lane Ambulance District officially combined to form Western Lane Fire and EMS Authority (WLFEA). This step was taken to formalize the close working relationship already in place between the two organizations. In 2020, the WLFEA Board directed the Lane Council of Governments to address WLFEA's emergency services Strategic Planning needs. The resulting Strategic Plan will further consolidation efforts by outlining shared WLFEA mission, vision, initiatives, goals, and objectives.

Siuslaw Valley Fire and Rescue (SVFR) is an all-hazards fire and emergency service response District that was originally formed in 1949. Over the years, SVFR has consolidated with several surrounding fire service organizations and now protects the coastal portion of Lane County. The geographic response area of SVFR includes a 120-square mile area extending north to mile post 181 on Highway 101, south to mile post 198.5 near the Douglas County line, and east to mile post nine on Highway 126. Included in this area are the City of Florence, Dunes City, the Three Rivers Casino, and an approximate permanent population of 17,500 people. SVFR serves the community with six fire stations. The District has a long history of excellence and progressive thinking, which is the result of the high-quality people who have served the District throughout its history.

Western Lane Ambulance District (WLAD) has provided Emergency Medical Services to the citizens and visitors of Western Lane County Since 1976. WLAD serves an area encompassing approximately 564 square miles of cities, towns, forests, beaches, sand dunes, and other interesting and sometimes challenging terrain. Highly trained Paramedics and Emergency Medical Technicians respond to medical emergencies in Western Lane County with state-of-the-art ambulances, medical equipment, devices and medications. WLAD provides a Critical Care Advanced Life Support Unit with specially trained Critical Care Paramedics to transfer patients from Peace Harbor Hospital to larger regional medical centers—such as Sacred Heart Riverbend, Oregon Health Sciences University Hospital, and other such medical centers—when the patient's condition requires they be transported to a facility that can provide specialty care and treatments.

All WLFEA Emergency Services provide the highest level of customer/patient care and look forward to continuing to provide this level of service in the future. Educational programs for the local community—such as fire prevention, SAFEKIDS, and first aid programs like Heart Attack React and CPR training—are available to all individuals and groups (some for a nominal fee). In addition to CPR and first aid classes, WLFEA Emergency Services also provide outreach to senior citizen groups and present courses such as Stroke Prevention and Intervention, Diabetes Awareness, High Blood Pressure Clinics, etc.

WLFEA, along with SVFR and WLAD, addresses community emergency service needs with 24 full-time employees, 20 part-time employees and 30 reserves (volunteers), one Operations Chief, six administrative staff, and a Fire and EMS Chief.

ONE TEAM

Success for these districts has historically been the result of planning and preparing for the future. This WLFEA Five-Year Strategic Plan is a key opportunity for collective emergency services planning for people currently served by SVFR and WLAD. Shared Fire and EMS vision, mission, initiatives, goals, and objectives will enable WLFEA to continue existing coordination and pursue increased efficiencies for the two districts. The relationship between WLFEA, SVFR and WLAD is evolving and will continue to evolve. The short- and long-term result will be emergency services provided by “One Team.”

PLANNING METHODOLOGY

In order for any organization, public or private, to reach its full potential, it must have a plan. An organization that knows where it is going, knows the environment in which it must operate, and identifies how to get there, will have the best chance of meeting the needs of the community and achieving its goals. The planning process that the members of WLFEA engaged in has served to establish the organization’s commitment to excellence and set the path to future success.

The strategic planning process is more than the creation of a document. It challenges the members of the organization to look critically at paradigms, values, philosophies, beliefs, and desires, and it inspires individuals to work together in the best interest of the organization and its mission. Furthermore, the planning process provides employees, reserves, and the community with an opportunity to have a voice in the development of the organization’s long-term direction and future focus.

With these issues in mind, planning teams need to have a clear understanding of their organization’s direction, the community’s expectations, and the impact of limited resources to accomplish specific goals and objectives. In order to make the most efficient use of available resources, organizations must set goals and objectives based on constructive efforts while eliminating programs that do not serve the customer.

This process does not end with the production of a report or with the simple establishment of goals and objectives. By nature, the plan must become elemental in the day-to-day operations of the organization. Implementation pulls a plan apart and disseminates it throughout the organization. Each organizational unit and member must function in concert to effectively and efficiently implement the plan. Successful implementation requires constant review and adjustment to assure continued relevance and focus.

This Strategic Plan was developed during a time of great uncertainty due to the COVID-19 pandemic. All strategic planning work sessions and meetings were held remotely via Zoom to accommodate public health guidelines and ensure the safety of all participants.

Stakeholder Engagement

Input from internal and external stakeholders—including employees, reserves, steering committee members, partner organizations, clients, and community members—is critical to understanding the strategic needs and opportunities for WLFEA. A community survey was conducted in June of 2021 and a series of meetings were conducted in the fall of 2021 to gather feedback from stakeholders. These were used to establish WLFEA’s vision, mission, and strategic goals that guide internal operations and service to the community. Figure 1 visually depicts key stakeholder engagements in support of the Strategic Planning Process. Following is a brief overview of each of these engagements. Full engagement summaries can be found in the Appendix.

Figure 1: WLFEA Stakeholder Engagements



Community Survey

A random phone poll was conducted from June 7-9, 2021, to gather feedback about SVFR, WLAD, and WLFEA from the community. A total of 303 respondents were asked a series of 18 questions over the phone about the quality of local fire and ambulance services and their level of support for merging fire and rescue services under WLFEA. See Appendix A.

Employee/Reserve Workshops

Two remote workshops were conducted via Zoom to gather feedback from both Fire and EMS employees and reserves. The first workshop on Tuesday, September 14, 2021, guided employees and reserves through an Environmental Scan (see pg. 8) and a discussion about WLFEA's guiding principles. At the second workshop on Tuesday, October 26, 2021, employees and reserves evaluated initiatives, goals, and objectives against results of the Environmental Scan in the previous workshop. Participants included employees and reserves of WLFEA and each of its component districts. Fifteen employees and reserves participated in the first workshop, and 20 participated in the second. See Appendix B.

Partner/Community Focus Group

A focus group discussion including representatives from local government, healthcare, and the business community took place on Wednesday, November 10, 2021. The purpose of the discussion was to conduct an Environmental Scan with external partners and community members to gather input about WLFEA's Strengths, Weaknesses, Opportunities, and Threats from members of the community. See Appendix C.

Steering Committee Work Sessions

The WLFEA Strategic Plan Steering Committee met twice to analyze results from the other engagements and begin crafting the new Strategic Plan. On Tuesday, November 23, 2021, the WLFEA Steering Committee conducted an Environmental Scan and gaps analysis to identify additional Strengths, Weaknesses, Opportunities, and crafted new WLFEA Vision and Mission Statements. On Thursday, December 9, 2021, the WLFEA Steering Committee analyzed and updated existing Initiatives, Goals, and Objectives. The Steering Committee met additionally to review draft Strategic Plan materials and provide a recommendation to the full Board. See Appendix D.

STRATEGIC PLANNING PROCESS

- Review organizational background
- Define services provided to the community
- Establish community service priorities
- Identify community expectations and concerns
- Develop a vision for the future
- Develop a mission statement
- Establish the organization's guiding principles (values)
- Perform an environmental scan using external and internal feedback (Strengths, Weaknesses, Opportunities, Threats)
- Identify the major categories affecting the organizations' potential to achieve success
- Create goals that address the strategic initiatives
- Create objectives that accomplish the goals
- Establish timelines for each objective
- Develop organizational performance measures to gauge progress and desired outcomes

Environmental Scan

An environmental scan, also called a Strengths, Weaknesses, Opportunities, and Threats—or SWOT—Analysis, helps organizations to assess what is working well and what needs improvement. Strengths and Weaknesses are internal, or things WLFEA can control (such as facilities and internal operations). Opportunities and Threats are external things WLFEA does not control, but which may affect it positively or negatively (such as changes in laws or natural disasters). Information about WLFEA’s Strengths, Weaknesses, Opportunities, and Threats were the key outputs of the stakeholder engagement efforts described in the previous section. For full results from each environmental scan, see Appendices B, C, and D.

Strengths

The identification of organizational strengths is the first step in the environment scan. An organization’s strengths identify its capability of providing the services requested by its customers. The organization needs to make certain that its strengths are consistent with the issues it faces. Programs that do not match organizational strengths or primary functions should be reviewed to evaluate and incorporate improvements.

Weaknesses

Organizational weaknesses, or lack of performance, are an important environmental scan element. In order to move forward, the organization must honestly identify the issues that have created barriers to success in the past. Weak areas needing improvement are not the same as challenges, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress. Internal organizational issues, as identified by the internal planning teams, are typically issues that are at the heart of an organization’s weaknesses.

Opportunities

An organization’s opportunities and challenges are generally derived from the external environment. Opportunities are focused on existing services and on expanding and developing new possibilities inside and beyond the traditional service area.

Threats

There are conditions in the external environment that are not under the organization’s control. The identification of these conditions allows the organization to develop plans to mitigate or respond when a challenge becomes an obstacle. By recognizing these challenges, an organization can greatly reduce the potential for losses and negative impacts to service.

WLFEA STRATEGIC PLAN

Introduction and Definition of Terms

There are four main components to this strategic plan: Initiatives, Desired Outcomes, Goals, and Objectives. For the purposes of this strategic plan, they are defined as follows:

Initiative—The largest overarching element of a strategic plan, an initiative is a broad enterprise where the district may have multiple areas of focus.

Desired Outcome—The desired consequence of an initiative once accomplished.

Goal—A smaller component of and subordinate to an initiative, a goal is focused on one particular area but is still general in nature. If all of the goals under an initiative have been accomplished, the initiative will be considered achieved.

Objective—A smaller component of and subordinate to a goal, an objective is usually defined as specific, measurable, action-oriented, realistic, and time-sensitive. If all objectives under a goal are accomplished, the goal will have been accomplished.

Strategic initiatives, goals, objectives, performance indicators, and outcomes become an important part of the organization's efforts. By following these components carefully, the organization will be guided into the future and should benefit from reduced obstacles and distractions.

Also of crucial importance is the establishment of the strategic planning "foundation." This includes establishing Guiding Principles, a Vision Statement and Mission Statement. Every WLFEA team member should empower themselves with these elements of the strategic planning foundation; they are the basis for accomplishing the organization's strategic initiatives, goals, objectives, and day-to-day tasks. These are described in greater detail below.

The following series of tables list and define each initiative with its subordinate goals and each goal with its subordinate objectives. Initiatives are not presented in order of priority. Timelines are also listed for each objective. WLFEA Leadership are responsible for tracking the progress of initiatives, but the practical responsibility for implementing the Strategic Plan is shared. Each individual objective also has a person responsible for coordinating the effort to implement that objective.

Guiding Principles

Guiding principles (also frequently referred to as “core values”) succinctly define the organization’s culture and belief system, thus providing a foundation in an environment that is always changing. The strategic planning team referenced stakeholder insights to arrive at five guiding principles for WLFEA (see Figure 2).

Figure 2: WLFEA Guiding Principles



Vision Statement

A vision statement provides a future view that can be shared, a clear sense of direction, a mobilization of energy, and gives a sense of being engaged in something important. Vision statements provide a direction of how things can be and a sense of organizational purpose.

To be an efficient organization providing superior and compassionate Fire and EMS service to our community in emergency situations through innovative policies and procedures and a well-equipped, highly trained team of professionals.

Mission Statement

The organization’s mission statement should clearly define the primary purpose of the organizations’ existence. Each member should commit the mission to memory. The internal planning team, through a consensus process and based on feedback from the citizen forum, reviewed and revised the district’s mission statement.

We proudly serve our community and visitors with quick, safe, efficient, and effective delivery of emergency services and community education, with the highest standards of excellence and compassion.

Strategic Initiatives

INITIATIVE A: OPERATIONS

WLFEA provides emergency services that are critical to the vitality and livability of the community. Service delivery must address the immediate and long-term needs of the large geographic area served. Obtaining and retaining well-trained, appropriately certified personnel is key to the adequate provision of services. Resources must be allocated in a manner that ensures transparency, maximum effectiveness, and efficiency.

Operations Desired Outcomes:

- WLFEA provides regular formal and informal opportunities for the sharing of information and feedback from operational staff.
- Employees and reserves have access to, and understanding of, relevant training and career advancement opportunities.
- The number and qualifications of personnel needed by position to deliver services is in accordance with adopted performance standards.
- Staffing is implemented to maximize the use of human resources in the organization.
- The necessary resources (personnel, equipment) have been evaluated against the response demand for those resources (i.e. total call volume, unit hour utilization, concurrent calls for service), and gaps clearly identified.

INITIATIVE B: ADMINISTRATION

A critical administrative function of WLFEA is to maintain organizational strength. This includes maintaining internal and external operational relationships, goals and objectives. The Strategic Plan must serve as a “living document” that guides WLFEA activities and undergoes regular review to ensure it continues to meet the strategic needs of the organization in delivering services to the community.

Administration Desired Outcomes:

- The strategic plan is a working document that is discussed regularly at Board of Directors’ meetings, staff meetings, and during performance appraisal processes.
- The functional organizational structure of WLFEA is set appropriately to meet the needs of its team members and the community.

INITIATIVE C: FUNDING

The emergency services WLFEA provides depend on revenue from WLAD and SVFR which are obtained from a variety of sources, such as fees for transport services (WLAD), Medicare reimbursement (WLAD), subscription fees (WLAD), a permanent levy (SVFR and WLAD), a local option levy (WLAD), and grants (SVFR and WLAD). WLFEA must balance increasing expenses with uncertain revenue streams and identify new revenue sources as needed to sustain services and meet community demand. All local, state, and federal requirements must be met in a manner that is transparent to internal and external stakeholders.

Funding Desired Outcomes:

- A planning and advisory input process ensures that annual budget planning includes internal and external stakeholder input.
- Budget planning meets public expectations, industry audit best practices, and the needs of the organization.
- Expenses and revenues are aligned, adjustments are made to programs with low return on investment, and future growth is provided for.
- Capital items are purchased and put into service according to the plan and in a timely manner.
- Current and future apparatus, equipment, and facility needs have been identified and prioritized to ensure they meet the needs of the organization and for purposes of future expense planning.
- The life expectancy of the apparatus in the fleet is increased due to having a comprehensive capital replacement plan that is managed and monitored.
- The likely result of a levy election is clearly identified based on anecdotal evidence and feedback from the community. Costs and consequences (in terms of service delivery) are clearly understood and communicated with the public.

INITIATIVE D: COMMUNITY OUTREACH AND EDUCATION

Providing clear and timely information about WLFEA services, educating the public on emergency prevention, and establishing and maintaining relationships with community partners are all critical to better serving the community. A clear communication plan and regular outreach to the public will help dispel misinformation, raise awareness about WLFEA and the services it provides, and ensure that services meet the needs of the community.

Community Outreach and Education Desired Outcomes:

- The number of people reached through targeted emergency prevention and public education efforts increases annually.
- Calls to the 911 center for instruction or direction from the public during times of emergency are reduced.
- External assistance from other emergency service agencies is seamless from the time resources are dispatched until the time of post emergency when they are sent back to their jurisdiction.
- The number of citations issued is reduced annually.
- Appropriate outreach methods and platforms are identified and used to communicate regularly with the public.
- WLFEA provides age-appropriate curricula and programs for schools and community events, increasing awareness of fire and EMS as a potential vocational choice.

- WLFEA’s reach and ability to deliver services are expanded through strategic partnerships and mutual aid.

INITIATIVE E: CONSOLIDATION AND MERGER

Continued evaluation of the impacts of additional consolidation and potential merger of fire safety and EMS services under WLFEA is required to expand cooperation between the divisions, maximize efficiency of resources, and ensure continued high quality of service. Communication with internal and external stakeholders, including and especially the public, is key to this process to ensure that it remains inseparably tied to community benefit.

Consolidation and Merger Desired Outcomes:

- Greater understanding for the feasibility of a full merger within crucial decision-making timeframes (e.g. prior to WLAD levy renewal).
- Improved long-term operational efficiencies and no decrease to emergency services.

Goals and Objectives

A. Operations

Goal A.1: Enhance a combined training program to ensure it meets the needs of the organization and the individual. The training must be needed, interesting, and fun, where practical.

Objective	Responsible	Timeframe
<i>Evaluate the current training curriculum and schedule.</i>	Training Division Chief	1 year
<i>Establish and/or strengthen training plan for a combined organization, which includes custom plans for individuals.</i>	Training Division Chief	1 year
<i>Establish quality assurance/quality improvement (QA/QI) programs, including regular operations debriefs to share experiences (what worked, what didn't, how can we improve).</i>	Training Division Chief	1 year
<i>Create and maintain a training committee to survey the membership to evaluate new training methods, assess the status of each member's training, and determine individual and group needs.</i>	Training Division Chief	1 year

Goal A.2: Develop and implement an effective plan for the recruitment and retention of reserves.

Objective	Responsible	Timeframe
<i>Identify alternative roles for reserve members that allow them to contribute and be successful in areas they have a passion for and are trained and capable of doing.</i>	Deputy Chief	1 year
<i>Establish and maintain an internal recruitment and retention committee.</i>	Deputy Chief	Ongoing
<i>Establish min/max reserve levels for both Fire and EMS, based on state law and respective industry best practices.</i>	Deputy Chief	6 months
<i>Identify effective means of contacting potential target pools in the community.</i>	Deputy Chief	Ongoing
<i>Utilize technologies and strategies from the Community Outreach and Education Initiative, including social media/networks, to increase community outreach about opportunities.</i>	Deputy Chief	Ongoing
<i>Develop partnerships with local, state, and national organizations to increase awareness of methods and best practices utilized to enhance recruitment efforts.</i>	Deputy Chief	6 months
<i>Appoint a committee to identify alternative roles and responsibilities that reserves could be utilized to perform.</i>	Deputy Chief	6 months
<i>Develop plan to implement ongoing recommendations of the recruitment and retention committee.</i>	Deputy Chief	Ongoing
<i>Review, approve, implement and maintain the plan.</i>	Deputy Chief	Ongoing

Goal A.3: Prepare personnel for future leadership needs.

Objective	Responsible	Timeframe
<i>Create a formal officer development program to identify and develop internal people with the potential to fill key leadership positions within both Fire and EMS operations.</i>	Fire & EMS Chief	1 year

Goal A.4: Provide a comprehensive career development plan for career and reserve members

Objective	Responsible	Timeframe
<i>Adopt and implement recruitment and retention task force recommendations.</i>	Training Division Chief	1 year
<i>Develop personalized training plan (with options) for all team members.</i>	Training Division Chief	1 year

Goal A.5: Develop a succession plan for supervisor and any future mid-level manager positions

Objective	Responsible	Timeframe
<i>Create a system for training and evaluating potential acting in charge (AIC) candidates.</i>	Training Division Chief	1 year
<i>Create a formal process for hiring supervisors.</i>	Fire & EMS Chief	1 year
<i>Provide training for supervisors to function at a higher-level position.</i>	Training Division Chief	1 year
<i>Create a field training officer program.</i>	Training Division Chief	1 year
<i>Create clear, up-to-date position specifications (job descriptions) for each job classification.</i>	Fire & EMS Chief	1 year

Goal A.6: Integrate technology to enhance emergency and support operations.

Objective	Responsible	Timeframe
<i>Explore the use of drone technology.</i>	Deputy Chief	3 years
<i>Utilize social media to inform and engage partners and other customers.</i>	Fire & EMS Chief	1 year

Goal A.7: Wildland Firefighting needs to become a priority to ensure our Fire protection area is ready for a forest fire.

Objective	Responsible	Timeframe
<i>By the end of year one of the planning period, Staff will present a list of recommendations to the Board of Directors that identifies what steps need to be taken to better prepare our District for an internal conflagration.</i>	Fire Marshal	1 year
<i>By the end of the planning period, key recommendations to the Board of Directors for better preparation for an internal conflagration will have been addressed.</i>	Fire Marshal	3 years

B. Administration

Goal B.1: Establish and maintain the Strategic Planning document as a “living document” through adoption, proper implementation, and ongoing utilization.

Objective	Responsible	Timeframe
<i>Board adoption of the Strategic Plan.</i>	Board	6 months
<i>Review and discuss the intent of content of the plan with all internal stakeholders and the community through various means.</i>	Board	6 months
<i>Reference and implement the Strategic Plan in all key organizational decision making.</i>	Fire & EMS Chief	5 years
<i>Conduct periodic review of the Strategic Plan – no less frequently than annually.</i>	Board	1 year
<i>Revisit strategic goals and objectives early in the strategic planning period.</i>	Board	1 year

Goal B.2: Develop an SOC and Deployment Plan.

Objective	Responsible	Timeframe
<i>Implement and train to SOC and Deployment Plan.</i>	Deputy Chief	1 year
<i>Develop the ability to obtain and utilize reliable data.</i>	Deputy Chief	1 year
<i>Utilize data and best practices to establish response time goals and standards.</i>	Deputy Chief	1 year
<i>Utilize data and best practices to determine appropriate staffing levels.</i>	Deputy Chief	1 year
<i>Utilize industry best practices to establish and update appropriate mutual aid, automatic aid, and cooperative service agreements to meet adopted response goals and standards.</i>	Deputy Chief	1 year
<i>Budget necessary funds to hire expertise to assist the development of the SOC and Deployment Plan.</i>	Fire & EMS Chief	1 year
<i>Develop, adopt, publish, and implement the SOC and Deployment Plan.</i>	Board	2 years

Goal B.3: Develop an Emergency Operations Plan in association with the West Lane Emergency Operations Group.

Objective	Responsible	Timeframe
<i>Continued participation in the regional process.</i>	Fire & EMS Chief	Ongoing
<i>Support the facilitator's efforts.</i>	Fire & EMS Chief	Ongoing
<i>Review draft plan.</i>	Fire & EMS Chief	1 year
<i>Adopt regional disaster plan.</i>	Board	1 year

Goal B.4: Update and adopt Regional Natural Hazards Plan in association with the West Lane Emergency Operations Group.

Objective	Responsible	Timeframe
<i>Continued participation in the regional process.</i>	Fire & EMS Chief	1 year
<i>Support the Lane County Emergency Manager's efforts.</i>	Fire & EMS Chief	Ongoing
<i>Review draft plan.</i>	Fire & EMS Chief	Ongoing
<i>Adopt updated plan.</i>	Board	Ongoing

Goal B.5: Collect data and make appropriate changes to positively affect the organization's ISO rating.

Objective	Responsible	Timeframe
<i>Review the previous ISO Rating Summary Reports to identify opportunities to increase credits received.</i>	Fire & EMS Chief	5 years
<i>Determine which improvement opportunities can be implemented.</i>	Fire & EMS Chief	5 years
<i>Conduct a cost/benefit analysis for each of the improvement opportunities.</i>	Fire & EMS Chief	5 years
<i>Implement improvement opportunities that will provide community benefit.</i>	Fire & EMS Chief	5 years
<i>Contact ISO to schedule a pre-rating discussion and set date for review.</i>	Fire & EMS Chief	5 years

Goal B.6: Ensure, through frequent evaluation, that the functional organizational structure of WLFEA is set appropriately to meet the needs of its team members and the community.

Objective	Responsible	Timeframe
<i>Review and update, as necessary, the roles and responsibilities for each emergency service position.</i>	Executive Staff	Ongoing
<i>Review and update, as necessary, all job descriptions.</i>	Executive Staff	Ongoing
<i>Maintain appropriate staffing levels, including establishing and maintaining an effective ongoing process for hiring replacements to fill vacancies.</i>	Deputy Chief	Ongoing
<i>Review current organizational patterns and practices and assess the possibility for more inclusion, including opportunities to include additional team members in meetings on a trial basis and formally reviewing and discussing relevant/related elements of the Strategic Plan.</i>	Executive Staff	Ongoing

C. Funding

Goal C.1: Maintain a Capital Improvement and Capital Replacement Plan to prepare for the future financial needs of the Authority, while maintaining transparency and fiscal responsibility.

Objective	Responsible	Timeframe
<i>Appoint and support an ad-hoc Capital Improvements Committee (constituted by individuals with technical insights) when special Capital needs arise.</i>	Fire & EMS Chief	Ongoing
<i>Continue to update financial forecasting tools to align with Strategic Plan.</i>	Fire & EMS Chief	Ongoing

Goal C.2: Develop and maintain comprehensive facilities, apparatus, equipment and funding plan.

Objective	Responsible	Timeframe
<i>Identify and prioritize apparatus and equipment requirements.</i>	Deputy Chief	Ongoing
<i>Evaluate existing facilities to meet current needs.</i>	Deputy Chief	1 year
<i>Evaluate existing facilities to meet the needs of the future.</i>	Deputy Chief	1 year

Goal C.3: Ensure financial stability and sustainability of emergency services and plan for future needs and growth.

Objective	Responsible	Timeframe
<i>Continue to update a financial needs analysis, listing current revenue sources and expenditures, to ensure service and staff levels are adequate to meet community needs.</i>	Executive Staff	Ongoing
<i>Evaluate each revenue source and expenditure to determine if they must be adjusted and set at levels appropriate to the cost of delivering service.</i>	Executive Staff	Ongoing
<i>Identify potential new revenue sources, including resources to make the MIH program more sustainable.</i>	Deputy Chief	Ongoing
<i>The Board of Directors review, approve or modify, and provide direction to the Fire and EMS Chief regarding identified revenue streams.</i>	Board	Ongoing

Goal C.4: Pursue renewal of the levy if necessary.

Objective	Responsible	Timeframe
<i>Evaluate the community's willingness to support renewal of levy.</i>	Board	4 years
<i>If evidence indicates the community is willing to support it, present the levy to voters for renewal.</i>	Board	4 years
<i>Pursue levy related objectives from Goal D.1.</i>	Board	4 years

Goal C.5: Address current and future resource needs.

Objective	Responsible	Timeframe
<i>Assess the current resource needs as they relate to growth in response to demand.</i>	Executive Staff	Ongoing
<i>Forecast future financial needs, costs and revenues to meet resource demands.</i>	Executive Staff	Ongoing
<i>Establish a succession/continuity plan for the Chief position.</i>	Executive Staff	Ongoing
<i>Determine the possible funding sources to support succession/continuity plan for all key leadership positions.</i>	Executive Staff	Ongoing

D. Community Outreach and Education

Goal D.1: Develop an effective communication plan that meets the needs of all the internal and external stakeholders.

Objective	Responsible	Timeframe
<i>Develop and adopt a process and policy for dissemination and awareness of formal and informal emergency services information to internal and external stakeholders, including developing a plan to maximize the utilization of social media.</i>	Fire & EMS Chief	1 year
<i>Continue to evaluate and appropriately utilize traditional outlets like newsletters, mailings, emails, periodic reports or newspaper inserts, etc.</i>	Fire & EMS Chief	Ongoing
<i>Provide communication that is honest, transparent, cohesive and proactive (ahead of misinformation).</i>	Fire & EMS Chief	Ongoing
<i>Establish campaign strategies for a levy or merger.</i>	Board	4 years

Goal D.2: Maintain Strategic Partnerships

Objective	Responsible	Timeframe
<i>Maintain relations with mutual aid partners. Prioritize annual formal relationship check-ins (at a minimum). Re-establish partnerships where necessary.</i>	Fire & EMS Chief	Ongoing
<i>Conduct mutual aid training exercises annually.</i>	Training Division Chief	Ongoing
<i>Enhance the working relationship between Fire services and EMS providers (internal and external) through coordinated joint training and shared reserves.</i>	Training Division Chief	Ongoing
<i>Enhance the current CERT program (review current components and provide regular training and education).</i>	Deputy Chief	2 years
<i>Improve mutual aid efforts with surrounding emergency service providers by identifying need and functions, and provide periodic training and exercises</i>	Training Division Chief	Ongoing

Goal D.3: Work with community partners to maintain an integrated system

Objective	Responsible	Timeframe
<i>Partner with allied health care agencies to provide education and design programs which enhance health services.</i>	Fire & EMS Chief	Ongoing
<i>Identify potential sources of funding to maintain these programs.</i>	Fire & EMS Chief	Ongoing
<i>Conduct a cost analysis to implement these efforts.</i>	Fire & EMS Chief	Ongoing
<i>Identify the role of community partners through district outreach programs.</i>	Fire & EMS Chief	Ongoing
<i>Continue working with surrounding agencies to improve current performance (WLEOG, ARES/RACES, U.S. Coast Guard, ODF, USFS, Lane County Sheriff's Department, City of Florence, OSP, and ODOT).</i>	Fire & EMS Chief	Ongoing

Goal D.4: Educate the public about emergency prevention.

Objective	Responsible	Timeframe
<i>Continue current programs (code enforcement, public education, fire investigations, and plan review).</i>	Fire Marshal	Ongoing
<i>Identify community medical prevention needs.</i>	Deputy Chief	Ongoing
<i>Develop and re-develop community outreach programs based on data received and deliver programs to groups throughout the community.</i>	Deputy Chief	Ongoing
<i>Develop and maintain a comprehensive set of pre-fire plans.</i>	Fire Marshal	Ongoing
<i>Develop specific programs and curricula with other agencies to enhance involvement and awareness of emergency services in local schools and community events.</i>	Deputy Chief Fire Marshal	Ongoing
<i>Prioritize emergency services sponsored events and presence at community events.</i>	Deputy Chief Fire Marshal	Ongoing

E. Consolidation and Merger

Goal E.1: Further evaluate the impacts and feasibility of additional consolidation or a merger.

Objective	Responsible	Timeframe
<i>Evaluate impacts and feasibility considerations of consolidation or merger including the following: financial impacts to taxpayers, legal requirements, Standard of Cover impacts, operational and administrative considerations.</i>	Executive staff	4 years
<i>Further collaborate on and discuss consolidation or merger concepts with current and potential partners.</i>	Executive staff	4 years
<i>Report findings to the Board of Directors for direction.</i>	Executive staff	4 years
<i>Consider and, if appropriate, implement the recommendation(s) of a consolidation or merger evaluation.</i>	Executive staff	4 years

Goal E.2: Develop detailed plan for each year/milestone toward continued consolidation/merger (years 1 through 5).

Objective	Responsible	Timeframe
<i>Identify, track and report key measures for existing and additional consolidated operations and potential eventual merger.</i>	Fire and EMS Chief	Ongoing

Goal E.3: Provide a clear and understandable narrative for consolidation/merger.

Objective	Responsible	Timeframe
<i>Use goals and objectives of the Community Outreach and Education Initiative to communicate consolidation merger facts and messaging early and throughout the strategic planning period.</i>	Executive staff	Ongoing

Implementation

The Administration Initiative for this Strategic Plan highlights that WLFEA’s organizational strength—and its ability to maintain internal and external operational relationships, goals and objectives—will require maintaining the Strategic Plan as a “living document.” It must guide WLFEA activities and undergo regular review to ensure it continues to meet the strategic needs of the organization in delivering services to the community.

The previous section of this Plan describes WLFEA’s strategic goals and objectives and the structure within which WLFEA will operate during the next five years. The world presents a dynamic environment, as such flexibility and adaptability will be needed more than ever.

The accountability mechanisms established in the Strategic Plan are critical to WLFEA’s ability to realize the vision and mission laid out in the Plan. The established responsible parties and projected time frames for each objective should be items regularly visited and revisited. Dedicated employees and reserves will, as ONE TEAM, do the work required to accomplish the goals, objectives and guiding principles that they helped to identify. Finally, measuring effectiveness will be key to working towards the vision and accomplishing the mission. Measures of effectiveness and responsible parties should be imported, wherever possible, into WLFEA project protocols and other tracking systems for constant oversight and progress review.

APPENDICES

Appendix A: Outreach Survey Results

Appendix B: Employee and Reserve Outreach Summaries

Appendix C: Partner and Community Outreach Summary

Appendix D: Steering Committee Outreach Summaries

Appendix A: Outreach Survey Results



AMBULANCE & AMBULANCE SVC 2021 FINAL DRAFT

Hello, my name is _____. I'm calling on behalf of the Western Lane Ambulance District and Siuslaw Valley Fire and Rescue. We are conducting a brief survey in your area today and would like to include your household's opinion. Your responses will be completely confidential and your individual answers will not be shared. May I please take a few minutes of your time?

First of all, are you registered to vote in the state of Oregon? (**INTERVIEWER: IF NO, POLITELY TERMINATE**)

1. Please tell me how you would rate the operation and performance of your local fire and ambulance services ~ EXCELLENT, PRETTY GOOD, ONLY FAIR or POOR?

1. Excellent (GO TO "A")	66.7
2. Pretty Good (GO TO "A")	19.8
3. Only Fair (GO TO "A")	1.7
4. Poor (GO TO "A")	0.7
5. Not Sure/Refused (SKIP TO #2)	11.2

- A. Why would you rate the operation and performance of your local fire and ambulance services as (EXCELLENT) (PRETTY GOOD) (ONLY FAIR) (POOR)? (**PROBE**)

2. Based on what you have heard, read, or experienced, how would you rate the response times of your local ambulance and fire services ~ EXCELLENT, PRETTY GOOD, ONLY FAIR or POOR?

1. Excellent	60.4
2. Pretty Good	25.4
3. Only Fair	3.0
4. Poor	1.0
5. Not Sure/Refused	10.2

3. How important is it to you to have highly trained and experienced fire and ambulance staff ~ VERY IMPORTANT, SOMEWHAT IMPORTANT, SOMEWHAT UNIMPORTANT, or VERY UNIMPORTANT?

1. Very Important	93.4
2. Somewhat Important	5.0
3. Somewhat Unimportant	0.7
4. Very Unimportant	0.7
5. Not Sure/Refused	0.3

4. Do you believe you receive a good value for what you pay in property taxes for fire and ambulance services?

1. Yes	78.5
2. No	5.0
3. Not Sure/Refused	16.5

5. Are you aware that Western Lane Ambulance District and Siuslaw Valley Fire and Rescue are currently operating as two separate fire and emergency service districts?

1. Yes	48.2
2. No	48.2
3. Not Sure/Refused	3.6

Western Lane Ambulance District and Siuslaw Valley Fire and Rescue are currently considering a proposal to merge their fire and emergency medical services into a single service district. This merger would not impact services provided for Mapleton Swisshome or Deadwood. Administrative services for the agencies have already been combined. This proposal would allow the districts to combine operations and costs under one roof, balance the use and distribution of emergency medical equipment and vehicles and allow for additional training programs for fire and emergency services personnel. This proposal would **not** increase existing property tax rates for fire or ambulance services in your area.

6. If an election were held today, would you FAVOR or OPPOSE merging Western Lane Ambulance District with Siuslaw Valley Fire and Rescue at no additional cost to property taxpayers? (**STRONGLY/SOMEWHAT FAVOR/OPPOSE**)

1. Strongly Favor (GO TO “B”)	61.1
2. Somewhat Favor (GO TO “B”)	16.2
3. Somewhat Oppose (GO TO “B”)	2.3
4. Strongly Oppose (GO TO “B”)	4.3
5. Not Sure/Refused (SKIP TO #7)	16.2

- B. Why would you (FAVOR) (OPPOSE) the proposed merge? (**PROBE**)

7. Do you believe a merger between Western Lane Ambulance District and Siuslaw Valley Fire and Rescue would cause the cost of providing ambulance and fire services to INCREASE, DECREASE, or do you believe costs would REMAIN ABOUT THE SAME?

1. Increase	16.5
2. Decrease	11.9
3. Remain About the Same	41.9
4. Not Sure/Refused	29.7

Now I am going to ask you a variety of questions concerning the proposal to merge Western Lane Ambulance District with Siuslaw Valley Fire and Rescue. For each one, I will give you some information and ask whether, with that information, you would FAVOR or OPPOSE the proposal.

8. If you knew merging Western Lane Ambulance with Siuslaw Valley Fire and Rescue would **not** impact the level of existing fire and ambulance services you currently receive in your community, would you FAVOR or OPPOSE the proposal?

1. Favor	79.2
2. Oppose	6.6
3. Not Sure/Refused	14.2

9. If you knew a merger would allow the districts to combine operations and lower operating costs for Western Lane Ambulance District and Siuslaw Valley Fire and Rescue, would you FAVOR or OPPOSE the proposal?

1. Favor	83.8
2. Oppose	4.6
3. Not Sure/Refused	11.6

10. If you knew merging the fire and ambulance districts could reduce the amount of time it takes for fire and emergency medical personnel to arrive, if you, or a family member had a fire or medical emergency, would you FAVOR or OPPOSE the merger?

1. Favor	86.5
2. Oppose	5.0
3. Not Sure/Refused	8.6

11. If you knew a merger between Western Ambulance and Siuslaw Valley Fire and Rescue would **not** increase your existing property tax rates for fire and ambulance, would you FAVOR or OPPOSE the proposal?

1. Favor	85.5
2. Oppose	4.0
3. Not Sure/Refused	10.6

12. If you knew combining fire and ambulance services into a single district would allow for additional training and cross-training for both paid and volunteer fire and emergency medical staff, would you FAVOR or OPPOSE merging Western Lane Ambulance District with Siuslaw Valley Fire and Rescue?

- 1. Favor **86.5**
- 2. Oppose **4.0**
- 3. Not Sure/Refused **9.6**

13. If you knew Western Lane Ambulance District and Siuslaw Valley Fire and Rescue would be stronger and provide better services as a single fire and ambulance district than as two separate districts, would you FAVOR or OPPOSE the proposal?

- 1. Favor **88.1**
- 2. Oppose **4.0**
- 3. Not Sure/Refused **7.9**

14. If you knew merging the two fire and emergency medical service districts would reduce the downtime of emergency medical apparatus and equipment and allow the two districts to share in the cost of maintaining and repairing their equipment and rescue vehicles, would you FAVOR or OPPOSE the proposal?

- 1. Favor **84.8**
- 2. Oppose **4.0**
- 3. Not Sure/Refused **11.2**

15. Over the past 12 years emergency medical calls have risen from 1,200 calls per year to 4,000 calls per year. If you knew merging Western Lane Ambulance District with Siuslaw Fire and Rescue into a single district would enable them to better balance and coordinate the increased demand for fire and emergency medical services, would you FAVOR or OPPOSE the proposal?

- 1. Favor **86.8**
- 2. Oppose **2.3**
- 3. Not Sure/Refused **10.9**

Now I am going to read you several statements some people have made concerning the proposed merger between Western Ambulance and Siuslaw Valley Fire and Rescue. For each statement, please tell me if you AGREE, or DISAGREE with the statement.

1. Agree
2. Disagree
3. Not Sure/Refused

16. I oppose a merger. We would save more money if we did away with public emergency medical services and hired a private entity to provide these services for our community.

5.9-79.2-14.9

17. Merging fire and emergency medical services could reduce amount of time it takes for fire and emergency medical personnel to arrive, if a member of my family, or I had a fire or medical emergency. I support the proposed merger.

80.2-7.3-12.5

18. As long as the proposed merger will **not** increase existing property tax rates, I will support merging Western Lane Ambulance District and Siuslaw Valley Fire and Rescue.

80.2-7.9-11.9

- C. What additional comments would you like to share with Western Lane Ambulance District and Siuslaw Valley Fire and Rescue? (**PROBE**)

DEMOGRAPHICS:

19. GENDER:

1. Male
2. Female

20. AGE: Are you between the ages of...?

1. 18-34
2. 35-44
3. 45-59
4. 60+
5. Refused

21. VOTER HISTORY: (INTERVIEWER, PLEASE TAKE FROM PHONE LIST)

1. 1 Out Of 4 Elections
2. 2 Out Of 4 Elections

3. 3 Out Of 4 Elections
4. 4 Out Of 4 Elections
5. No Elections

Appendix B: Employee and Reserve Outreach Summaries

Work Session 1—September 14, 2021

BACKGROUND

The Western Lane Fire and EMS Authority (WLFEA) was formed in October 2019, combining the Administrative offices of Siuslaw Valley Fire / Rescue (SFVR) and the Western Lane Ambulance District (WLAD). This step was taken to formalize the close working relationship already in place between the two districts. The WLFEA Board has directed the Lane Council of Governments to address the Strategic Planning needs of WLFEA and its component districts. The resulting Strategic Plan will further consolidation efforts by outlining a shared WLFEA mission, vision, and goals. WLAD and SFVR will maintain distinct initiatives and objectives within a shared Strategic Plan.

LCOG facilitated a remote workshop via Zoom on Tuesday, September 14, 2021 to seek input on each district's Strengths, Weaknesses, Opportunities, and Threats (SWOT) as well as WLFEA's guiding principles/core values. Fifteen employees participated in the workshop, including one WLFEA employee, nine WLAD employees, three SFVR employees, one SFVR volunteer, and two Mental Health Mobile Crisis Response (MCR) employees. The two activities, described below, were conducted in two separate breakout groups: one group included participants from WLAD and the second group included participants from SFVR, WLFEA, and MCR. The purpose of the breakout groups was to gather input from each district's distinct perspective as well as to provide sufficient opportunity for meaningful discussion in small groups.

This memo provides a summary of what employees and volunteers discussed at the workshop, including results from each engagement activity.

ACTIVITY 1: SWOT ANALYSIS

Purpose

A SWOT Analysis helps organizations to assess what is working well and what needs improvement. **Strengths** and **Weaknesses** are internal, or things SFVR and WLAD can control (such as facilities and internal operations). **Opportunities** and **Threats** are external things SFVR and WLAD do not control, but which may affect them positively or negatively (such as changes in laws or natural disasters).

Employees and volunteers from each district participated in a SWOT Analysis to evaluate these themes. Feedback during the SWOT Analysis was recorded on screen during the breakout discussions. The results from each district's analysis will be used to help inform the shared WLFEA vision, mission, and goals, as well as the development of each district's distinct initiatives and objectives. The following results will be included in the final Strategic Plan.

Work Session 1—September 14, 2021

SFVR SWOT Analysis Results

*MCR – Mobile Crisis Response

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Innovative for rural community support (including Mobile integrated health) ○ Improved quality & consistency in emergency response <ul style="list-style-type: none"> ○ 24/7 staffing, 3-5 people (unprecedented) ○ Response times used to be slower ○ Everyone is a teacher, don't hoard skills, forced multiplication of skills and expertise) <ul style="list-style-type: none"> ○ Very experienced paramedics, firefighters available to teach ○ Prepared for contingencies - Take context/staffing depth/risks seriously ○ Small size advantage – benefit of more individual contributions/feel ○ Apparent that leaders want to work closely between Districts <ul style="list-style-type: none"> ○ People work part-time between Districts ○ Cooperation between WLAD and SVFR when there is a need to travel far ○ Drivers & SVFR act as patient care providers until help arrives ○ Higher level of service with new changes ○ Training used to be 1-2 hrs w setup takedown, now doing more efficient training on shift w longer drills, two 5-hr trainings/month ○ *Tremendous service to community members <ul style="list-style-type: none"> ○ Support, resources, follow up care ○ Collaborative – e.g. relationships with hospitals 	<ul style="list-style-type: none"> ○ Lack of continuity. Practices vary a lot depending on shift leader ○ Small size disadvantage – An outsized personality can negatively influence (tip the scale) ○ Blurred lines related to formal/ethical/legal protocols in some areas. Leadership needs to make clear distinct divide between what you do on clock and on your own time <ul style="list-style-type: none"> ○ Car wash private fundraiser held at/near fire dept. Sentiment that fire should volunteer at fundraiser, taking pay, presenting latent ethical/legal issue. ○ From outside looking in, very young organization (professionally). In the last 18 months gone from 3 day-staff to 9 24hr-staff. Huge change, shift in mentality, growing pains. ○ Division among organization between old/new guard, paid/volunteer. ○ No unified, organization-wide vision. <ul style="list-style-type: none"> ○ One vision is “Community First,” but there are different opinions on how to show this, Difference in training time spent, vehicle maintenance time spent ○ Confusion due to growth, creates animosity ○ Hard to recruit and retain competent volunteer line staff. It's a serious job, not a place for hobbyist. <ul style="list-style-type: none"> ○ Especially due to time commitment required for necessary job performance. ○ Hard to find with mostly 2 family household incomes required in this economy. ○ *MCR needs safe transport vehicle for program so staff not at risk, sometimes need to transport to Eugene ○ *Thin MCR staffing

Work Session 1—September 14, 2021

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">○ Create a single vision, umbrella across entire organization that everyone can agree on. What to focus on to make happen may be different. Make sure each has place and not blend together. Give both their place<ul style="list-style-type: none">○ Some like direct common aspects – pancake feeds. Other very passionate about education○ Opportunities for shared staff resources. As one agency we would be allowed to mix and match all types of paid staff that would best allow us to serve the public. Many WLAD staff, full and part time, are certified as firefighters but choose not to work at SVFR because it is not economical to volunteer. innovative staffing = stability & retention.○ Show volunteers appreciation/ fairly compensate for service○ Have students/interns work at the station<ul style="list-style-type: none">○ Provide housing/trade for working shifts since station is distant from colleges/trade schools that offer fire programs○ Need to provide more to attract students away from Coos Bay, etc.○ *Capitalize on growing public perception and support for prevention efforts to reduce use of high-cost○ *Continue willingness to collaborate and 'share leadership' with partners in mutually beneficial agreements○ MCR and SVFR work with Lane Workforce Partnership and LCC Florence Campus to provide funds for education offerings for improved staffing recruitment/retention.	<ul style="list-style-type: none">○ Local hospital is relatively small w/ relatively little equipment & staffing○ Distance. Ambulance may need to go directly to facility 1 hr away, leaving EMT capacity vulnerable for too long.○ Fewer volunteers. Do not have volunteer base that we used to.○ Housing/cost of living – At min wage District staff can't afford housing in Florence<ul style="list-style-type: none">○ People may live up to 1 ½ hr away, may not get timely backfill department needs○ Minimizes responsiveness○ Drive staff #s up because we cannot rely on people coming from a distant home<ul style="list-style-type: none">○ Part of transition had to open up district boundaries to fill staffing needs○ Recruitment retention – huge threat to volunteer dependent organizations○ *Recruitment & retention - difficult staffing - attracting talent to small rural towns○ *Safety – responding to remote areas w spotty radio coverage, law enforcement when people/drugs/alcohol/mental health involved.○ *Minimal resources, no respite psych unit○ *Being grant funded, lose funding○ *Housing scarcity, a year-round homeless shelter could help

Work Session 1—September 14, 2021

WLAD SWOT Analysis Results

<p>STRENGTHS</p> <ul style="list-style-type: none"> ○ Highly trained professionals, good at what they do – critical care licenses (FPC or CCP) ○ Provide specialty care transports that other agencies do not provide ○ Small crew that’s highly trainable and accountable ○ Group effort to get things done ○ There’s a commitment to taking care of the community now and in the long term – specifically investment in mobile integrated healthcare ○ Excellent patient care ○ Progressive and innovative ○ Customer service is above and beyond – patient advocates ○ Family feel environment ○ Small crew that can focus just on patient care – specialized ○ Employee dedication and longevity of employment ○ Good Board of Directors 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ○ Lack of external training due to COVID (conferences, etc.) ○ Management ○ Administrative staff – lack of knowledge in human resources and their job duties; more admin staff than work needed; lack of admin training ○ Lack of direction for the organization as a whole and very little face time with management ○ Lack of immediate response from upper-level management in times of emergencies – management’s emergencies differ from staff as a whole ○ Lack of participation from Chief on medical calls as a paramedic ○ Inability to properly/safely staff crews ○ Lower qualified staff response models from historic WLAD service ○ Lack of consistency – hiring processes, how each employee is treated (favoritism)
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ○ Training for administrative staff ○ Receive more external training (e.g. from the National Fire Academy) ○ Binding arbitration – merging with fire (WLFEA) ○ Consolidation of employee resources between the two districts <ul style="list-style-type: none"> ○ More govt. money available if a fire agency vs. just being an EMS – for training, operations, equipment, etc. ○ Opportunity to expand communication & public outreach (e.g. attending school events) ○ Increase operational tax levies for future funding ○ Potential opportunities with the MIH community medicine world that are currently not being pursued due to lack of infrastructure (e.g. funding) ○ More billing for more consistent funding ○ There is huge support from the community to do more things – training and/or dedicated staff needed to get donations and fundraise ○ More public outreach – have an established public information officer 	<p>THREATS</p> <ul style="list-style-type: none"> ○ Lack of external training due to COVID (conferences, etc.) ○ Privatization – for-profit transport agencies ○ Threat of failure of MIH program due to lack of infrastructure (capacity, support, and funding) ○ Misinformed individuals/rogue community groups with alternative agendas; attacks on the levy, operational budget and operations ○ Levy did not pass ○ Lowering staffing levels ○ Moving off the hospital campus ○ Hospital challenges trickle downward into the district’s work ○ There is a growing population in western Lane County; service will need to meet the growing demands of the population and call volumes

Work Session 1—September 14, 2021

ACTIVITY 2: GUIDING PRINCIPLES/CORE VALUES

Purpose

WLFEA’s guiding principles/core values define the organization’s culture and belief system, providing a foundation for the work that the districts perform. At the meeting, employees and volunteers from each district helped to brainstorm and prioritize a list of principles and values they believed should guide WLFEA’s work. LCOG staff presented a “starter list” of principles and values pulled from existing WLFEA, WLAD, and SVFR documents. In breakout groups, each district added to or revised the starter list as desired. Each employee then provided their top three priorities on the list to help elevate the principles and values that were most important to the group.

Input from employees, volunteers, and others about WLFEA’s guiding principles and core values will help guide the future development of WLFEA’s vision and mission statements.

Note: In the lists below, bold items reflect the principles that participants prioritized the most (the number indicates the number of participants who mentioned the principle in their top three).

SVFR Guiding Principles/Core Values Activity Results

- **Customer Service x 3**
- **Responsiveness/Reliability x 2**
- **Professionalism x 2**
- **Teamwork x 2**
- *Community above all else*
- *Respect for Community Members*
- *Fiscal Responsibility*
- *Communication*
- *Loyalty/Commitment*
- *Innovation*

WLAD Guiding Principles/Core Values Activity Results

- **Safety & family x 7**
- **Professionalism / training / performance standards / technical competence (Quick / efficient / response time) x 6**
- **Teamwork x 3**
- **Customer service / respect of community & members / address community needs/ public service x 3**
- *safety / education*
- *Reliability*
- *Honest and open communication x 1*
- *Fiscally responsible x 1*
- *Craftsmanship x 1*
- *Forward thinking x 1*
- *Accountability*
- *Respecting others’ ideas*
- *Compassion / caring*
- *Public*

Work Session 2—October 26, 2021

BACKGROUND

WLFEA was formed in October 2019, consolidating the Administrative offices of SVFR and the WLAD. This step was taken to formalize the close working relationship already in place between the two districts. The WLFEA Board has directed the Lane Council of Governments to address the Strategic Planning needs of WLFEA and its component districts. The resulting Strategic Plan will further consolidation efforts by outlining a shared WLFEA mission, vision, and initiatives. WLAD and SVFR will maintain distinct goals and objectives within a shared Strategic Plan.

On Tuesday, October 26, 2021, LCOG facilitated a two-hour remote workshop via Zoom to seek input on each district's goals, and objectives. Twenty employees participated in the workshop. The activity, described below, was conducted in separate breakout groups: one group focused on WLAD goals and objectives and one focused on SVFR goals and objectives. The purpose of the breakout groups was to gather input from each district's distinct perspective as well as to provide sufficient opportunity for meaningful discussion in small groups. Participation in work session #1 was not a requirement for participating in work session #2.

ACTIVITY: EVALUATION OF GOALS AND OBJECTIVES

Purpose

The October 26 work session focused on initiatives, goals, and objectives concepts for the districts. An **initiative** is a broader aim within which the districts may have multiple areas of focus. A **goal** is a smaller component of an initiative focused on one particular area but still general in nature. **Objectives** are developed for each goal and are intended to be more specific, measurable, and action-oriented (with assigned timeframes and a responsible party).

LCOG facilitated a brief discussion with all participants regarding WLFEA initiatives, which will consolidate separate SVFR and WLAD initiatives into a single set of initiatives that apply across all three entities. Staff and volunteers from each district then broke into groups to review goals and objectives from their respective districts. For each goal, participants reviewed related themes from the Strengths, Opportunities, Weaknesses, and Threats (SWOT) activity from Workshop #1, then discussed objectives from the district's existing Strategic Plan. Objectives were considered against how adequately they addressed SWOT themes as well as their status/relevance to the updated Strategic Plan (i.e. whether they should be carried over as is or with amendments, and whether new objectives should be added to address SWOT themes).

Notes from each district's breakout discussion follow. Employee and Volunteer feedback is *in red*.

Work Session 2—October 26, 2021

Siuslaw Valley Fire and Rescue Breakout Group Notes

Present

Don Q., Holly L., Chris H., B Shift, Mike S., Kyle R., Tony M., Andy G.

Discussion

CRAFTSMANSHIP & LEADERSHIP INITIATIVE

Goal 1: Provide a comprehensive career development plan for career and volunteer members

Objectives:

- Adopt and implement recruitment and retention task force recommendations
 - *SVFR B – figure out caliber that we want vs realistic will get, this is a retirement community, going to be higher ages, org goals are for the 25-40 volunteers, but unrealistic hope due to logistics. Should look for post HS, pre-college or close to early retirement who no longer work. 18-25 yrs. Expect to have them as volunteers no more than 2-5 years.*
- Develop personalized training plan (with options) for all members
 - *Something in place, including Advisory Committee.*
 - *We use Standardized Training Flow Chart that applies to all in the Department. Once employees meet competencies, they move onto next flow chart*
 - *They can be encouraged in different directions, strategies for supporting and advancing by types.*

Goal 2: Enhance existing training program to ensure it meets the needs of the organization and the individual. The training must be needed, interesting, and fun, where practical

Objectives:

1. Evaluate the current training curriculum and schedule
2. Survey the membership to determine individual and group needs
3. Assess the status of each member's training
4. Establish training plan for the organization and individuals
 - *For volunteers, 5-hour training on Saturday can be really challenging. People have normal lives. Difficult to give up even one Saturday per month.*
 - *Counterpoint - Need quality over quantity*
 - *If able to plan drills earlier or later to get more time out, because 1-hour is not enough time to build/maintain skills. A lot of skills are based on repetitions. Will take hour at least for all to get through. Weekends are good because have more time to get more people thru skills, more repetitions.*
 - *Night drills are hard for all. If people stay late on Tues, have to get up early Wednesday for day job. Not a good situation.*
 - *Need to try best not to waste time, but it is a juggling act*
 - *Reevaluate training plan yearly. Data showed 1-hour on weeknights with setup etc., not efficient*
 - *Now 90% compliant with state regs, major improvement over years ago*

Work Session 2—October 26, 2021

- *COVID was highly disruptive to routines – loss of continuity.*
- *Basically starting from scratch with objectives. Now is a good time to re-evaluate*

Goal 3: Embrace organizational diversity by respecting the background, history, and tradition of the community and its demographics, while at the same time, acknowledging the need to make necessary change

Objectives:

1. Provide opportunities for people to be heard Provide opportunities for people to be heard, which might include, but not necessarily be limited to, an organizational survey and individual and/or group interviews
2. Formally review and discuss the Strategic Plan
3. Develop a process to implement and review changes made in the organization for effectiveness and/or modification

Goal 4: Review current staff meeting practices and assess the possibility for more inclusion

Objectives:

1. Identify opportunities to include additional District members in team meetings on a trial basis. Formerly review and discuss the Strategic Plan
 2. Develop a formal means of inviting members to participate in select portions of staff meetings on a trial basis
 3. Evaluate the results of inclusion of select members participating in staff meetings and make a determination on future inclusion of specific personnel
- *Don't think we have a clear view of what was before. Lack of awareness of Strategic Plan at staff level.*
 - *Perspective shared that they were invited to every meeting. Seems meetings are often available to be a part of if you want.*

STAFFING INITIATIVE

Goal 1: Develop and implement an effective plan for the recruitment and retention of volunteers

Objectives:

1. Establish an internal recruitment and retention committee
2. Establish minimum/maximum volunteer levels for the District, based on state law and industry best practices
3. Identify effective means of contacting potential target pools in the community
4. Utilize technologies including social media/networks to increase community outreach
5. Develop partnerships with local, state, and national organizations to increase awareness of methods and best practices utilized to enhance recruitment efforts

Goal 2: Identify alternative roles for volunteer members that allow them to contribute and be successful in areas they have a passion for, and are trained and capable of doing

Work Session 2—October 26, 2021

Objectives:

1. Appoint a committee to identify alternative roles and responsibilities that volunteers could be utilized to perform
 2. Develop plan to implement the recommendations of the committee
 3. Review, approve, and implement the plan
- *The biggest issue is addition of training hours, need more training hours, but double edge sword. Volunteers turned off by 150 hours of online time. Or can't get them to stay because time demands. For someone in the community that wants to give but it is too much.*
 - *There's a place for everyone in fire. Need to create defined programs for different folks. Plug people into places they will fit. Had a volunteer, FBI retired, put in time for an academy, but found out he could be on an investigation team. If we find people with specialties, we can cut down on training.*
 - *For entry level firefighter, will need the 150 hours training to do all the operational stuff. They need to know this a lot of time, but also need to offer other avenues and commitment levels.*
 - (1) *Not all volunteers need to fight fire, can be used in other roles. Need to advertise this to community.*
 - (2) *This has not been advertised to community, people have left because they were not given a different avenue to participate.*
 - *Was in position where it was not worth my time when working 40 hour/work day job. OK if I could do 4-hour shift, but not a whole 8-hour on my day off.*
 - *Being able to commit less time per week will make it more attractive*
 - *Parttime on both teams? If you talk to part-timers at West Lane, they want to be parttime on fire side, but not offered for most people.*

Goal 3: Ensure that the functional organizational structure of the Fire District is set appropriately to meet the needs of the organization and community

- Q: Retention committee, is this admin or captain based?
- Have a 5-member committee from both organizations. Met 4 times - brainstorming "advisory" ideas currently.
- Did advisory group have direction to form a plan?
 - (1) Now just a brainstorming exercise
- Talk reaching out to various demographics in the community
- Definitely recommend keeping these objectives
- Weakness in use of social media to reach candidates, trying to improve that. Partnering with Social Media expert is on the radar.
- Seems we came full circle since strategic plan was written, we have low volunteer

Objectives:

1. Review and update the roles and responsibilities for each position in the District
2. Review and update all job descriptions

Work Session 2—October 26, 2021

- *DISTANCE. This is right on a realistic issue*
- *More part-time people, we have 3, if had 6 would be better*
- *You are not allowed to be both a volunteer and paid staff*
 - (1) Double edged sword, want vols but want fair comp for paid members*
 - (2) Hard to do things w/o admin approve, labor laws, out of control, federal issue*
 - (3) If someone is parttime, can't come in when needed cause need approval*
 - (a) Counterpoint: People are preapproved for overtime for emergency big calls, drills*
 - (b) Counterpoint: But there is a stigma of it all. Turn pager off, phone, not coming in for anything. A lot of people are NOT coming in.*
- *We have mutual aid agreements, but they can be hard to honor when we are uncomfortable meeting our own district obligations. Hard to send a team out, if you feel it leaves your district vulnerable.*

Goal 4: Prepare District personnel for future leadership needs

Objectives:

1. Identify and develop internal people with the potential to fill key leadership positions in the District
2. Create a formal officer development program
 - *Hard one, how to develop and mentor your people. Other promote based on years served. This is not always best. Need to have a development plan. This would benefit the Organization. Have a roadmap to guide new leadership. Need a roadmap for people to understand how they can move up. This will have to come from top. What do we want officers to do for people? How much do we want officers managing them and mentoring our people. For those with 20-years experience, we can look at how we can apply experience to new trainees, empower people to take guidance and move forward.*
 - (1) Sometimes egos involved when people trying to get info from all different views and offers in the organization.*
 - *Set benchmarks of where/what they need to hit that new leadership/upcoming leader can use to move others along and build better leaders for tomorrow*
 - *Used to start volunteers with a mentor and that should come back.*
 - *A lot of these OBJs have not never been addressed, still relevant as they were 5-years ago and still need to be addressed*
 - *LEADERSHIP as its own initiative to elevate its unique importance?*
 - *A lot of stuff did not get done these last two years because of COVID. Need to do it!*

SERVICES INITIATIVE

Goal 1: Develop an SOC and Deployment Plan

Objectives:

1. Develop the ability to obtain and utilize reliable data
2. Utilize data and best practices to establish response time goals and standards

Work Session 2—October 26, 2021

3. Utilize data and best practices to determine appropriate staffing levels
4. Utilize industry best practices to establish and update appropriate mutual aid, automatic aid, and cooperative service agreements to meet adopted response goals and standards
5. Budget necessary funds to hire expertise to assist the development of the SOC and Deployment Plan
6. Develop, adopt, publish, and implement the SOC and Deployment Plan
 - *Needs to be looked at the same time as minimum staffing, As companion to SOC*
 - *Can say we will have 14 people on fire, but does not work if there are only 4 on shift.*
 - *More people!*

Goal 2: Create, adopt, and implement Emergency Operations Plan (EOP)

Objectives:

1. Hire expertise to assist in the development of an EOP
2. Continued participation in the regional process
3. Support the facilitator's efforts
4. Review draft plan
5. Adopt regional disaster plan
 - *ICS spent much time training staff, now a lot members not here. Need to provide training to new members now so they can get plugged into roles.*
 - *Familiarize staff with EOP*

Goal 3: Update, Adopt and Implement the Regional Natural Hazards Mitigation Plan

Objectives:

1. Begin the update process with the County Emergency Manager
2. Continued participation in the regional process
3. Support the Lane County Emergency Manager's efforts
4. Review draft plan
5. Adopt updated plan
 - *Familiarize staff with it and orient them to it as necessary. ineffectual if implementors not aware*

Goal 4: Maximize Strategic Partnerships

Objectives:

1. Enhance the working relationship with West Lane Ambulance (WLA and other local EMS providers) through coordinated joint training and shared volunteers
2. Enhance the current CERT program (review current components, and provide regular training and education)
3. Improve mutual aid efforts with surrounding fire departments by identifying need and functions and provide periodic training and exercises

Work Session 2—October 26, 2021

4. Continue working with surrounding agencies to improve current performance (WLEOG, ARIS/RACIES, U.S. Coast Guard, ODF, USFS, Lane County, Sheriff's Department, City of Florence, OSP, and ODOT)
 - *Discussion about CERT program.*
 - *CERT program was its own thing with own leader, but last 3 years it is disappearing. Used to come out for search. Has it dissolved?*
 - *CERT is a volunteer organization and they are working closer with EOC and RACES. Have been meeting regularly. COVID has restricted*
 - *Move item from needs to be addressed to "in process?" if we can send people in to CERT for those who want to volunteer but not be a front-line firefighter.*
 - *Schools should be focused on, now very little. Restricted to 18 and older. Offer something for youth 16+.*

Goal 5: Fire Prevention/Public Education

Objectives:

1. Continue current programs (code enforcement, public education, fire investigations, and plan review)
2. Integrate technology to enhance emergency and support operations
3. Preparation for utilization of large diameter hose
4. Develop comprehensive set of pre-fire plans
 - *Marshal needs help with this, overloaded, needs own staff*
 - *Prevention is important.*
 - (1) *Additional staffing is crucial. Would help significantly.*
 - (2) *Need relationships with local state county reps including building depts. Existing relationships with Lane County & City of Florence. Marshal reviews a lot of plans, mainly in building season.*
 - (3) *Discussing pre-fire plans but with minimum staffing it is hard to develop comprehensive set of pre-fire plans*

Goal 6: Collect data and make appropriate changes to positively affect the District's ISO rating.

Objectives:

1. Review the previous ISO Rating Summary Reports to identify opportunities to increase credits received
2. Determine which improvement opportunities can be implemented
3. Conduct a cost/benefit analysis for each of the improvement opportunities
4. Implement improvement opportunities that will provide community benefit
5. Contact ISO to schedule a pre-rating discussion and set date for review
 - *These objectives are above our pay grade*
 - *ISO rating relates directly to community (reflected in tax payer's rates). So it's very important for the community (cost/benefit). ISO is on a 5-year cycle and used to fall on the*

Work Session 2—October 26, 2021

Fire Marshal, but current Fire Marshal does not know a lot about it. It is an important objective.

- *Areas we can affect ISO are not only prevention, but also the public education component. How well we educate public and do community outreach – achievable with staffing we have now – to improve ISO rating.*

PLANNING INITIATIVE

Goal 1: Establish the Strategic Planning document as a “living document” through proper adoption, implementation, and utilization

Objectives:

1. Board adoption of the Strategic Plan
 2. Review and discuss the intent of content of the plan with all internal stakeholders and the community through various means
 3. Implement, utilize, and conduct periodic review of the Strategic Plan
- *How often is review now? It should have a clearly established review cycle (at least once a year – maybe as much as quarterly for some objectives – woven into other frequent reporting protocols?).*
 - *Q: Is review internal or public? Should consider how external review should be incorporated where relevant.*
 - *Each objective does have assigned party to carry out objectives*

Goal 2: Develop an effective communication plan that meets the needs of all the internal and external stakeholders

Objectives:

1. Develop and adopt a process and policy for dissemination of information to internal and external stakeholders
 2. Identify appropriate means of communicating both formal and informal communications to internal and external stakeholders
- *Underutilized social media page. Some stuff on YouTube for general events. We can assign someone to manage develop social media. Provide some clear parameters and give more team members the ability to post, get name out more.*
 - *District that no designated PIO. Right now chief acts as PIO.*

FUNDING & FINANCE INITIATIVE

Goal:1 Establish a Capital Improvement and Capital Replacement Plan to prepare for the future financial needs of the District, while maintaining transparency and fiscal responsibility.

Objectives:

1. Appoint Capital Replacement Committee
2. Appoint Capital Improvement Committee
3. Appoint Capital Improvement Committee

Work Session 2—October 26, 2021

4. Develop financial forecasting tools to align with Strategic Plan

- *Do we add attention to funding issues? More explicit object to address a need?*
- *Capital improvements: With staffing changes (24 hour staffing), do improvements need to be made to facilities to manage this long-term? Now districts have multiple stations but moving to central location, need to improve facilities to house all apparatus? Do facilities meet needs currently?*
- *Do we need specific goal or initiative on consolidation?*

Western Lane Ambulance District Breakout Group Notes

Present:

Wendy S., B Shift, Mary D., Darrek M., Lara L., Mackenzie

Discussion

1. ADMINISTRATION/FINANCES INITIATIVE

Goal 1A. Ensure financial stability and sustainability of the organization and plan for future needs and growth

- *All should be carried over.*
- *Opportunities for additional objectives*
 - *Address threats from privatization – take a positive spin against privatization to bring awareness. (It is very impactful when people learn what outreach WLAD does.)*
 - *Address threats & opportunities related to Mobile Healthcare – MIH should be explicitly mentioned – either add Objective #3 or add another objective to address that MIH should be sustainably funded.*

Objectives:

1. Conduct a financial needs analysis, listing current revenue sources and expenditures.
2. Evaluate each revenue source and expenditure to determine if they must be adjusted and set at levels appropriate to the cost of delivering service.
3. Identify potential new revenue sources.
 - *MIH should be explicitly mentioned – either add Objective #3 or add another objective to address that MIH should be sustainably funded.*
4. The Board of Directors review, approve or modify, and provide direction to the Executive Director regarding identified revenue streams.

Goal 1B. Consider renewal of levy

- *All of these should be carried over and should be indicated in red – hasn't started and is relevant.*
1. Contrast the financial needs and service capabilities with and without a renewed levy.
 2. Evaluate the community's willingness to support renewal of levy.

Work Session 2—October 26, 2021

3. If evidence indicates the community is willing to support it, present the levy to voters for renewal.

Goal 1C. Evaluate the feasibility of a shared services approach to managing the district

- *Looks good.*

Objectives:

1. Determine areas to be evaluated in a shared services feasibility study.
2. Collaborate and discuss the concept with potential partners.
3. Report findings to the Board of Directors for direction.
4. If approved, issue a request for proposals (RFP) to conduct a shared services feasibility study.
5. Consider and if appropriate, implement the shared services feasibility study recommendation(s).

Goal 1D. Develop and maintain comprehensive facilities, apparatus, equipment and funding plan

- *These are definitely ongoing.*

Objectives:

1. Identify and prioritize apparatus and equipment requirements.
2. Evaluate the existing facility to meet the current needs.
3. Evaluate the existing facility to meet the future needs.
4. Develop an apparatus and equipment maintenance/replacement plan for the Board of Directors to consider for approval.

Goal 1E. Address current and future resource needs

- *Objectives 1,5,6 should be all be eliminated*
- *Group upper level and leadership objectives together as a common theme*
 - *Potentially some of these can be moved to another objective*
- *These should stay as a general initiative for all three agencies*
- *Opportunity for additional objective – the strength of the staff is one of the most important resources of the organization and it is something that needs to be continued (may also fit in Staffing/Craftsmanship or as its own initiative)*

Objectives:

1. Hire an Executive Director.
 - *The Executive Director (ED) is the Chief so remove objective 1 and update ED elsewhere to Chief*
2. Assess the current resource needs as they relate to growth in response to demand.
 - *Carry over*
3. Forecast future financial needs to meet resource demands.
 - *Carry over*

Work Session 2—October 26, 2021

4. Establish a succession plan for the executive director position.
 - *Should be carried over, just change “executive director” to “upper level” positions*
5. Determine the possible funding sources to support the executive director succession plan.
 - *Eliminate*
6. Present the executive director succession plan to the Board of Directors to review, approve or modify.
 - *Eliminate*
7. Evaluate need for additional administrative support.
 - *Discussion about admin support vs. leadership support. Some felt they’re the same and others felt they were different.*

2. SERVICE & COMMUNITY OUTREACH INITIATIVE

Goal 2A. Develop a systematic approach to disseminating information to the public

Objectives:

1. Develop a process to distribute general information regarding the district to the public.
2. Establish campaign strategies for a levy to be presented in 2017.
 - *Change 2017 to when the levy is going to come up again or make it less time specific and more general, e.g. “to be presented in year X of levy”*
 - *Find a way to make levy funds permanent.*
3. Develop a plan to maximize the utilization of social media within the district.
4. Develop specific programs and curricula with other agencies to enhance involvement and awareness in the schools.

Goal 2B. Provide community outreach education

- *No comments. Looks good.*

Objectives:

1. Identify community medical emergency prevention needs.
2. Develop community outreach programs based on data received and deliver programs to groups throughout the community.

Goal 2C. Working with community health care partners, establish an integrated health care system

- *Change initial word from “establish” in the 2C goal to capture ongoing need (e.g. maintain and strengthen/expand/enhance)*
- *Most of these objectives are not done*
 - *Mostly working in progress; #5 is potentially not started*
 - *Group says that all these objectives should be included in the next strategic plan.*

Work Session 2—October 26, 2021

Objectives:

1. Partner with allied health care agencies to provide education and design programs which enhance health services.
2. Identify potential sources of funding to maintain these programs.
 - *Objective #2 – Need to identify and procure ongoing funding*
3. Conduct a cost analysis to implement these efforts.
4. Identify the role of community partners through district outreach programs.
5. Develop a program to educate the public about the benefits of a community paramedic program.
 - *Potentially not started*
 - *Have yet to have a patient that knows what they do*

3. STAFFING/CRAFTSMANSHIP INITIATIVE

Goal 3A. Address the staffing needs on the front lines of service delivery

- *If these were objectives from the previous plan, then they never were started and/or completed*
- *These objectives need to be carried over to the next strategic plan.*
- *Like the objectives, but it is necessary to carry them over so that WLAD can achieve them.*

Objectives:

1. Create a committee to perform a line staffing needs assessment for full and part-time personnel.
 - *This objective is the most important one to get this process started – start the committee.*
 - *For future reference, could note who should be on that committee*
 - *Not just shift captains, but a voting structure for who should be on that committee.*
2. Present the committee's recommendations to the Board of Directors.
 - *Question/comment about objectives 2 & 3: Interesting that it is the Board's job and not admin(?)*
3. Board of Directors review, discuss, and implement or modify the recommendations.
4. Establish an ongoing process for hiring replacements to fill vacancies.

Goal 3B. Develop a succession plan for the supervisor position and any future mid-level manager positions

Objectives:

1. Create a system for training and evaluating potential acting in charge (AIC) candidates.
 - *This should carry over. There has been work for this, but there is not a formal evaluation part for it.*
 - *Remove "training" and just keep the evaluation part.*
2. Create a formal process for hiring supervisors.
 - *Does this exist? (They don't hire very often.)*

Work Session 2—October 26, 2021

3. Provide training for supervisors to function at a higher level position.
 - *Ongoing and good to stay.*
4. Create a field training officer program.
 - *This should carry over. We don't have this program.*
5. Create clear, up-to-date position specifications (job descriptions) for each job classification.
 - *Ongoing and good to stay.*

Goal 3C. Improve mutual aid relationships and resources

- *These objectives look good.*

Objectives:

1. Re-establish relations with mutual aid partners and maintain those relationships.
 - *Change “re-establish” to “maintain”*
 - *Add time constraints – a check in every year at least*
2. Conduct mutual aid training exercises annually.

Goal 3D. Provide appropriate training to all personnel to enhance their skills in the field and in the office

- *All 3 should carry over.*

Objectives:

1. Create a training committee to evaluate new methods and diverse experiences of all members.
 - *Add language for maintaining and having regular meetings for the training committee.*
2. Create a discussion forum to share experiences.
 - *Still needed. There is not a discussion forum.*
3. Establish quality assurance/quality improvement (QA/QI) programs and participate in research opportunities.
 - *Add language for maintaining and having regular meetings for the training committee.*

ADDITIONAL DISCUSSION

Q: SWOT themes not addressed?

- *Threats from privatization*
 - *Is this something we want to maintain and bring up or only bring up during voting time?*
 - *Stay clear unless it is a threat.*
 - *Focus on the community outreach that WLAD does and it will go a lot further. Learned a lot from townhall meetings. It is very impactful when people learn what outreach WLAD does.*

Work Session 2—October 26, 2021

- *In sum take a positive spin against privatization to bring awareness. Can also be added to 1A.*
- *Threats & opportunities related to Mobile Integrated Healthcare*
 - *1A, #3 – MIH should be explicitly mentioned – either add to Objective #3 or add another objective to address that MIH should be sustainably funded.*
- *Group effort to get things done; Family feel environment; Small crew that can focus just on patient care – specialized; Employee dedication and longevity of employment*
 - *Add to 1E maybe – the strength of the staff is one of the most important resources of the organization and it is something that needs to be continued.*
 - *Add to Initiative 3 Staffing maybe.*
 - *Suggestion to make it a separate initiative since it is important to the group.*
- *Opportunity/need for additional collaboration & communication between WLAD employees and administrative staff*
 - *Admin staff would like for WLAD employees to come forward with what the admin staff can do to help support them so there is not a feel of a divide since they're not in the office in them. Do admin staff need to make time to go over to WLAD? Admin staff wants WLAD to feel like they're supported. Overall, want the WLAD staff to let them know what they can do to be more supportive. This can be written in, emailed, etc. Wants group to know that admin staff is there for all employees.*
 - *Admin staff are physically with SVF so it is easier there. Just wants suggestion and feedback to help WLAD working environment.*
 - *LCOG Facilitator: Is there an opportunity to add an objective or goal for this cross pollination? Regular communication, have a forum, etc. to develop and strengthen relationships between WLAD and admin since they are not housed together.*
 - *Yes. Especially if we're talking about a merger. Want to know what admin staff can do to help facilitate that and now. As someone who works for both, we want to be supportive for everyone.*
 - *When this all started there wasn't an objective for it. Pre COVID, the brown bag lunch meeting was nice to get that face-to-face. Would be nice to have this as a goal or somewhere. Would be good to include upper management to address challenges, improvements, feelings, communication, etc.*
 - *Consolidation of administration and if there is one for operations, it is important to have these things highlighted in the objectives – communication channels, etc. After a call we just operated together, have debrief/discussions after about what worked, what didn't, how can we improve, etc. This is something we need to include considering how close all the districts work together.*
 - *LCOG Facilitator: I am hearing an opportunity for self-evaluation and continuing to work towards improvement.*

Appendix C: Partner and Community Work Session Summary

BREAKOUT GROUP 1 NOTES

Present

Meg S., Dr. Foster, Frank N., Quincy C, Jay N, Wendy F., Bob P

SWOT Analysis

Strengths

Internal capability of providing the services requested by customers

- Participant recently came from an area where Fire and EMS was combined. Consolidation trend is a strength. Efficiency of scale. Fire and med arriving combining resources – improving services.
- Crossover training between specialties result in a quality range of services and more comprehensive response.
- Existing consolidation has been good for improved response and capacity.
- Development coordination - Fire Marshal is very responsive on plan review (fire and life safety). Not wishy-washy - not afraid to enforce sometimes hard (but critical) line.
- Extremely close relationship between EMS and hospital. Strong now.
- Well resourced. Seven different fire stations in Florence. Loaded with resources. Community is growing. Larger structures coming in that need protection – there is some strength to address this.
- MCR Team fills a growing need. Great benefit! Pleased to be able to call on that.
- Community support seems strong.
- Hospital - All hospitals must do Emergency Management drills to maintain certifications. Must be done in collaboration with EMS/Fire. WLAD has participated diligently. Strong partner for at least 15 years in helping hospital meet requirements.
- Fire Marshal is great. Life safety inventory/approvals required for hospital. Annual evaluations – are now so much easier with a local resource for such evaluation. Used to have to get help from the valley. Great plus!
- Mobile Integrated Health (MIH) program. WLAD thinks outside of the box flexible and good to work with. Take a chance.
- Participant views labor force is unique. Volunteer numbers are high.
- Excellent leadership for both districts.

Weaknesses

Lack of internal performance – Internal barriers to success

- Staffing. Seems the districts would run out of people before equipment.

- Observe that a lot of skills and experience may be retiring soon? Are districts prepared for/planning for transition/replacement realities.
- WLAD 's capability of being able to have enough crew to handle calls they get. This has Increased recently. Transit is challenged on occasion (COVID transports to valley for example). Resources leave the area and leave district vulnerable. How is this being handled? How will this look going forward?
- Shift work under COVID. Response has been good - but overall backup and quality of service is vulnerable if relying heavily on volunteers. Maybe we've been lucky?
- Staffing pattern of EMS seems to contribute to tensions with hospital staff. WLAD 24-hour shifts are an example. Hospital ED staff sometime perceive that WLAD want to delay transfer (if not critical) - to align with shifts. EMS and Hospital in a relationship like a marriage – very close. Each have their reasons. Need to work it out.
 - One participant referenced a frustrating personal experience with transfer delay
- In the past several years, it appears that volunteers (especially young) at SVFR are resistant to spending necessary time training. This has led to conflict in the Districts in previous times.
- Lack of large-scale catastrophe training. All regional partners need to get re-engaged on this. Wildland fires, other natural events. Have not really prepared emergency responders and community about the harsh details we will be faced with. Bridges, tunnels will be cutoff. Need to be prepared. How will districts prepare to assist specifically in facing mass events?
 - Have we had former strength on this that has slipped?
 - COVID atrophy?
- Development pressures – As noted, Marshal understandably enforces strictly. Understand that trucks for SVFR are probably larger because they serve areas that do not have water service - need capacity. Should Heceta Water be at the table to help mitigate? Development interests wonder if smaller trucks could be utilized in a way that would reduce street standards, etc. – that are based primarily fire/safety? Could smaller trucks be used in urban setting?
- Fire station in Tsunami inundation zone. Vulnerable - relevant to insurance rating. How to strike balance for access and safety (out of Tsunami)

Opportunities

Leveraging positive internal/external dynamics to improve or expand existing services.

- Training - reaching out to outside agencies. Coast guard has worked with FIRE - need to work this way with others (including military). Combining resources - better response with strategies for synergy. How can Coast guard help locally? Bring individual plans together – for efficient response.
- Western Lane Emergency Operations Group (with board members from various emergency interferences). Leverage this group more for collaboration to do drills and help bring plans together better - Emergency Operations plan. Big part of this is the coordinator (Cheif S.) role. Grow the capability to work together.
- COVID has brought health and safety to the fore. Community education and outreach. May be sick of hearing about it, but open to the impacts of larger scale events and need to work together as a community to be prepared and responsive. Folks more apt to take it serious.
- Cross training – Fire could progress from Wildland Interface support into wildland. Being an effective resource.

- More opportunities for Fire personnel to drive ambulance. Would expand EMS if more folks are trained/able to drive
- Think outside box. MIH/MCR, etc.
- Educational opportunities. Hospital is making a push for education around ground level falls. Folks get hurt bad. Roll out should include Fire and EMS being aware - safety concerns - first aid.
 - Partners could use direct training from both emergency districts
 - What do we need to regularly do?
 - When should we call?
 - Education outlets?
 - What can we offer?
 - ?COVID impacted?
- Leverage relatively new Cascadia Coastal Coalition – focus on interoperability communicaitons during large scale disasters
 - Meetings - talking to each other
 - Experience over years – emergency responders don’t all speak the same language. Mass casualty events with help from all.
- Understand that it would not take much for City Building Official and Fire Marshal to serve as back-up for one another -if other one is away. Presently, show stops if one is out. Can we establish IGA/MOU to work around this? May be reasonably easy for cross training here.
- Infrastructure bill could present some opportunities to address huge threats (related to mass casualty events/isolation/critical infrastructure, including bridges and water systems). Organize and reach out to congressional delegation. Perhaps we could expedite phases/plans with additional resources.
- Disasters. DOGAMI/OEM resources. Cascadia island mapping project. Panel members should look at this for personal and agency planning. Resources provide great detail. For Specific response. Mitigate threats. Dunal aquifer presents liquefaction threat.
- Prepare future leadership

Threats

Conditions in the external environment that are not under the organization’s, control but impact it

- Though supportive of consolidation, the hospital conveyed concern that consolidation may threaten relationship between EMS and hospital, If, specifically, if EMS was moved away from the hospital .
- Growth? Is this a threat? Transportation System Plan has revealed community concerns about transportation infrastructure. Tsunami evacuation, specifically. Provide service on Rhododendron Drive to address capacity. EMS needs in - residents need out.
- Disasters. DOGAMI/OEM resources. Cascadia island mapping project. Panel members should look at this for personal and agency planning. Resources provide great detail. For Specific response. Mitigate threats. Dunal aquifer presents liquefaction threat.
- RRAP final report completed by Mike H. More threat details. Access will be a significant long term issues (up to five years of being isolated). Details in the report about potential vulnerability of specific areas/islands. Mobility concern.
 - Prep details for personal evacuation - response.

- Florence is geographically fragile (no in and out after bridges and tunnels collapse and port is destroyed. Everything gets isolated from outside world. Dunal aquifers create further micro isolation. 101 already collapses occasionally (vulnerable). Isolated from Eugene and County Manger/resources through tunnel. And flooding at Cushman/Mapleton. Communications on wheels (COWS) won't get here. No real good plan to address isolation. Communication won't get you a gallon of gasoline. How do we solve these issues?
- Bridges - We will be getting response by air. Air strip needs to be functional, prioritized. Keep airport vibrant. Not coming by water
- Law enforcement will be cut-off and isolated.
- Threats to training that technicians get - highly qualified. Is his degrading? Must maintain for community's medical sake.
- Affordable housing - cannot get staff because of lack of housing. Capable EMS and fire staff that can't find housing.
- Rating of local schools - lack of Parks and recreation/cultural amenities. Harder to draw - young professionals.
- Increasing challenges around increases in taxing. Levy's taxes harder to secure/have success with.
- Staffing challenges. Tightening markets.

Service Goals and Outcomes

Group 1 spent more time on the SWOT Analysis and there was insufficient time to engage in this discussion.

BREAKOUT GROUP 2 NOTES

Present

Stephanie R., Rick Y., Sarah W., Chantelle M., Bill M., Woody W.

SWOT

Strengths

Internal capability of providing the services requested by customers

- Well qualified staff – very knowledgeable, top notch
 - Very well trained. Critical care training that most EMS & Paramedics have.
 - Training (quality) has developed over the past several years. Ability of people to move up in rank and skills has been fantastic.
- Response time is excellent, especially with number of calls.
- Staffing level is adequate (impressive). Quick response.
- Passage of levy – both districts in good position financially (stable). +1
 - Important to get through dry periods, keep equipment at good level – able to accomplish that now.

- How separate fire & EMS work together (e.g. recent Dairy Queen fire - ambulance district was the first one there, respond to both types of calls)
- WLAD is unique as ambulance service – not part of medical facility, but 75 ft away. Interaction & camaraderie, working relationships with hospital.
- Working relationship with community – fire and EMS personnel at community events, fundraisers, interacting with schools. Plugged in. Community support for both programs.
- First Responders Day on Oct 28th (third annual) – turnout fantastic (coast guard, fire, ambulance, PD). Shows unity in community.
- Community support for both districts
- Hard to think of weaknesses
 - Biggest problem used to be funding - seems like it has gone away
- Weaknesses from 2016 strategic plan don't seem to be weaknesses anymore
- Initial training is strong. Difficult terrain in area. Huge amount of road miles covered (also a strength). Continuing training involved with that needs to be a priority.
- Partnering with other groups. Lead agency on things that aren't normally considered fire or EMS (e.g. Mobile Integrated Health, Mobile Crisis Response).

Weaknesses

Lack of internal performance – Internal barriers to success

- Recent special election – some people were strategic with use of local newspaper (drama on opinion page instead of as news release). Nice if districts had someone for public relations +1
- Communication with the public to make sure everyone knows what you're up to on an ongoing basis. Tough to do given staffing levels for small agencies. +1
 - Find other ways to get the information out (not just board meetings)
- People aren't aware of training opportunities that are available.
- Continued training for threats needed. Difficult terrain in area (e.g. sand dunes). Huge amount of road miles covered (also a strength). Continuing training involved with that needs to be a priority.

Opportunities

Leveraging positive internal/external dynamics to improve or expand existing services.

- Communication with the public throughout the year (e.g. newsletter, town halls) +1
 - Started doing town halls right before election. Successful on a small scale. With more advanced notice to the public, those could be a powerful tool.
 - Getting out the facts so people understand need & desire (all the time - not just election).
- Continued training for threats. Difficult terrain in area (e.g. sand dunes). Huge amount of road miles covered (also a strength). Continuing training involved with that needs to be a priority.
- How districts are combined (if done strategically/correctly) – opportunity to create more efficient operation that delivers same or better services. +2

- Financial & performance opportunity – further consolidation (and possible merger). Will take time to figure out.
- EMS district is very large, Fire district is coastal – cross-training with fire dept & ambulance (fire districts in Mapleton, Swisshome, Deadwood – part of WLAD). Opportunity to cross train in fire & first response in other remote places in Western Lane County. +1
 - Mutual Aid agreements with other areas down towards Reedsport – if they call us, we can respond. Opportunity to help train other depts and also assist them in emergencies.
 - In the past we've used grants to fund some of that cross training.
- Grants are a big opportunity
- Opportunity to have discussion about how Fire & EMS look – what does it mean to be privatized vs. a public entity?
- Make sure facilities are out of natural hazard zones

Threats

Conditions in the external environment that are not under the organization's, control but impact it.

- Difficult terrain in area (e.g. sand dunes, ocean, mountain roads). Huge amount of road miles covered (also a strength). Continuing training involved with that needs to be a priority.
- PERS – if income on investments don't meet projection of 7% average over next several years, contributions from employers and employees would have to go up. Stabilized right now but still a threat.
- Inflation. Public agencies need to be thinking about how to prepare. Becomes a threat when you go into negotiation with bargaining units.
 - Hopefully just transitory. Prepare for possibility that inflation does not subside.
- Public relations to prepare for small but local contingent who want to privatize ambulance services. Keep public on our side.
 - Getting out the facts so people understand need & desire (all the time – not just election).
- Volunteers - come and go.
- Demographic continues to be older. Medicare & Medicaid payments don't pay enough to support level of care we need (particularly on EMS side). Older than state of Oregon average. Ongoing financial threat.
- Housing is an issue. Big shortage, especially in rentals, lower & middle income. +1
 - Cost of living has dramatically increased.
 - Hard to keep volunteers.
- Public safety – fire danger (e.g. California). Better prepare communities, clearing brush, defensible spaces around housing.
- Natural hazards threatening facilities (e.g. Station 2)

Service Goals and Outcomes

Services Initiative (SVFR)

EXISTING GOALS:

1. Develop an SOC (*Standards of Cover*) and Deployment Plan
2. Create, adopt, and implement Emergency Operations Plan (EOP)
3. Update, Adopt and Implement the Regional Natural Hazards Mitigation Plan
4. Maximize Strategic Partnerships
5. Fire Prevention/Public Education
6. Collect data and make appropriate changes to positively affect the District's ISO (*Insurance Services Office*) rating.

EXISTING DESIRED OUTCOMES:

- Calls to the 911 center for instruction or direction from the public during times of emergency shall be reduced
- External assistance from other emergency service agencies shall be seamless from the time resources are dispatched until the time of post emergency when they are sent back to their jurisdiction
- Building inspections shall be performed on all identified target hazards in the jurisdiction
- The number of citations issued shall be reduced annually
- The number of people being exposed to public education shall increase annually

SVFR GOALS AND DESIRED OUTCOMES DISCUSSION NOTES

- Goal 5: Prioritize public education side of things – communications we expressed through opportunities and weaknesses
 - Specifically towards wildfires and burning (speaks to desired outcome – avoid/reduce citations)
- Currently calls for 911 are increased – work with so many different places (e.g. Sand Dunes are governed by so many places). Mapping system needs to be more generalized. Mapping system is not public.
 - People may be making 911 calls when they're not necessary.
 - During Mapelton fire, city used social media to ask people not to make 911 calls unless needed (all use the same dispatch).
- Goal 4: set a goal for the number of people on fire side that are cross trained to be first responders. Huge priority. +3

Services and Community Outreach Initiative (WLAD)

GOALS:

1. Develop a systematic approach to disseminating information to the public
2. Provide community outreach education
3. Working with community health care partners, establish an integrated health care system

DESIRED OUTCOMES:

- A program(s) to provide information about the district to the public has been developed.
- Appropriate social media platforms have been identified and strategies for their use and maintenance have been developed.
- Age appropriate curricula and programs have been developed and presented to schools, increasing student awareness of EMS and WLAD as a potential vocational choice.
- Through data analysis, WLAD has identified the common types of call types it receives for service within its service area, and thereby what prevention education topics must be developed.
- Prevention education and access education outreach programs have been developed to deliver to high risk groups throughout the district.
- A consortium of health care agencies has been formed, developing programs and curricula for each member agency to use to improve services to the community.
- Funding sources for the consortium have been identified.
- Community partners have been identified and solicited to join the consortium.
- A community paramedic program has been designed and its benefits to the community shared with internal and external stakeholders.

WLAD GOALS AND DESIRED OUTCOMES DISCUSSION

- Last 4 bullet points talk about partnering with other groups in the community. Continue emphasis on this. 100% funded through partnerships with other grants.
 - Oversight group for Mobile Integrated Health program that got funded – full-time person who visits people who need care when they go home from hospital. Keep them from going back – reduce visits.
 - Mobile Crisis Response team – reduced 911 calls police were responding to before.
- Identified strategies for communication but didn't get it done. Has to be a communication plan. Some way to interact, let people know what the district is doing. Training opportunities. More connection with the public.
- 3 different chiefs in 4 years – some goals didn't get accomplished.
- Pre-COVID, someone would come to the bank to talk about CPR, how to use fire extinguisher, etc.
- Age-appropriate curriculum also important. Has included outdoor school, including first aid on the trail.
 - Paused due to COVID, some have resumed.
- Outcome #4 "Through data analysis, WLAD has identified the common types of call types it receives for service within its service area, and thereby what prevention education topics must be developed."
 - Could also be powerful for SVFR. Another example of opportunity for cross-training, how they can work together. Done in cooperation. If they're on every call together, they could be training together at some level.
- Good to continue goals on communication & outreach
- Comprehensive list by people who are knowledgeable. +1

Appendix D: Steering Committee Work Session Summary

Work Session 1—November 23, 2021

WORK SESSION 1 OVERVIEW

Purpose

Review and feedback (gaps analysis) of overall environmental scan including outreach events and the SWOC Analysis conducted in Fall 2019, focused on consolidation (see Attachment A).

Attendees

Director Palisi
Chief House
Chief Schick
Dina McClure
Director Murphy
Director Webb

Absent – Director Burns

STEERING COMMITTEE SWOT/C OBSERVATIONS – (GAPS ANALYSIS)

- Remember that some comments came after labor relations. We see many of the concerns and share them.
- Fire and EMS consolidations often/always face these question. WLAD and SVFR are growing. Growing pains. Playing a long game. 10-25 years. Community is growing. What are we trying to produce as a final product (long term)?
- Vast majority of calls are EMS based. Emergency personnel from time of call to time on scene is at national standard and patient packaged on way to long term provider.
- Alot of people see consolidation as loss of identity. Not the case. Need to have a bigger vision. Trying to produce a program that is one step BEYOND what they think they should have.
- We should not refer to help as volunteers - they are “reserve personnel”. Just as important as anyone else.
 - Paid call reserve. Its not Mayberry anymore. It’s a growing community. Cross staffing.
- Multifunctional – Advanced/basic EMS and advanced/basic Fire. Program that can handle any situation that comes to them.
- We need to think about our Districts first. Surrounding districts are important. We need to be there, but we need to prioritize. Can’t take care of others if we can’t take care of ourselves. Mutual aid

Work Session 1—November 23, 2021

needs to be equal -We need the other agency to provide it to us. We don't say no, but we need to remember our community is important first.

- Uncompensated political appointees. Long term goals for Board of Directors need to carry forward.
- Privatization is always going to come up. Nationwide. Maybe others can survive it. Florence will have trouble with this – can't survive.
- Other major threats: Cascadia & Wildfires in the Wildland Interface.
- District is a transient community - many visitors. Draws on resources.
- Staffing models. They know what they need to do. Fluctuation of staff can be seasonal - need to have solid foundation of daily staffing model. Reserve will be around short term. - here to get experience and move on to paid positions. Nationwide issue around personnel. Police model (explore).
- Financials - costs are always there. Both boards need to look at these matters. Mutual confidence in looking at what needs to be done. No one knows what will happen related to development. –
- Workforce housing in Florence - Other incorporated areas - Can some volunteer stations be consolidated? Where do we prepare?
- Merger would give us a chance for a common identity. Help troops focus on who they are and what they are supposed to be.
- Longer Term financing would benefit.
- Succession would benefit. Provide a better career path. More attractive for employees.
- Better use of existing resources. Tax-payer dollars going to both will result in more efficiency
- Would cause some disruption in job descriptions could drive some away (attract others)
- Territorialism? What's my "turf" Needs to be overcome. Consolidation could resolve.
- Skepticism about weakness assessment. Training may have seen decrease, but not that bad. Management is not that bad. Admin is adequate.
- Lack of direction - Boards have been discussing for a long time. Been looking closely at it. All know the direction we are headed.
- On the matter of medical calls and the Chiefs: We've hired them for something specific. Chiefs would get involved if genuinely needed.
- Have changed staffing model for ambulances. Better hiring practices now than in previous.
- Not all of these weaknesses were reflected in the opportunities. We should focus on how we correct it.
- Consolidation is best.
- Operations - Misunderstanding through immersion in the job - not seeing what is happening on the broader consolidation/merger front. Ten years ago there would not have been ALS response from Fire. Paramedics on engine. We have been working in the consolidation direction - out of site, out of mind.
 - Need to enforce it.
 - If we have this dual role consolidated into ONE (instead of two) - absolutely more efficient. Better service delivery.
- Aging buildings that need to be modified. Stations 1,10 need to be adapted for dual role.

Work Session 1—November 23, 2021

- Bottom line (\$\$\$) we need to grow the stations (1,10). Can do, but need to focus to get it done. Wall is falling apart in Station 1.
- Take wall down and expand. Better access to community.
- Standards of Cover. WLFEA would need to modernize SOC for one umbrella.
- Facilities are weak - equipment in good shape.
- MIH funding (parallel threads).
- Fire in good shape. EMS is the strength of both. Strong culture - need to blend in with other side.
- Interesting that there were some weaknesses noted for admin and mgmt. When you look outside (partners) it was a strength. Districts have excellent leadership. An internal component that needs to be addressed: Physical absence of Admin in WLAD station (where they once had it). That has changed. That is a hard adjustment. Separation - a sense of feeling abandoned?
- Lack of Catastrophe training. An organization in the community, WLEOG, Does not have strong leadership (opinion). Could be increased to do what it used to do - provide more training in the community.
- Social media. Management team is continuing to look at as an opportunity. Bring more awareness by having someone doing more dedicated outreach. It's in the works.
- Financial - need to be fiscally responsible - huge progress - tightening up reporting and accountability.
- Working on HR. Onboarding, interacting taking care of staff. COVID has created a separation and change of routine for everyone. Stress emerging from this.
- Three managers oversee three entities. Spread thin. Coming together as one entity will solve a lot of these problems and will be an advantage.
- Opposition against levy renewal. -- Created more work - attention diversion. Uneasiness. It was tough to manage that negativity.
- We've had change over the last two years. We could not get together. Communications have been there but its a two way street - talking and listening (and reaching out). Need two-way communication (not delayed complaints)
 - Is the door open for complaints?
 - Yes - door is open - phone is on - bring it.
- Balancing management and operational staff. Fine line. Not going to happen quickly. Need to build towards it. Teeter-totter scheme - puts so many on one side. Need to strike balance. Consolidation can balance that out. May need to hire more staff - but for the long term.
- Succession is one benefit of that as well. Needs to be right there in front.
- Pleased with the comments. They seem to see what WLFEA is trying to do.
- We can't do anything until the board directs to do something - to move forward.
 - So we can get things done.
 - Why wait? Move it now. Get it going. Each spoke in teh wheel will need a turn./ Not doing any good to wait.

VISION AND MISSION DISCUSSION



Question about why Compassion/Care weren't noted. They are added and were considered in the development of Vision and Mission Statements. Also felt that Unity/Commadore is a better term to capture the spirit of Safety/Family.

Steering Committee members were presented with the most recent visions and mission statements for both districts:

<p>Most recent WLAD Vision Statement:</p>	<p><i>To provide superior and compassionate services to each and every community member through a forward thinking, highly trained team of professionals.</i></p>
<p>Most recent SVFR Vision Statement:</p>	<p><i>To assist our community and visitors with a situation they are unable to handle on their own with a team that is well trained, equipped, and caring.</i></p>

They developed the following combined Vision Statement for WLFEA:

“To be an efficient organization providing superior and compassionate Fire and EMS service to our community in emergency situations through innovative policies and procedures and a well-equipped, highly trained team of professionals.”

Work Session 1—November 23, 2021

Most recent WLAD Mission Statement:	<i>To provide quick, efficient, professional medical services, transport, and community education with the highest standards of excellence and compassion.</i>
Most recent SVFR Mission Statement:	<i>We proudly serve our community and visitors through safe, efficient, and effective delivery of emergency services supported by aggressive fire prevention and public education.</i>

They developed the following combined Mission Statement for WLFEA:

“We proudly serve our community and visitors with quick, safe, efficient, and effective delivery of emergency services and community education, with the highest standards of excellence and compassion.”

Steering Committee members were presented with the most recent Initiative themes for both districts and asked to consider consolidation concepts:

INITIATIVES

WLAD

- Administration/Finances
- Service & Community Outreach
- Staffing/Craftsmanship

SVFR

- Services
- Funding/Finance
- Planning
- Craftsmanship & Leadership
- Staffing

Combined?

- Administration
- Funding/Finances
- Services
- Community Outreach
- Staffing
- Craftsmanship
- Planning
- Leadership
- Consolidation/Merger?

Steering Committee noted the following:

- What is “Craftsmanship?”
- Quality of workmanship. Legacy for defining the skills.

Work Session 1—November 23, 2021

- Update Craftmanship to “Professionalism”?
- Funding could be alone (not combined with finance and admin)
- Funding is about longevity funding -- how do we replace things?
- Admin as focus (for funding and finance)
- Services as first bullet point in the end?
- Create an operations initiative (that includes (professional?) services and staffing)
- Community outreach/education by itself, service by itself.
- Leadership (can be under admin)?
- Consolidation merger as its own and in the Number 2 spot?
- Timeframes immediate and longer term. (Levy based schedule).

Steering committee asked LCOG staff to work with Chiefs and Dina on a first draft incorporating these concepts.

ATTACHMENT A: 2019 CONSOLIDATION SWOC ANALYSIS

Strengths –

Cohesion, better resource management

Quality of care for districts, familiarity with each other operations, providing patient care

Additional staffing, more providers

Crossed trained staffing, more firefighters, cross knowledge of jobs between each other, awareness. Being able to assist with each other on scenes.

Binding Arbitration, no strike

Tiered response, Common industry response models

One agency, one budget, one board, consolidation simplifies, less room mistakes

Dependable staffing models

PERS increase for EMS personnel, earlier retirement

Strengthen ASA and financial consolidation of all districts into one

More dual interests versus single role interest.

Weaknesses –

Decrease level of service, less higher-level medics versus lower level of care

No plan, model, or ideas from administration how the functional consolidation would look. (daily staffing model)

Higher cost due to unorganized IGA and WLFEA. Higher cost with merger

Leadership, little bit of everything, more present, more support. Speaking up for us. Common support.

Loss of identity, loss of EMS or Fire centric only, loss of volunteer identity.

Diminish agencies structure PM/FF, EMT/FF versus PM/FF, PM/FF

Patient safety

Training cost for dual role: More money, higher level training versus inbreed. Impact to training budget. Impact increase training for employees. Loss of training at the gain of training to another perspective job assignment

Work Session 1—November 23, 2021

Teamwork cohesion, learning to work with each other in all job responsibilities. Adaptability.

Opportunities –

Advancement opportunities, varying levels with dual role that employee could train to.

Increased cross training

Level of service, depending on staffing model. Medic on an Engine or outlying station

Leadership / succession

Financial – one budget, one structure

Eliminating 5-year operational levy—new tax base.

Response models- low frequency – high risk, high frequency—low risk

Upriver – many see no benefit. With consolidation, WFLFA could have resources responding to outlying areas until those departments respond.

Organizational continuity

Increased morale, one mission, one purpose

Concerns/challenges –

Who pays for what and who? WFLFA under one?

Cross training staff to dual role fire/EMS / training, some single resource, cost.

Personnel push back. Plan, organize, eliminate the unknown, working that direction to prove it could work down in the future.

Board buy off. Uncertainty of board views of consolidation. Board Directors changing positions.

Organizational chart, chain of command?

Scheduling / Staffing models.

Private ambulance company taking over ASA. Losing ambulance to private down the line. Education point. Concern if to consolidate, private company taking over ASA.

Administration benefits versus staff benefits. All under same WFLFA benefits versus independent districts.

Operation Chief balancing time between districts.

Loss of identity / new identity

Marketing (functional consolidation) merger to community.

Losing financial support for high quality medical response; repurposing and becoming more fire centric. (Patient care / patient safety)

Lack of trust. Administration lack of transparency. A lot of unknowns, transparency, more feedback

Crew resource management: staffing models, single role versus dual role, decrease in level of care

Lack of a venue for personnel to give objective opinions on subjects. Zoom meetings, association dinners, more employee meetings.

Cohesion between districts

Dispatch

What's the plan?!

Work Session 2—December 9, 2021

WORK SESSION 2 OVERVIEW

Purpose

- Review of Vision and Mission Statements (developed in Work Session #1)
- Review of and feedback on combined Initiative concepts (developed by LCOG with feedback from Work Session #1)
- Analysis of Goals and Objectives (existing goals and objectives for WLFEA, SVFR, and WLAD organized by new Initiative concepts)

Attendees

- Dina McClure
- Director Webb
- Director Burns
- Director Murphey
- Chief Schick
- Chief House

Absent – Director Palisi

STEERING COMMITTEE COMMENTS ON PROPOSED VISION AND MISSION STATEMENTS

Proposed Vision and Mission Statement

WLFEA Vision Statement	<i>To be an efficient organization providing superior and compassionate Fire and EMS service to our community in emergency situations through innovative policies and procedures and a well-equipped, highly trained team of professionals.</i>
WLFEA Mission Statement	<i>We proudly serve our community and visitors with quick, safe, efficient, and effective delivery of emergency services and community education, with the highest standards of excellence and compassion.</i>

Discussion Notes

- I like them. We did a lot of rearranging at last meeting. Came up with two pretty good statements.
- For the lay person I would've considered just one – vision/mission. For 90% of people vision and mission statements would be the same. 6 of this half dozen of that.
- I like what we've done here. They both work. I understand essence of the vision statement and nuanced difference. I would leave them both in but I concur with Alan that they're similar & there is some redundancy. But that's ok.
- Yes, it's fine.
- I like the two. It says what we're going to do and how we're going to do it to me.

Work Session 2—December 9, 2021

STEERING COMMITTEE COMMENTS ON PROPOSED INITIATIVE CONCEPTS/STRUCTURE

Proposed Initiative Concepts/Structure

Initiative Concept	Possible Sub-Themes (i.e. Goal and Objective Concepts)
Operations	<i>Training, Services, Professionalism, Staffing</i>
Consolidation/Merger	<i>Next Steps, Timeframes, Key Hurdles</i>
Funding	<i>Capital Improvements, Longevity, Equipment Replacement</i>
Administration	<i>Planning, Organization, Analytics, Succession, Adherence to Strategic Plan</i>
Community Outreach/Education	<i>Public Relations, Partner Relations, Safety Education and Programs</i>

Discussion Notes

- Don't know if the order we have these in when they're presented to people will look like they have priorities or not. If that's our concept I would like to move consolidation/merger to the bottom.
- I concur but other than that wouldn't make a change.
- And I think administration would be #2. Funding = 3. Outreach = 4. Consolidation = 5.
- New order:
 - Operations
 - Administration
 - Funding
 - Community Outreach/Education
 - Consolidation/Merger

STEERING COMMITTEE GOALS AND OBJECTIVES ANALYSIS

General Discussion

**Denotes LCOG staff comment*

- I've always said we'll have separate WLFEA, WLAD, SVFR goals. More I think about it, and we can discuss...so e.g. if we want additional staff at a station with an ambulance. Sounds like an EMS goal, but it would be accomplished through WLFEA. WLFEA would move people & equipment around. If we're stressing that we're one team, why keep talking about old team?
- That's why we want one strategic plan for WLFEA. We already have old ones if we need fallbacks.
- I'll argue against my position because WLAD Board of Directors is still responsible for providing EMS. Still have responsibility.

Work Session 2—December 9, 2021

- *Critical piece of the SP is the identified responsibility for each of these. Could add a variable that is involved or related parties, but need to have clear responsible party for each objective.
- WLAD would have final say so, but if ops chief thinks we need to staff or have a different location I feel like he should make the recommendation to the board and we go through it then the board should be asking the questions: show us the statistics that warrant this and how do you suggest we're going to fund this. Because WLFEA will have to sort all of that out – they have all the money and the personnel.
- If we were looking that direction admin would have it preemptively packaged together. I agree with what chief is saying. In my mind: WLFEA and underneath WLFEA you have Admin, Prevention, Operations. All will be captured for fire & EMS.
- Way it works in my mind is we have a WLFEA goal and below that WLFEA goals are either EMS related or fire related. EMS will be accomplished through WLAD and fire through SVFR.
- We're trying to send a message stronger as one...label it to what the job work load is.
- Specific goals for what we're trying to accomplish in the community...gets back to the mission.
- Getting a little more to department/territorial. Ambulance district/fire district – board of directors are the owner of the ship. We hired chiefs (Matt & Michael) to operate that ship. By the time we get these goals in mind, if they feel it needs to be done, that's already been involved. E.g. John indicated you move an ambulance. To where? Assuming fire department station. Then you're dealing with the fire district.
 - We have a goal that we want to expand services. The captain of the ship is the chief. If he feels that its right to do that and it's in the budget, then unless the Board of Directors for either district totally disagrees.
- At that point we'd just approach it as – they bring up a recommendation to improve or better our EMS services to the community by doing XYZ. Don't even have to mention WLAD or SVFR. Just going to say “emergency services.”
- In vision & mission statement it already talked about having best service to our community and guests.

Work Session 2—December 9, 2021

WLFEA Goals & Objectives

On-Screen WLFEA Goals and Objectives Notes

Note: Red text = steering committee comments/notes

2017-2018 Strategic Plan and IGA Implementation Plan Elements			
Organized by Proposed Initiatives Concept			
C = Completed, P = Actively pursuing, Relevant but not currently pursuing = R	C	P	R
Operational			
<p>WLAD - It is time to begin the process of establishing what response standards we want for our District, through the adoption of a Standard of Cover.</p> <p>SVFR - It is time to begin the process of establishing what response standards we want for our District, through the adoption of a Standard of Cover.</p> <p>1. By the end of the planning year, both Districts will adopt a Standards of Coverage Document.</p>			
<p>SVFR - It is time to begin planning for 24-hour staffing.</p> <p>1. By the end of the planning year, Staff will present a list of recommendations and considerations to the Board of Directors that identifies what steps the District needs to take to prepare for 24-hour staffing.</p>			
<p>SVFR - It is time to begin researching options for replacing Station-2.</p> <p>WLAD - It is time to begin researching options for replacing our District facility.</p> <p>1. By the end of the planning year, Staff will submit an executive summary that provides a list of the considerations involved in the replacement the WLAD Facility and Station-2. This analysis will include the financial, political, and logistical considerations needed to move forward with this project.</p>			
<p>SVFR - Wildland Firefighting needs to become a priority to ensure our District is ready for a forest fire.</p> <p>1. By the end of the planning year, Staff will present a list of recommendations to the Board of Directors that identifies what steps need to be taken to better prepare our District for a conflagration.</p>			
Consolidation/Merger			
<p>Financial:</p> <p>Focus on the financial components of achieving the plan.</p>			

Work Session 2—December 9, 2021

<p>Administrative:</p> <p><i>Involve implementing the needed administrative policies, procedures, and practices needed to achieve the plan.</i></p>			
<p>Human Resources:</p> <p><i>Involve implementing needed HR procedures and practices required to achieve the plan.</i></p>			
<p>Logistical:</p> <p><i>Involve the procurement, inventory, and maintenance of needed equipment, software, and supplies needed to successfully share administrative services.</i></p>			
<p>Political:</p> <p><i>Focus on matters of a political nature.</i></p> <p><i>Go to citizens ask for a merger...</i></p> <p><i>Function rather District (Division Specific)</i></p> <p><i>Functioning as one - as opposed to district separate.</i></p> <p><i>WLAD – EMS</i></p> <p><i>SVFR – Fire</i></p>			
<p>Training:</p> <p><i>Involve the acquisition and implementation of training needed to successfully execute this plan.</i></p>			
<p>WLAD - It is time to begin researching what an expanded affiliation with SVFR could look like.</p> <p>SVFR - It is time to begin researching what an expanded affiliation with the Ambulance District could look like.</p> <ol style="list-style-type: none"> <i>By the end of the planning year, staff will submit an executive summary that details the operational, financial, and logistical considerations involving an operational merger of the two organizations.</i> 			
<p>SVFR - It is time for the District to have a greater role in EMS response.</p> <ol style="list-style-type: none"> <i>By the end of the planning year, Staff will present a list of recommendations to the Board of Directors that identifies how the District will increase participation in EMS response.</i> 			

Funding			
<p>WLAD - Financial forecasting and planning is essential to our long-term sustainability.</p> <p>SVFR - Financial forecasting and planning is essential to our long-term sustainability.</p> <ol style="list-style-type: none"> 1. By the end of the planning year, Staff will submit a formal capital improvement plan for each District to the respective Board of Directors for approval and adoption. 2. Staff will include a five-year financial analysis in the 2017 / 2018, Fiscal Year Budget Message. 3. By the end of the planning year, Staff will have completed a LifeMed financial analysis that determines its efficacy and long-term sustainability. 4. By the end of the planning year, Staff will have completed a performance analysis of Systems Design in comparison to other billing services. 5. By the end of the planning year, an administrative budgeting process will be created that tracks IGA related expenditures, costs, and savings. 6. By the end of the planning year, Staff will submit a list of options and recommendations to the WLAD Board of Directors, if the next levy fails. 7. Staff will include a Medicare forecasting analysis in the 2018 – 19 Fiscal Year Budget Message. 			
Community Outreach/Education			
<p>WLAD - We need to continue to partner with other organizations, like SVFR and Peace Health.</p> <p>SVFR - We need to continue to partner with other Fire Districts and organizations like WLAD.</p> <ol style="list-style-type: none"> 1. By the end of the planning year, both Districts will have entered into a third year of the IGA. 2. By the end of the planning year, Staff will have completed a 100% review of all their Mutual and Automatic Aid Agreements with their Mutual and Auto Aid partners; to include, Yachats, Swishome / Dead wood, Mapleton, Gardiner, Reedsport, Winchester Bay, Lane County Fire Defense Board, and the Oregon Department of Forestry. This review will include training, communications, and the MCI plan. 3. By the end of the planning year, an Upriver and Florence EMR class will have been completed. 4. By the end of the planning year, a second EMT-Basic class will be planned and scheduled in partnership with LCC. 5. By the end of the planning year, a review will have been completed on the agreement with both Districts for the CTLUSI. 6. By the end of the planning year, a formal QI / QA process will be underway and include both WLAD and BLS QRT partners. 			

Work Session 2—December 9, 2021

Administration

WLAD - We need to research and thoroughly understand what future impact the public retirement system could have on our District and our employees in the future.

1 By the end of the planning year, Staff will present a list of recommendations and considerations to the Board of Directors regarding the future impact PERS could have on our Districts.

WLFEA Discussion Notes

**Denotes LCOG staff comment*

CONSOLIDATION/MERGER GOALS & OBJECTIVES

- Only holdover on list is Political in nature. Political aspects of going to the citizens, asking them to approve the merger, dissolve old district and create a new district. Everything else is done.
- We keep referring to WLAD and SVFR. I'd like to say EMS and Fire Safety instead. If we're trying to get one team across, let's act like one team and not keep using separate names. We need to figure out where we're going to house and locate EMS vehicles? Where do we want to locate fire apparatus? Move in direction of one team concept and get everybody used to it.
- They're all emergency services and we have two divisions.
- Huge value in doing that (moving away from political terms toward operational). Start looking at it as function rather than district.
- Essentially what you have is different divisions being managed. Politically or operationally when we look at it it's EMS.
- If we're going to move in that direction let's act like a team.
- It takes us all to make the one. I like the idea of functioning as one rather than separate districts. It is just EMS & Fire.
- Have some on EMS already trained fire fighters just waiting for trigger to be pulled to respond to fire vs. a medical call.
- WLAD and SVFR is just funding element to get what we want to get done.
- How do we better serve people of our community and start acting as a team?
- But at least for another several years we are two separate tax districts.
- From a planning standpoint if we focus on function more than entity name we can accomplish more. Whether it's fire that does one task or ambulance that does the task.
- So in the Strategic Plan we acknowledge distinctions where it's crucial to understand them but by and large we're talking about one team accomplishing emergency services.

Work Session 2—December 9, 2021

WLAD Goals & Objectives

On-Screen WLAD Goals and Objectives Notes

Note: Red text = steering committee comments/notes

Most Recent WLAD Goals and Objectives Organized by Proposed Initiatives Concept			
C = Completed, P = Actively pursuing, Relevant but not currently pursuing = R	C	P	R
Operational			
Address the staffing needs on the front lines of service delivery (does it need to be part of the plan at this point)			
Create a committee to perform a line staffing needs assessment for full and part-time personnel.			
Present the committee's recommendations to the Board of Directors.			
Board of Directors review, discuss, and implement or modify the recommendations.			
Establish an ongoing process for hiring replacements to fill vacancies.			
Develop a succession plan for the supervisor position and any future mid-level manager positions			
Create a system for training and evaluating potential acting in charge (AIC) candidates.			
Create a formal process for hiring supervisors.			
Provide training for supervisors to function at a higher-level position.			
Create a field training officer program.			
Create clear, up-to-date position specifications (job descriptions) for each job classification.			
Provide appropriate training to all personnel to enhance their skills in the field and in the office			
Create a training committee to evaluate new methods and diverse experiences of all members.			
Create a discussion forum to share experiences.			

Work Session 2—December 9, 2021

<p><i>Establish quality assurance/quality improvement (QA/QI) programs and participate in research opportunities.</i></p>			
Consolidation/Merger			
Evaluate the feasibility of a shared services approach to managing the district			
<p><i>Determine areas to be evaluated in a shared services feasibility study.</i></p>			
<p><i>Collaborate and discuss the concept with potential partners.</i></p>			
<p><i>Report findings to the Board of Directors for direction.</i></p>			
<p><i>If approved, issue a request for proposals (RFP) to conduct a shared services feasibility study.</i></p>			
<p><i>Consider and if appropriate, implement the shared services feasibility study recommendation(s).</i></p> <p><i>Evaluation (Financial repercussions to taxpayers)</i></p> <ul style="list-style-type: none"> - <i>Lay it out and educate</i> <p><i>Determine legal requirements</i></p> <p><i>Public relations – community outreach – must be a priority. Vote in 4 years? 5th year bond levy? Why is this happening – story is out there – clear cut and understandable.</i></p> <p><i>-layout annual strategy year 1-2-3, etc. Move early to get ahead of opposition.</i></p> <p><i>Monthly tracking on working together – use that success to pivot forward.</i></p> <p><i>Move all staff under WLFEA?? Test case – better argument (if it goes well) Sense among directors that it will go well (👍)</i></p> <p><i>Time is now – working well. Secret is that we’re already doing it. Union support.</i></p> <p><i>Egos checked at the door – will attitudes come into play?</i></p> <p><i>Plans need to get done while the opportunity exists – leave the place better off.</i></p> <p><i>Continuity will present a challenge. Hard to unwind if we make substantial progress.</i></p> <p><i>Revisit goals/objectives early in strategic planning period.</i></p>			

Work Session 2—December 9, 2021

Funding			
Ensure financial stability and sustainability of the organization and plan for future needs and growth			
<i>Conduct a financial needs analysis, listing current revenue sources and expenditures.</i>			
<i>Evaluate each revenue source and expenditure to determine if they must be adjusted and set at levels appropriate to the cost of delivering service.</i>			
<i>Identify potential new revenue sources.</i>			
<i>The Board of Directors review, approve or modify, and provide direction to the Executive Director regarding identified revenue streams.</i>			
Consider Renewal of Levy (merger would eliminate need for levy)			
Contrast the financial needs and service capabilities with and without a renewed levy.			
Evaluate the community's willingness to support renewal of levy.			
If evidence indicates the community is willing to support it, present the levy to voters for renewal.			
Develop (relevant for WLFEA) and maintain comprehensive facilities, apparatus, equipment and funding plan BOTH			
<i>Identify and prioritize apparatus and equipment requirements.</i>			
<i>Evaluate the existing facility to meet the current needs.</i>			
<i>Evaluate the existing facility to meet the future needs.</i>			
<i>Develop an apparatus and equipment maintenance/replacement plan for the Board of Directors to consider for approval.</i>			
Address current and future resource needs			
Hire an Executive Director.			
<i>Assess the current resource needs as they relate to growth in response to demand.</i>			
<i>Forecast future financial needs to meet resource demands.</i>			
<i>Establish a succession plan for the executive director Chief position.</i>			

Work Session 2—December 9, 2021

<i>Determine the possible funding sources to support the succession plan (for all positions) ?continuity of operations plan?</i>			
<i>Present the executive director succession plan to the Board of Directors to review, approve or modify.</i>			
<i>Evaluate need for additional administrative support.</i>			
Community Outreach/Education			
Develop a systematic approach to disseminating information to the public			
<p><i>Develop a process to distribute general information regarding the district to the public.</i></p> <p><i>Proactive – ahead of misinformation around consolidation/merger</i></p> <p><i>Messaging solidarity to the community as one entity</i></p> <p><i>Has to be straightforward - honest – transparent- Strength of the truth. Public just doesn't know enough about us. Need to change that.</i></p> <p><i>Newsletters? Mailing? Email subscription list? Biannual report? Newspaper insert – a regular report?</i></p> <p><i>Awareness campaign</i></p> <p><i>Boots on the ground – doing things – weekends both operations have a presence – combine</i></p> <p><i>Objective/goal for BOTH</i></p>			
<i>Establish campaign strategies for a levy to be presented in 201726</i>			
<i>Develop a plan to maximize the utilization of social media within the district.</i>			
<i>Develop specific programs and curricula with other agencies to enhance involvement and awareness in the schools.</i>			
Provide Community Outreach Education			
<i>Identify community medical emergency prevention needs.</i>			
<i>Develop community outreach programs based on data received and deliver programs to groups throughout the community.</i>			
Working with community health care partners, establish an integrated health care system			

Work Session 2—December 9, 2021

<i>Partner with allied health care agencies to provide education and design programs which enhance health services.</i>			
<i>Identify potential sources of funding to maintain these programs.</i>			
<i>Conduct a cost analysis to implement these efforts.</i>			
<i>Identify the role of community partners through district outreach programs.</i>			
<i>Develop a program to educate the public about the benefits of a community paramedic program.</i>			
Improve mutual aid relationships and resources			
<i>Re-establish relations with mutual aid partners and maintain those relationships.</i>			
<i>Conduct mutual aid training exercises annually.</i>			
Administration			

WLAD Discussion Notes

**Denotes LCOG staff comment*

OPERATIONAL

- Objectives under Address the staffing needs on the front lines of service delivery
 - First 4 line items can be deleted. Those are all admin. Don't think it's a committee of the board to assess full time and part time staffing.
 - At this point we're saying you come to us with recommendations and we budget for it. Doesn't need to be part of strategic plan is what you're saying. That's what you do as operational. Fire & hazard are about standards of cover but we can adopt it for both districts. When I look at operational, we have for the most part completed (down to QA/QI). Most of this is having follow-up with existing objectives and making sure we're staying on track.
 - I agree it falls under job of admin. If we get to point where we expand then we look at district staffing models. I concur. That's what we hired chiefs for. To do these things. Move to admin and just replace with "Maintain staffing levels at appropriate staffing."
 - Strategic Plan 5 years ago was a completely different environment. Right now EMS staff is strongest I've seen it. If we're going to put it in, it's just one item. The top line: Address the staffing needs on the front lines of service delivery.
 - The SP is my bible in setting out the budget.

Work Session 2—December 9, 2021

- Staffing minimums might be something we look at it. We're always doing it anyways. Anything that says operations is not board level. Board level is policy and fiduciary. Operational falls on admin.
- Refer that you talked to chief and operations chief and Dina about how they want to word it in one or two lines and bring it to us in a proposal and you're done.
- Things I'm seeing from operational standpoint is addressing cross training. How do we better cover our districts? You decide on how you staff/move apparatus around. So basically the nuance or things we're saying in here (e.g. create discussion forum to share experiences) to me those are something you do under your own planning but not big strategic planning. I would stick on whatever operational targets you want to achieve for better quality of service in the area.
- I smile to myself on how much we've done in the past few years. A lot of these checked off and done.
- *If something goes away, where does it get caught? Or does it not get caught and is that ok? Big picture question – who is SP for? We engaged your employees and volunteers and they thought “this is to help us,” we want to see xyz happen. How do we continue to ensure that those are priorities?
- Talking about operations for WLAD. You can keep same title but each one:
 - Staffing Needs
 - Succession Plan
 - Appropriate Training
- All within operations and we look at continuing all of them.

CONSOLIDATION/MERGER

- All about evaluating in the next 4 years if our plan is working and if we want to pursue merger in the 5th year.
- Depends on if board says yes go ahead and we move ahead. Next step = how do we educate the public. And then how do we evaluate the financial repercussions of any move to the tax payer and what kind of savings and/or expenses we're going to have that we can take to the taxpayer and say “this is our plan this is why we want to do it and this is why we want your approval.”
- Add to determine legal requirements for a merger.
- One thing that tweaks a bit is continuing to use the term “consolidation/merger.” Over next few months we're working on establishment of greater IGA where employees go to WLFEA and operations paid out of WLFEA. Mike brought up idea of educating public. If you go back to those goals set up at the beginning. To me, #2 is and should be public relations or community outreach if we're going to educate the public that has to be more of a priority. I can see this going for vote in 4 years because we have the 5th year as the bond levy. Get that second bite of the apple.
- More staffing for next 1 2 3 years how to support.
- I think you have a good feel for how that's going to be. Next step if we put everyone under WLFEA we have to figure out how it works. If public knows what we're doing and why we're doing then we have better argument to make final push. OR it blows up and we figure this isn't the way to go...don't think it will happen but that's how we test it or back up.
- Time is completely different now. Never seen us work so well on calls. Never seen admin work so well (even combined). Secret is we're already doing it, it's just now you need the PR.

Work Session 2—December 9, 2021

- Key is that “egos get checked at the door” – theoretically the biggest detriment if attitudes come into play.
- Going to be easy for us to get our plans on paper. We have to get it done before anyone retires. Board could hire someone with totally different plans for the district. I think we need to move while we can and do it correctly.
- Goal for 3 of us in admin = leave it better than the way we left it.
- We’ll see it until the end.
- I hate to get ¾ done and then entirely new board & new admin. If we have it done, it’ll be pretty hard to unwind.
- We’ll know within next 3-6 months and next year whether it will work...will either work fantastic or fall at very beginning.
- I think most people won’t even notice – employees will notice a bit but mostly people will just notice better services. Way too much logic behind this. Once you get there we’re going to need to revisit some of these goals if we don’t look at them under function. E.g. just looking at operational function – what can we do to be better at our jobs? Same thing with merger – we just need to decide to go down this road and make sure people in our district understand what we’re doing and why so they’re not blindsided like last election that can be turned against us. Make sure our story is out there clear cut and understandable.
- Whatever our timeline is we start moving a year in advance – get ahead of any opposition.
- Now we have staff buying off on it. Best time to go this direction.
- Need all documentation, brochures, agenda done before we ever say we’re going to start talking about it on X date.
- This is how we’re working together, it’s going great. Hey we’re looking to the future – how do we work better?
- During election in Nov people started using “consolidation/merger” – has always left a bit of...”see they’re going to do it without going to a vote.” Already have an IGA between districts (where we get WLFEA) and hopefully IGA is what we’re doing. Those terms are a red flag for me.
- Agree because of background of districts but faster we get term out there the better off we’ll be. If we’re making statement in plan that we’re considering this and part of that plan includes the fact that we go to public and ask for their concurrence then we’ve laid out what we’re trying to do.

FUNDING

- If we merge and form a new taxing districts we get rid of the local option levy. Fantastic goal.
- Would become permanent.
- **Develop and maintain comprehensive facilities, apparatus, equipment and funding plan.** In place and used extensively by admin.
 - Develop continues to stay there if we’re considering any kind of merger. How do we go forward? What happens to apparatus stations, how do we use resources we have when we combine? It’ll change a little bit, but could be very positive.
 - Relevant for WLFEA.
 - When looking at two combined labor pools it makes more sense.

Work Session 2—December 9, 2021

- Same thing we'll crosswalk on fire division. Look at both for both districts, so really a WLFEA-driven objective item.
- **Address current and future resource needs**
 - Get rid of “Executive” – not a chamber of commerce. (Just “Chief.”)
 - #1 is done.
 - Succession plan for all positions – want redundancy built in.
 - Strike last two.
 - “Continuity of Operations” instead of “Succession Plan” – better way to phrase it. Consistent with everything else. At our level you're typically going outside the organization – can go internal if great candidate, but compared with external candidates.
 - Maintain plan by Continuity of Operations.
 - *Resiliency – not necessarily who is heir apparent of x position but even in short term how do we make sure certain institutional memory is evenly distributed & how do we survive & train up replacement in an effective way.
 - Drive when it was put into SP = death of past director and quitting of finance person simultaneously. Had no backup, staffing in place for admin office not equipped to do job that was necessary.

COMMUNITY OUTREACH/EDUCATION

- I agree with the fact that we need to be very proactive by making this a high priority in our SP. With levy renewal the opposition got the head start on us. They're quiet right now. In back of mind I think something might be cooking. Want this plan to be very proactive in education with the community.
- Has to be straightforward, honest what we're doing & out in front of the public. Fight opposition who might not be truthful. That's what we ran into – an untruthful campaign against purpose of what we were doing & levy renewal. Hard to get that back – didn't have public image/perception. People don't even know we're one district right now. Public doesn't know enough about us. Want to change that.
- Show solidarity to public as one entity – two districts but if one goes out the other is there.
- Something like bi-yearly operational & financial report to the public?
- We've talked about newsletters, a social media person, more interaction on the radio. An awareness campaign.
- Where boots hit the ground where we're doing things on a Saturday e.g. Fill the Boot campaign at the junction. When things like that happen, both districts have a presence.
- Trying to do it recently, e.g. clothing giveaway. Any time we get reached out to I look at it as an effort to do it combined. Show one face.
- If we could have our own newspaper insert – Florence emergency services report or something.
- Along lines of newsletter. We're thinking we mail it to everyone once a year. Expensive. Sign up to be emailed monthly. Build up subscriber list.
- I look at this section as a combined section as well, not just Western Lane. Only thing with this is oppositional with the levy. Each division has things they do anyways every year. Fire prevention – we go out together doing it. But next couple layers up, that's where admin...this is what we're trying to accomplish as emergency services.

Work Session 2—December 9, 2021

SVFR Goals & Objectives

On-Screen SVFR Goals and Objectives Notes

Note: Red text = steering committee comments/notes

Most Recent SVFR Goals and Objectives Organized by Proposed Initiatives Concept			
C = Completed, P = Actively pursuing, Relevant but not currently pursuing = R	C	P	R
Operational			
Enhance existing training program to ensure it meets the needs of the organization and the individual. The training must be needed, interesting, and fun, where practical			
<i>Evaluate the current training curriculum and schedule</i>			
<i>Survey the membership to determined individual and group needs</i>			
<i>Assess the status of each members' training</i>			
<i>Establish training plan for the organization and individuals</i>			
Develop and implement an effective plan for the recruitment and retention of volunteers			
<i>Identify alternative roles for volunteer members that allow them to contribute and be successful in areas they have a passion for, and are trained and capable of doing</i>			
<i>Establish an internal recruitment and retention committee</i>			
<i>Establish min/max volunteer levels for the District, based on state law and industry best practices</i>			
<i>Identify effective means of contacting potential target pools in the community</i>			
<i>Utilize technologies including social media/networks to increase community outreach</i>			
<i>Develop partnerships with local, state, and national organizations to increase awareness of methods and best practices utilized to enhance recruitment efforts</i>			
<i>Appoint a committee to identify alternative roles and responsibilities that volunteers could be utilized to perform</i>			
<i>Develop plan to implement the recommendations of the committee</i>			

Work Session 2—December 9, 2021

<i>Enhance the current CERT program (review current components, and provide regular training and education)</i>			
<i>Improve mutual aid efforts with surrounding fire departments by identifying need and functions and provide periodic training and exercises</i>			
<i>Continue working with surrounding agencies to improve current performance (WLEOG, ARIS/RACIES, U.S. Coast Guard, ODF, USFS, Lane County, Sheriff's Department, City of Florence, OSP, and ODOT)</i>			
Fire Prevention/Public Education			
<i>Continue current programs (code enforcement, public education, fire investigations, and plan review)</i>			
<i>Integrate technology to enhance emergency and support operations</i>			
<i>Preparation for utilization of large diameter hose</i>			
<i>Develop comprehensive set of pre-fire plans</i>			
Administration			
*Establish the Strategic Planning document as a "living document" through proper adoption, implementation, and utilization			
<i>Board adoption of the Strategic Plan</i>			
<i>Review and discuss the intent of content of the plan with all internal stakeholders and the community through various means</i>			
<i>Implement, utilize, and conduct periodic review of the Strategic Plan</i>			
*Develop and SOC and Deployment Plan <i>West Lane emergency operations group</i>			
<i>Implement and train to plan</i>			
<i>Develop the ability to obtain and utilize reliable data</i>			
<i>Utilize data and best practices to establish response time goals and standards</i>			
<i>Utilize data and best practices to determine appropriate staffing levels</i>			
<i>Utilize industry best practices to establish and update appropriate mutual aid, automatic aid, and cooperative service agreements to meet adopted response goals and standards</i>			

Work Session 2—December 9, 2021

<i>Budget necessary funds to hire expertise to assist the development of the SOC and Deployment Plan</i>			
<i>Develop, adopt, publish, and implement the SOC and Deployment Plan</i>			
*Develop and Emergency Operations Plan			
<i>Hire expertise to assist in the development of an EOP</i>			
<i>Continued participation in the regional process</i>			
<i>Support the facilitator's efforts</i>			
<i>Review draft plan</i>			
<i>Adopt regional disaster plan</i>			
*Update and Adopt Regional Natural Hazards Plan			
<i>Begin the update process with the County Emergency Manager</i>			
<i>Continued participation in the regional process</i>			
<i>Support the Lane County Emergency Manager's efforts</i>			
<i>Review draft plan</i>			
<i>Adopt updated plan</i>			
Collect data and make appropriate changes to positively affect the District's ISO rating.			
<i>Review the previous ISO Rating Summary Reports to identify opportunities to increase credits received</i>			
<i>Determine which improvement opportunities can be implemented</i>			
<i>Conduct a cost/benefit analysis for each of the improvement opportunities</i>			
<i>Implement improvement opportunities that will provide community benefit</i>			
<i>Contact ISO to schedule a pre-rating discussion and set date for review</i>			
Embrace organizational diversity by respecting the background, history, and tradition of the community and its demographics, while at the same time, acknowledging the need to make necessary change <i>retire this goal?</i>			

Work Session 2—December 9, 2021

<i>Provide opportunities for people to be heard, which might include, but not necessarily be limited to, an organizational survey and individual and/or group interviews</i>			
<i>Formerly review and discuss the Strategic Plan</i>			
<i>Develop a process to implement and review changes made in the organization for effectiveness and/or modification Retire these objectives?</i>			
Review current staff meeting practices and assess the possibility for more inclusion			
<i>Identify opportunities to include additional District members in team meetings on a trial basis. Formally review and discuss the Strategic Plan</i>			
<i>Develop a formal means of inviting members to participate in select portions of staff meetings on a trial basis</i>			
Ensure that the functional organizational structure of the Fire District is set appropriately to meet the needs of the organization and community			
<i>Review and update the roles and responsibilities for each position in the District</i>			
<i>Review and update all job descriptions</i>			
<i>Evaluate the results of inclusion of select members participating in staff meetings and make a determination on future inclusion of specific personnel</i>			

SVFR Discussion Notes

*Denotes LCOG staff comment

OPERATIONAL

- For both districts – take feedback from Chief, Dina, Matt on what needs to be done with Operational.

FUNDING

- That’s what Chief does. Both districts have Capital Improvement Plan in place.
 - Both districts have those prepared.
- Capital Improvement committee renamed – ad hoc; when we look at purchasing new vehicles or looking at building we bring in specialists.

COMMUNITY OUTREACH/EDUCATION

- Should be the same thing as the other one.
- Opportunity for one team. Operational might be most distinct. But hearing one team, one message.

Work Session 2—December 9, 2021

ADMINISTRATION

- West Lane emergency ops group (SVFR & WLAD are leaders).
- We have an EOP being revised. Next step would be implement and train.
- All of our fire home policies are ISO rated. (Insurance.) We use the 4 and the 10 all the time.
 - That's once every 10 years and we prob have 4 or 5 years.
 - Difference from 5 and 4 is prob only 1-1.5% in premium on most homeowners policies.
- Sounds like a mission statement (**Embrace organizational diversity by respecting the background, history, and tradition of the community and its demographics, while at the same time, acknowledging the need to make necessary change**)
 - Too political a statement for an emergency services organization.
 - No one remembers context?
 - Volunteer fire depts are protective of their volunteer heritage and don't want to lose it.
 - Represented discussions between two groups and how they played together. Retire it.
 - All summarized by workplace culture.
 - I believe we've achieved it or are beyond that.

Final Thoughts

- More I go through this, the more I think function rather than politics of territory. You see it in inclusion statements and that kind of stuff. Can remember what was going on and don't think they're appropriate anymore. Find common ground between the two groups. Will be a better plan.
- Agree. Need to be about functionality. Take out as much political stuff as we can.
- To me, Strategic Plan to me is the least is politics. Unfortunately in realm we're in we have to be aware of it. We have to beat someone to the punch if they're opposing. But stress the fact that we're serving the same people and the operation of it as one entity. But politics is the least amount but we have to be aware of it.
- This is our plan, how we are going to offer better emergency services in the city of Florence and surrounding areas.



SIUSLAW VALLEY FIRE AND RESCUE

RESOLUTION 2022-03

Addenda to the Intergovernmental Agreement (IGA)

WHEREAS, Siuslaw Valley Fire & Rescue (Fire District) and Western Lane Fire Ambulance District (Ambulance District) entered into an ORS 190 Intergovernmental Agreement, effective on the 19th day of October, 2019, to create one governmental entity, the Western Lane Fire and EMS Authority (WLFEA) to effectively serve both the Fire District and Ambulance District service areas; and,

WHEREAS, the IGA, provides that addenda to that agreement shall be adopted by a signed resolution by both the Fire District and Ambulance District; and,

WHEREAS, the District's are each transferring all employees to the Western Lane Fire and EMS Authority and desire to make amendments to the IGA, including changing the Board composition of the governing body of the 190 IGA and to list all transferring employees,

NOW THEREFORE BE IT RESOLVED THAT:

1. The Siuslaw Valley Fire & Rescue District, by this resolution, officially approve of the Addenda to the 190 IGA, which is attached to this Resolution as Exhibit A and incorporated herein by reference.
2. The Addenda is effective July 1, 2022, as set out in the attached Exhibit A.

Adopted on this 26th day of May 2022.

By: _____
Alan Burns, President

Attest: _____
Laurie Heppel, Secretary/Treasurer

EXHIBIT A

WESTERN LANE FIRE AND EMS AUTHORITY
ADDENDUM TO THE INTERGOVERNMENTAL AGREEMENT
FOR FIRE AND EMERGENCY SERVICES

Between: Siuslaw Valley Fire & Rescue,
an Oregon municipal corporation authorized and
operating under ORS Chapter 478 (Fire District)
And: Western Lane Ambulance District,
An Oregon municipal corporation authorized and
Operating under ORS Chapter 440 (Ambulance District)

The parties created an ORS 190 Intergovernmental Agreement, effective October 1, 2019, which created one entity to serve both District's service areas. The parties agree to the following amendments of that 190 IGA:

1. **Effective Date:** These amendments to the 190 IGA are effective on July 1, 2022.

Section 4(a) of the IGA is replaced with the following:

Governing Body. The governing body of the Authority shall be a Board of Directors (Authority Board) comprised of a total of ten (10) directors: five representatives from each of the two Boards of Directors of the Contracting Parties. All meetings of the Authority Board shall be joint meetings with both the Contracting Parties.

Section 4(c) of the IGA is replaced with the following:

Vote. Each Authority Board Member shall have one vote on matters before the Authority Board. All matters must be decided by a majority vote of each of the Contracting Parties' representatives on the Board. Three votes from representatives from SVFR and three votes from representatives from WLAD are required for a vote to pass.

Section 4(d) of the IGA is replaced with the following:

Quorum. A quorum of the Authority Board shall be six (6) members, which must include at least three (3) members from each of the Contracting Parties.

Section 6(b) Exhibit 1 of the IGA (List of Employees to be Transferred) is attached and amended to include an updated list of employees transferred to the Authority:

Executed and approved by the Boards of Directors this 26th day of May, 2022.

**WESTERN LANE FIRE & EMS AUTHORITY
INTERGOVERNMENTAL AGREEMENT FOR FIRE AND EMERGENCY
SERVICES AND CREATION OF NEW ORS CHAPTER 190 ENTITY**

**LIST OF CURRENT EMPLOYEES AND EMPLOYEES TO BE TRANSFERRED TO
WESTERN LANE FIRE & EMS AUTHORITY EFFECTIVE July 1, 2022**

<u>Name</u>	<u>Title</u>	<u>Original Employer</u>
<u>Current WLFEA Employees</u>		
Michael R Schick	Fire & EMS Chief	Siuslaw Valley Fire & Rescue
Matt House	Ops Chief	Western Lane Ambulance District
Dina McClure	Office Manager	Siuslaw Valley Fire & Rescue
Holly Lais	Administrative Assistant	Western Lane Ambulance District
Mary Dimon	Administrative Assistant	Siuslaw Valley Fire & Rescue
Lara Lindemann	Administrative Assistant	Siuslaw Valley Fire & Rescue
Tony Miller	Fire Marshal	Siuslaw Valley Fire & Rescue
Camille Reyes	MCR Manager	Siuslaw Valley Fire & Rescue
Kathy Evans	MCR	Siuslaw Valley Fire & Rescue
Melissa House	MCR	Siuslaw Valley Fire & Rescue
Joseph Bernard	MCR	Siuslaw Valley Fire & Rescue
Richard Ellingson	MCR	Siuslaw Valley Fire & Rescue

To be transferred to WLFEA

<u>Name</u>	<u>Title</u>	<u>Original Employer</u>
Robert Chance	Paramedic/Training Coord	Western Lane Ambulance District
Ali Gharib	Paramedic	Western Lane Ambulance District
Dave Haberman	EMT-Intermediate	Western Lane Ambulance District

ORDINANCE 2022-03
EXHIBIT 1 LIST OF WLFEA EMPLOYEES
Amended 5/26/2022

Mackenzie Jeffcott	Paramedic	Western Lane Ambulance District
Tom Kozlowski	Paramedic	Western Lane Ambulance District
Darrek Mullins	Paramedic/Captain	Western Lane Ambulance District
Dustin Pearson	EMT-Intermediate	Western Lane Ambulance District
Ronnie Pearson	Paramedic/Captain	Western Lane Ambulance District
Glenn Pruett	EMT-Intermediate	Western Lane Ambulance District
David Rossi	Paramedic/Captain	Western Lane Ambulance District
Ben Taylor	Paramedic	Western Lane Ambulance District
Doug Unrein	Paramedic	Western Lane Ambulance District
Kylee Wiser	Paramedic	Western Lane Ambulance District
Zach Werner	Paramedic	Western Lane Ambulance District
Charlie York	Paramedic	Western Lane Ambulance District
Wendy Sullivan	MIH/Paramedic	Western Lane Ambulance District
Liz Bush-Iabichello	Part time EMT-Intermediate	Western Lane Ambulance District
Geri Brooks	Part time EMT	Western Lane Ambulance District
Maxwell Carlson	Part time EMT	Western Lane Ambulance District
John Harder	Part time EMT	Western Lane Ambulance District
Lindsay Hays	Part time EMT	Western Lane Ambulance District
Aryeh Hertzbach	Part time EMT	Western Lane Ambulance District
Lacey Perkins	Part time EMT	Western Lane Ambulance District
Randy Thomas	Part time EMT	Western Lane Ambulance District
Andy Gray	Captain	Siuslaw Valley Fire & Rescue
Kyle Orozco	Lieutenant	Siuslaw Valley Fire & Rescue
Blair Campbell	Lieutenant	Siuslaw Valley Fire & Rescue
PJ Crescioni	Firefighter/Engineer	Siuslaw Valley Fire & Rescue

ORDINANCE 2022-03
EXHIBIT 1 LIST OF WLFEA EMPLOYEES
Amended 5/26/2022

Nick Terrell	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Colton Griswold	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Don Quinn	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Sky Cedarleaf-Grey	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Tommy Supple	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Andrew Jeffords	Part time Firefighter	Siuslaw Valley Fire & Rescue
Chris Holden	Part time Firefighter	Siuslaw Valley Fire & Rescue
Shannon Curry	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Doug Barrett	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Trevver D'Auteuil	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Nick Helvey	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Colin Joyce	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Justin Mack	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Terry Madden	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Ruben Navarro	Reserve Firefighter	Siuslaw Valley Fire & Rescue
David Quinn	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Marlo Rivas	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Michael Spinner	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Brandon Sutherland	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Caleb Van Winkle	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Tom Van Winkle	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Gerald Ward	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Mike Williams	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Oaren Wraye	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Jim Yeo	Reserve Firefighter	Siuslaw Valley Fire & Rescue



WESTERN LANE AMBULANCE DISTRICT

RESOLUTION 2022-01

Addenda to the Intergovernmental Agreement (IGA)

WHEREAS, Siuslaw Valley Fire & Rescue (Fire District) and Western Lane Fire Ambulance District (Ambulance District) entered into an ORS 190 Intergovernmental Agreement, effective on the 19th day of October, 2019, to create one governmental entity, the Western Lane Fire and EMS Authority (WLFEA) to effectively serve both the Fire District and Ambulance District service areas; and,

WHEREAS, the IGA, provides that addenda to that agreement shall be adopted by a signed resolution by both the Fire District and Ambulance District; and,

WHEREAS, the District's are each transferring all employees to the Western Lane Fire and EMS Authority and desire to make amendments to the IGA, including changing the Board composition of the governing body of the 190 IGA and to list all transferring employees,

NOW THEREFORE BE IT RESOLVED THAT:

1. The Western Lane Ambulance District, by this resolution, officially approve of the Addenda to the 190 IGA, which is attached to this Resolution as Exhibit A and incorporated herein by reference.
2. The Addenda is effective July 1, 2022, as set out in the attached Exhibit A.

Adopted on this 26th day of May 2022.

By: _____
Cindy Russell, President

Attest: _____
Adam Holbrook, Secretary/Treasurer

EXHIBIT A

WESTERN LANE FIRE AND EMS AUTHORITY
ADDENDUM TO THE INTERGOVERNMENTAL AGREEMENT
FOR FIRE AND EMERGENCY SERVICES

Between: Siuslaw Valley Fire & Rescue,
an Oregon municipal corporation authorized and
operating under ORS Chapter 478 (Fire District)
And: Western Lane Ambulance District,
An Oregon municipal corporation authorized and
Operating under ORS Chapter 440 (Ambulance District)

The parties created an ORS 190 Intergovernmental Agreement, effective October 1, 2019, which created one entity to serve both District's service areas. The parties agree to the following amendments of that 190 IGA:

1. **Effective Date:** These amendments to the 190 IGA are effective on July 1, 2022.

Section 4(a) of the IGA is replaced with the following:

Governing Body. The governing body of the Authority shall be a Board of Directors (Authority Board) comprised of a total of ten (10) directors: five representatives from each of the two Boards of Directors of the Contracting Parties. All meetings of the Authority Board shall be joint meetings with both the Contracting Parties.

Section 4(c) of the IGA is replaced with the following:

Vote. Each Authority Board Member shall have one vote on matters before the Authority Board. All matters must be decided by a majority vote of each of the Contracting Parties' representatives on the Board. Three votes from representatives from SVFR and three votes from representatives from WLAD are required for a vote to pass.

Section 4(d) of the IGA is replaced with the following:

Quorum. A quorum of the Authority Board shall be six (6) members, which must include at least three (3) members from each of the Contracting Parties.

Section 6(b) Exhibit 1 of the IGA (List of Employees to be Transferred) is attached and amended to include an updated list of employees transferred to the Authority:

Executed and approved by the Boards of Directors this 26th day of May, 2022.

**WESTERN LANE FIRE & EMS AUTHORITY
 INTERGOVERNMENTAL AGREEMENT FOR FIRE AND EMERGENCY
 SERVICES AND CREATION OF NEW ORS CHAPTER 190 ENTITY**

**LIST OF CURRENT EMPLOYEES AND EMPLOYEES TO BE TRANSFERRED TO
 WESTERN LANE FIRE & EMS AUTHORITY EFFECTIVE July 1, 2022**

<u>Name</u>	<u>Title</u>	<u>Original Employer</u>
<u>Current WLFEA Employees</u>		
Michael R Schick	Fire & EMS Chief	Siuslaw Valley Fire & Rescue
Matt House	Ops Chief	Western Lane Ambulance District
Dina McClure	Office Manager	Siuslaw Valley Fire & Rescue
Holly Lais	Administrative Assistant	Western Lane Ambulance District
Mary Dimon	Administrative Assistant	Siuslaw Valley Fire & Rescue
Lara Lindemann	Administrative Assistant	Siuslaw Valley Fire & Rescue
Tony Miller	Fire Marshal	Siuslaw Valley Fire & Rescue
Camille Reyes	MCR Manager	Siuslaw Valley Fire & Rescue
Kathy Evans	MCR	Siuslaw Valley Fire & Rescue
Melissa House	MCR	Siuslaw Valley Fire & Rescue
Joseph Bernard	MCR	Siuslaw Valley Fire & Rescue
Richard Ellingson	MCR	Siuslaw Valley Fire & Rescue

To be transferred to WLFEA

<u>Name</u>	<u>Title</u>	<u>Original Employer</u>
Robert Chance	Paramedic/Training Coord	Western Lane Ambulance District
Ali Gharib	Paramedic	Western Lane Ambulance District
Dave Haberman	EMT-Intermediate	Western Lane Ambulance District

ORDINANCE 2022-03
 EXHIBIT 1 LIST OF WLFEA EMPLOYEES
 Amended 5/26/2022

Mackenzie Jeffcott	Paramedic	Western Lane Ambulance District
Tom Kozlowski	Paramedic	Western Lane Ambulance District
Darrek Mullins	Paramedic/Captain	Western Lane Ambulance District
Dustin Pearson	EMT-Intermediate	Western Lane Ambulance District
Ronnie Pearson	Paramedic/Captain	Western Lane Ambulance District
Glenn Pruett	EMT-Intermediate	Western Lane Ambulance District
David Rossi	Paramedic/Captain	Western Lane Ambulance District
Ben Taylor	Paramedic	Western Lane Ambulance District
Doug Unrein	Paramedic	Western Lane Ambulance District
Kylee Wiser	Paramedic	Western Lane Ambulance District
Zach Werner	Paramedic	Western Lane Ambulance District
Charlie York	Paramedic	Western Lane Ambulance District
Wendy Sullivan	MIH/Paramedic	Western Lane Ambulance District
Liz Bush-Iabichello	Part time EMT-Intermediate	Western Lane Ambulance District
Geri Brooks	Part time EMT	Western Lane Ambulance District
Maxwell Carlson	Part time EMT	Western Lane Ambulance District
John Harder	Part time EMT	Western Lane Ambulance District
Lindsay Hays	Part time EMT	Western Lane Ambulance District
Aryeh Hertzbach	Part time EMT	Western Lane Ambulance District
Lacey Perkins	Part time EMT	Western Lane Ambulance District
Randy Thomas	Part time EMT	Western Lane Ambulance District
Andy Gray	Captain	Siuslaw Valley Fire & Rescue
Kyle Orozco	Lieutenant	Siuslaw Valley Fire & Rescue
Blair Campbell	Lieutenant	Siuslaw Valley Fire & Rescue
PJ Crescioni	Firefighter/Engineer	Siuslaw Valley Fire & Rescue

ORDINANCE 2022-03
EXHIBIT 1 LIST OF WLFEA EMPLOYEES
Amended 5/26/2022

Nick Terrell	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Colton Griswold	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Don Quinn	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Sky Cedarleaf-Grey	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Tommy Supple	Firefighter/Engineer	Siuslaw Valley Fire & Rescue
Andrew Jeffords	Part time Firefighter	Siuslaw Valley Fire & Rescue
Chris Holden	Part time Firefighter	Siuslaw Valley Fire & Rescue
Shannon Curry	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Doug Barrett	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Trevver D'Auteuil	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Nick Helvey	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Colin Joyce	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Justin Mack	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Terry Madden	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Ruben Navarro	Reserve Firefighter	Siuslaw Valley Fire & Rescue
David Quinn	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Marlo Rivas	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Michael Spinner	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Brandon Sutherland	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Caleb Van Winkle	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Tom Van Winkle	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Gerald Ward	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Mike Williams	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Oaren Wraye	Reserve Firefighter	Siuslaw Valley Fire & Rescue
Jim Yeo	Reserve Firefighter	Siuslaw Valley Fire & Rescue

Employment Agreement

THIS AGREEMENT is made and entered into on this 26th day of May, 2022, between Western Lane Fire and EMS Authority (“Authority” or “Employer”), a duly formed ORS 190 Intergovernmental Agreement (“IGA”) between Siuslaw Valley Fire and Rescue District (“Fire District”) and Western Lane Ambulance District (“Ambulance District”), and Michael R. Schick, Fire & EMS Chief (“Chief” or “Fire and EMS Chief”).

The Chief is the Chief Executive Officer for both the Fire and Ambulance Districts, which have formed the ORS 190 IGA to better serve the District’s service areas. The Chief is currently subject to an employment agreement, dated March 20, 2019. This Agreement supersedes and replaces that agreement.

It is hereby agreed as follows:

Section I Employment.

The Employer hereby employs the Chief, and the Chief accepts employment pursuant to the terms and condition of this Agreement. Chief shall be an “at-will” FLSA-exempt, non-union employee, subject to the terms of this Agreement. All prior agreements, oral or written, are terminated by the execution of this Agreement and have no further force or effect unless expressly stated herein.

Section II Term and Renewal.

The Initial Term of this Agreement shall begin on July 1, 2022, and shall terminate on June 30, 2026, unless otherwise renewed or terminated early as provided in this Agreement. This Agreement will automatically renew for unlimited one-year Renewal Terms, unless either party issues a letter of intent not to renew at least ninety (90) days prior to the expiration date of any Term or Renewal Term. If either Party declines to renew as provided under this Section II, it shall not be deemed a termination of the Chief’s employment and the “For Cause” provisions of Section IX shall not apply.

Section III Duties and District Policies.

Employee’s title is Fire & EMS Chief and in consideration of the compensation and benefits to be paid by the Employer, the Chief hereby agrees to perform the duties as outlined in the Fire & EMS Chief Job Description which is attached to this Agreement as Addendum “A” and by this reference is incorporated herein.

Unless exempted from a particular policy or rule in this Agreement the Chief shall be bound by all rules, regulations and policies now in existence or hereinafter adopted by the Board of Directors of the Employer and shall administer the affairs of the Employer in accordance therewith and pursuant to the laws of the State of Oregon.

The Chief is hereby exempted from any discipline and performance evaluation processes provided in the Employer’s rules, regulations, or policies. Such disciplinary and performance evaluation processes are provided for exclusively within this Agreement. In the event of an express conflict between this Agreement and any Employer rules, regulations or policies, this Agreement shall prevail.

Section IV Performance Expectations and Evaluation Process.

The Chief, in carrying out his responsibilities, shall demonstrate the following:

- A. Ability to cooperate with the Boards of Directors, community citizens and leaders, peer organizations and neighboring cities, districts and the County;
- B. Ability to effectively and truthfully communicate;
- C. Ability to effectively lead district employees and volunteers;
- D. Good work habits as an example to employees;
- E. Full and efficient utilization of all facilities and services; and
- F. Management skills necessary to maximize the fire services made available to the patrons and minimize the cost to the taxpayers.

The Authority's Board of Directors shall do a performance review based upon the above-criteria and overall performance of job duties. The Board will review the Fire & EMS Chief's performance during the regular business meeting in the months of February or March for each year or every other year this Agreement remains in effect, or at a different time mutually agreed upon by the parties. It is the duty of the Chief to meet with the Board President and establish a time and place for the evaluation. The procedures for evaluation will be adopted by the Employer in accordance with the open meeting laws of the State of Oregon, Employer policies, or a combination thereof, as applicable.

Section V Compensation.

The Employer shall compensate the Chief, as set forth below:

- A. Salary. Chief's base annual salary shall be \$131,963 annually payable in accordance with the Employer's payroll policy [currently monthly].
- B. On July 1 of each year of this Agreement, the Chief's salary shall be increased by 2.5%, so long as the Chief receives a satisfactory performance evaluation by the Employer. In the event the Employer does not perform an annual performance evaluation, the Chief shall receive the 2.5% increase automatically. The Board shall conduct a performance evaluation no less than every two years. This Agreement may be unilaterally amended at the Board's sole discretion for the purpose of increasing the Chief's salary. In any event, the base salary of the Chief shall not be adjusted lower than the amount indicated in Section V(A), above, unless the District can show significant financial hardship and decreases the salaries of all other FLSA-exempt employees by the same percentage.
 - It is recognized that instances occur where the Fire District is compensated by a third party for the Fire and EMS Chief's hours of work, including overtime. Examples include State Conflagration Acts, FEMA declarations, and other major emergency events. In such instances, if the Employer receives funding which includes payment for the Fire and EMS Chief's overtime hours, the Employer shall pay the Chief 1.5 times his hourly rate of pay for hours worked over 40 per work week. The Fire & EMS Chief may accrue such overtime hours as compensation and/or as paid vacation leave at the Employer's discretion. Such paid vacation leave may be used subject to the Employer's regular policies and procedures.

It is understood this Section of the Chief's Agreement represents rare occurrences, such as a State Conflagration/Mobilization Acts, Emergency Management Assistance Compacts (EMAC) and FEMA declarations where the Fire District is made whole; and that Board approval must be granted prior to accepting an assignment that would take the Chief away from the District. These overtime provisions do not apply to what would be considered "normal District business."

Section VI Benefits.

The following items A through S are hereby identified as benefits for the purposes of this Agreement. Each benefit is further defined in Addendum "B."

- A. Medical Insurance
- B. Cell Phone
- C. HRA/VEBA
- D. Dental Insurance
- E. Life Insurance
- F. Long Term Disability
- G. Holidays
- H. Vacation
- I. Executive Leave
- J. Sick Leave
- K. Flex Time
- L. Employee Assistance Program
- M. Uniforms
- N. Public Employee [PERS] Retirement System
- O. Deferred Compensation
- P. Vehicle
- Q. Professional Organization Membership
- R. Continuing Education
- S. Other benefits may apply, as outlined in policies adopted by the District.

Section VII Outside Employment.

It is expected that the Chief, as the Employer's Chief Executive Officer, shall devote his entire attention and energies to the successful fulfillment of his duties. Employment outside the scope of this Agreement for another employer, or the operation of any self-owned/operated business shall only be allowed with the express and written pre-approval of the Authority's Board of Directors.

Section VIII Performance Management and Due Process.

The Employer's disciplinary policies do not apply to the Chief. In any event the Employer deems it necessary to issue discipline to the Chief, that discipline may include performance improvement and/or corrective action plans, reprimands, suspensions (only in conformance with the Fair Labor Standards Act relating to an exempt position), prospective reduction in pay, or termination, or any combination of the above, depending upon the severity of the offense or actions involved. The Chief shall have the choice of public or executive session disciplinary

proceedings. All discipline processes will be conducted in accordance with the Oregon Public Meetings law, as applicable.

If the Employer considers imposing termination, demotion, reduction in pay, or suspension without pay (only as permitted by the FLSA for exempt employees), it shall provide the Chief with at least 24 hours' written notice detailing the Employer's concerns and the possible discipline being considered. The Chief will be afforded an opportunity to refute or explain the Employer's concerns, either orally or in writing, prior to the Employer making a full determination.

Section IX For Cause and Without Cause Termination.

- A. For Cause Termination. The Employer may terminate this Agreement and the Chief's employment "for cause" following the grounds and process set forth below. A "For Cause" termination includes, but is not limited to:
1. Intentional or repeated failure to comply with legal requirements or with the Employer's policies or Board directives;
 2. Commission of any act of fraud; dishonesty; misappropriation of funds; embezzlement; breach of confidentiality; misconduct in the rendering of services on behalf of the Employer; or misconduct which reflects poorly upon the Employer's reputation, negatively affects the public trust or negatively affects the Employer's ability to provide public safety services;
 3. The use of drugs or alcohol which negatively affects job performance, the public trust, or the Employer's reputation;
 4. Repeated unprofessionalism in the treatment of employees, subordinates, volunteers or the public; or
 5. Failure or refusal to diligently and effectively perform any of the provisions of this Agreement, including the job duties as listed in the attachments.
- B. Without Cause Termination. The Employer may at its sole discretion, terminate the Chief Without Cause at any time upon 15 days written notice to the Chief following a majority vote of Board members at a "regular" or "special" Board meeting. If the Employer so terminates, it shall provide a severance allowance equal to three (3) months of the Chief's base salary, less all amounts required by law to be withheld. The Parties agree to negotiate and sign a Severance Agreement prior to the Employer providing any severance payment due and owing under this Section. In addition, the Employer shall pay the Chief for all earned, but unused vacation time accrued and any other accrued time due and owing, subject to the policies and practices of the Employer. The Chief acknowledges that this contract provision cannot be changed or modified by any statement or policy of the Employer which would tend to indicate that he may not at any time be dismissed without cause, or that the Chief is other than an "at will employee." The parties agree that acceptance of severance pay by the Chief shall constitute a waiver and release of all claims of the Chief and any persons legally entitled to assert claims as a result of the Chief's dismissal, against the Employer, its directors, employees, volunteers, agents, or representatives, whether known or unknown to the Chief at the time such severance pay is accepted.

- C. Failure to Perform. If the Chief is unable to perform his duties because of sickness, accident, injury, mental incapacity or health, for a period of ninety (90) days beyond any accrued sick leave, vacation, or other authorized leave, the Employer may terminate this Agreement “for cause,” subject to the requirements of Section IX(A) and without any obligation on the part of the Employer to provide severance pay. This Section is subject to applicable federal and state leave, disability, workers compensation, and other similar applicable laws.
- D. Termination by Chief. The Chief may terminate his employment and this Agreement at any time by giving thirty (30) days’ notice in writing to the Employer. In such event, the Employer may allow the Chief to continue to render services. The Chief shall be paid regular compensation and benefits up to the date of termination. The Chief shall be entitled to compensation for all accrued and earned but unused leave, subject to Employer policies and procedures.

Section X Waiver of Breach.

Waiver by the District of any breach of any provision of this Agreement shall not operate nor be construed as a waiver of any subsequent breach or a waiver of this provision.

Section XI Amendments.

Unless expressly provided for in this Agreement, no amendment to the terms and conditions of this Employment Agreement is valid unless it is in writing, references this Agreement, and is signed by both parties.

Section XII Exclusive Term/Assignment.

The provisions of this Agreement are for the benefits of the parties solely, and not for the benefit of any person, persons, or legal entities. Neither this Agreement nor any rights hereunder may be assigned by either party.

Section XIII Severability/Scope.

If any provisions of this Agreement is determined to be illegal, invalid or unenforceable, all other provisions shall remain in full force and effect. If any provision is found to be overbroad in scope or duration, the breadth of the provision shall be reduced to the maximum allowable by law.

Section XIV Representation.

At all times, the Employer has been represented by its attorney. The Chief acknowledges that the Chief, at all times, had the right to and the availability of independent counsel of the Chief’s choosing in regard to this Agreement, whether or not the Chief chose to exercise that right.

Section XV Paragraph Headings.

Headings are used solely for convenience and are not to be used in construing or interpreting the Agreement.

Section XVI Governing Laws.

The laws of the State of Oregon shall be used at all times to interpret and govern the interpretation in enforcement of this Agreement.

Section XVII Entire Agreement.

The parties agree that this instrument and the referenced attachments represent the entire Agreement between the parties, and that all prior representations, promises or statements merge with the written Agreement and, unless specifically set out herein, are not enforceable.

IN WITNESS WHEREOF, the Western Lane Fire and EMS Authority, acting through its Board of Directors has authorized this Agreement to be signed and executed on this 26th day of May, 2022. The Chief has executed this Agreement on the date entered below. Each party acknowledges receipt by their signature of a signed copy of the Agreement.

EMPLOYER

CHIEF

By: _____
Board President

By: _____
Michael Schick

Attest: _____
Witness

Date: _____

ADDENDUM A

WESTERN LANE FIRE AND EMS AUTHORITY	SECTION NUMBER:
OPERATIONS AND PROCEDURES MANUAL	EFFECTIVE DATE: 7-1-22
DIVISION TITLE: ADMINISTRATIVE POLICIES - JOB DESCRIPTIONS	REVISION DATE: 5-19-22
SECTION TITLE: FIRE & EMS CHIEF	

CLASSIFICATION: Full-Time, FLSA-Exempt, Salaried, Non-Union

PRIMARY PURPOSE

Functions as the Chief Executive Officer and Budget Officer of Western Lane Fire and EMS Authority (WLFEA) and is responsible for the overall administration of the Authority. May also provide Executive Officer and/or Budget Officer services or administrative services for other Authority's or emergency response organizations, as directed by the Board of Directors. Responsible for budgeting, planning, coordination, and implementation of all policies established by the Board of Directors; coordinates the operation of the Authority with other local fire protection and EMS agencies and other governmental agencies; performs other duties and tasks as directed by the Board of Directors. Ensures operational readiness for response to fire, rescue, and medical emergencies; may function as a Duty Officer and take command at emergency scenes.

SUPERVISION RECEIVED

This position reports to and receives policy direction from the Western Lane Fire and EMS Authority Board of Directors.

SUPERVISION EXERCISED

Exercises direct or indirect supervision of all WLFEA department staff and volunteers and any other staff as designated by the WLFEA Board.

ESSENTIAL FUNCTIONS/MAJOR RESPONSIBILITIES

The essential functions of the Fire and EMS Chief of WLFEA include, but are not limited to, the below duties and responsibilities that are listed in no particular order of importance or significance. The Fire and EMS Chief may also be required to provide similar duties to other fire agencies or emergency response agencies, as directed by the Board:

ADDENDUM A

1. Chief Administrative Officer in charge of oversight of all Authority Operations: Fiscal, Human Resources, Fire Prevention/Public Education, Fire Suppression, Training, and Emergency Medical Services. Responsible for the development and presentation of short and long-range planning for continued stable operations of the Authority.
2. Analyzes emergency service problems, develops plans and techniques to provide exceptional service to the Authority. Ensures the operational readiness of the Authority, including personnel, apparatus, and equipment readiness. Develops and manages a comprehensive and reliable volunteer firefighter/EMS/support personnel response program, which may include resident volunteers, shift volunteers, and community/respond-from-home volunteers.
3. Coordinates with local, state, and regional emergency service and allied agencies. Recommends to the Board of Directors and upon approval, maintains effective automatic aid and mutual aid agreements with allied agencies. Maintains effective working relationships with allied agencies and community partners.
4. Develops, interprets, and directs the implementation of Standard Operating Procedures, Policies, Directives, Protocols, and Department Rules and Regulations as adopted by the Board of Directors. Reviews policies and procedures on a regular basis to ensure that they remain relevant, legal and consistent with Fire and EMS best practices. Coordinates with the Authority's Medical Director in reviewing and implementing protocols and a Quality Assurance program. Ensures that personnel maintain required levels of continuing education and certifications.
5. Responsible for developing short- and long-range Authority goals and capital improvement or replacement schedules. Develops and maintains a 'Standard of Cover'. Evaluates and provides analysis of various Authority services and community needs relating to fire protection, fire prevention and emergency medical services.
6. Serves as the Budget Officer and/or Investment Officer for the Authority in planning, developing, and projecting Authority budgets. Administers the budget in a manner which brings value to the Authority[s] and in compliance with applicable laws and Board[s] policy and direction. Projects and communicates at least monthly: budget status and any obstacles/shortfalls with regard to the budget and makes recommendations to the Board of Directors.

ADDENDUM A

7. Identifies potential grant and alternative funding opportunities; makes application for grants or alternative funding opportunities that meet the needs of the Authority.
8. Acts as the communications link and maintains information and statistics as directed by the Board of directors and prepares reports as required. Ensures that Board of Directors and Committee meeting agendas and related documents are prepared and distributed on a timely basis. Attends Board of Directors meetings and workshops.
9. Represents the Authority's interests and acts as the public relations representative for the Authority to the general public, political subdivisions, and civic and private groups and agencies. Acts as the Public Information Officer providing information relating to incidents or other Authority news for the media and other organizations.
10. Ability to perform those physical requirements necessary for essential functions including, but not limited to, regular sitting, standing, and general mobility; Possesses excellent communication, including internal and external communications.
11. Identifies operational and administrative needs; organizes projects and programs, delegates work assignments and responsibilities. Directs and manages tasks. Uses Authority software to prepare correspondence, reports and spreadsheets.
12. Ensures that required records and reports are created and submitted to appropriate agencies as required. Ensures the maintenance of files and records relating to the function of the Authority. Responsible for ensuring required records retention and appropriate responses to Public Records requests.
13. Performs all aspects of this position with minimal instruction; frequently utilizes personal judgement. Refines existing work methods, develops new techniques, concepts or programs within established limits including Authority policies and all State/Federal/County guidelines, rules, and statutes. Maintains effective and harmonious working relationships with personnel and agencies within and external to our organization.
14. Performs human resource duties including the hiring, disciplining, promoting, or termination of all staff, including career or volunteer, within the policies adopted by the Board of Directors and Collective Bargaining Agreement. Administers performance reviews and administers wage and benefits packages as adopted by the Board of Directors and within the adopted budget. Participates in labor negotiations.
15. Plans, directs, and reviews activities of personnel performing fire & life safety inspections, prevention activities, and public education. Oversees the

ADDENDUM A

enforcement of applicable fire codes and ordinances. Ensures coordination with the State Fire Marshal, City and County Planning and Building Officials and other agencies in the enforcement of applicable prevention and life-safety laws and codes. Coordinates with Emergency Management agencies and organizations and serves as Authority representative with such agencies. Responsible for the Authority's Emergency Operations Plans.

16. Oversees the revisions, development, of Authority fire codes and ordinances
17. Ensures, directs, conducts, or assists in the investigation of fires when necessary to determine cause, origin, and circumstances relating to the cause of such fires. Ensures cooperation with other agencies assisting in fire cause investigations.
18. Oversees the preparation of specifications for emergency apparatus and equipment.
19. Serves as the representative for WLEOG. Participates as a Authority representative in local, county, regional and state meetings and planning groups relating to fire and life safety issues.
20. Directs firefighting and supervises subordinate officers in the development and operations of fire training, fire prevention programs, disaster planning, and administrative procedures. Responds to emergency incidents as required to either directly deliver services or assume command or other ICS position as needed; supervises the use of personnel and equipment.
21. Tracks and monitors Federal/State/County/Regional activities that may impact Authority policy, procedures, or programs.
22. Ensure the Authority's compliance with Federal and State OSHA rules and regulations.
23. Coordinates with Emergency Management agencies and organizations and serves as Authority representative with such agencies. Responsible for the Authority's Emergency Operations Plans.
24. Attends conferences, specialized schools, seminars, and other functions as necessary to keep abreast of new developments in subjects relating to the operation and functions of the Fire Authority.
25. In his /her absence delegates authority to the appropriate operational entity to ensure a clear chain of command is maintained.
26. Performs other duties and functions as the Board of Directors may require or direct.
27. Direct and operate and ambulance service with well trained and certified personnel.

NOTE: The intent of this listing of 'typical' essential functions is to describe the principal functions of the job. The description shall not, however, be construed as a complete listing of all

ADDENDUM A

miscellaneous, incidental, or substantially similar duties which may be assigned during normal operations.

MINIMUM QUALIFICATIONS

1. Associates degree in Fire Science, Emergency Medical Services, Business or Public Administration, or related field and/or satisfactory equivalency from a nationally or regionally accredited college or university; supplemented with Upper Division coursework in Fiscal and Personnel Management
2. Minimum of 10-years of progressive structural Fire Service experience including 3 years of management experience at or above that of Battalion Chief or comparable rank in a Fire or EMS or other related emergency service field. Minimum of 5-years of full-time paid Fire or EMS service experience.
3. NFPA, Oregon, or IFSAC Firefighter 2; HazMat Operations, and Fire Officer 1 or equivalent.
4. Completion of ICS 100, 200, 300, 400, 700 courses
5. Valid Oregon Driver's License [or ability to obtain within 30-days of employment] and insurable by the Fire Authority insurance carrier.
6. Ability to communicate in English, both orally and in writing; as well as to effectively perform public speaking.
7. Thorough knowledge of fire prevention codes and practices, public education, fireground operations, fire cause investigations, emergency medical services, human resources, labor law and negotiations, budget preparation and management, open meeting laws, community relations, apparatus maintenance, firefighter and EMS safety, training programs, and recruitment and retention of volunteers.
8. Display a high level of leadership, communication, and motivational skills.
9. After a conditional offer of employment, successfully pass a Authority background check and medical physical. Must be bondable and insurable through the Authority's insurance agent for fiscal responsibilities.
10. The Fire & EMS Chief is required to reside within the geographic boundaries of the Siuslaw Valley Fire Authority within 6-months of appointment and shall remain so during the tenure as Fire & EMS Chief.
11. Any combination of training, education and experience that demonstrates the equivalent requirements may be considered at the discretion of the Authority.

PREFERRED QUALIFICATIONS

ADDENDUM A

1. Bachelor's or Master's in Public Administration (or fire or medical related field) from a nationally or regionally accredited college or university.
2. NFPA, Oregon, or IFSAC Fire Officer 2, 3, or 4 certification or equivalent.
3. NFPA, Oregon, or IFSAC HazMat Incident Commander certification or equivalent.
4. Graduate of the National Fire Academy Executive Fire Officer Program.
5. Oregon and/or National Certified EMT or Paramedic.
6. Knowledge of principles, practices, and procedures of managing an Ambulance Service Area, as well as extensive knowledge of Federal, State, and County regulatory ordinances. Management experience with an ambulance transport agency.

WORK ENVIRONMENT

Regular work hours are eight-hour days, five days a week; however, evening and weekend meetings are common. Occasionally required to maintain unpaid 'on-call' status while off-duty. Travel is primarily local or regional during the business day, although some out-of-area travel and overnight may be expected. Work activities vary widely and include office and administrative work, response to alarms, attendance at meetings; presenting information to groups or conducting training sessions, daily driving of passenger vehicles or fire and rescue apparatus. Response to alarms may occur at any time. The employee may be exposed to wet or humid conditions, fumes, smoke, toxic or caustic chemicals, extreme cold or extreme heat and vibration. The individual may be exposed to blood or other potentially infectious materials during the course of duties. The person in this position must be able wear and utilize various types of respirators, including Self-Contained Breathing Apparatus.

PHYSICAL DEMANDS

The physical demands here are representative of those that must be met by an employee able to perform the essential functions of the job.

While performing duties of this job, the employee is frequently required to sit; talk; hear; stand; walk; use hands and fingers to feel, handle or operate objects, tools or controls; reach with hands and arms. The employee is occasionally required to climb, balance, stoop, kneel, crouch, crawl, taste and smell. The employee may occasionally work from heights such as roofs or ladders.

The employee must be able to frequently lift or move up to 25 pounds and occasionally lift or move up to 130 pounds. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus.

ADDENDUM A

The employee needs to be able to drive vehicles, including fire and rescue apparatus in all types of weather, and under normal and emergency response conditions.

SUCCESSFUL TRAITS

The Authority's Board of Directors desires an applicant who possesses the knowledge and experience of the modern practices, principles and procedures of operating a Fire Authority with only general direction given by the Board. They must possess the political and personal skills necessary to guide the Board and Authority through the development and execution of a comprehensive Strategic Plan. The desirable candidate must possess a strong understanding and experience with budgeting practices, Human Resources, and Labor/Management relations.

This position operates independently with minimal office support and must have computer skills to navigate word processing, data basing, and basic spreadsheet software.

Performance of functions has significant financial, reputational, and operational impact upon the Authority that requires the incumbent to use a high degree of judgment and tact in the execution of the essential functions. Requires some travel, both inside and outside the Authority, as he or she represents the Authority in community, political, and other EMS related activities. Involves limited exposure to hazards and extreme conditions but may require such exposure in the event of major disaster operations supervision or routine involvement in emergency operations at the command level. May involve periodic working under a high degree of stress and may require the periodic working of long hours in the performance of essential functions.

The Fire & EMS Chief is responsible for all operations and activities of the Authority and any other organization with whom the Authority has agreed to provide administrative services... Involves a high degree of regular contact with others, both inside and outside of both organizations as he or she works independently on a wide variety of complex duties and responsibilities, with only general direction given by the Board of Directors.

WESTERN LANE FIRE & EMS AUTHORITY
Wage and Benefits For
FIRE & EMS CHIEF
Addendum B
July 1, 2022 to June 30, 2026

SALARY:	\$131,963 (\$10,996.92 monthly).
MEDICAL INSURANCE:	As provided by Employer plan, Family coverage, including vision benefit, paid in full by the Employer.
CELL PHONE:	Allowance \$50 per month or Employer supplied cell phone.
HRA/VEBA:	Contribution based on current Employer Plan for Family.
DENTAL INSURANCE:	As provided by Employer plan, Family coverage paid in full by Employer.
LIFE INSURANCE:	As provided by Employer plan.
DISABILITY:	Long and Short-term disability as provided by Employer Plan; paid in full by Employer.
HOLIDAYS:	Eleven (11) paid holidays per year to include Presidents Day, Veterans Day, MLK Day, Memorial Day, 4 th of July, Labor Day, Thanksgiving, day after Thanksgiving, Christmas, the choice of either December 24 or 26, and January 1.
VACATION:	120 hours per year [15 8-hour days]. Maximum accrual is 240 hours as further provided in the Employer's plan.
EXECUTIVE LEAVE:	Forty (40) hours per year granted on July 1 of each year. No carryover from year to year; not compensable upon termination.
SICK LEAVE:	Earns the equivalent of one work day per month based on a 40-hour week average work week, as further provided in the Employer Plan.
FLEX TIME:	Chief is permitted to adjust his work schedule as needed to work no less than 40 hours per week.
EMPLOYEE ASSISTANCE PROGRAM:	Provided by Employer.
COMPENSATORY TIME:	Not available.

UNIFORMS:	Provided by the Employer.
OVERTIME:	Allowed for situations where the Employer has expectation to recover the Chief's wages. Examples include State Conflagration enacted by the Governor, FEMA disaster declarations, etc.
LONGEVITY:	Not available.
PUBLIC EMPLOYEE (PERS) RETIREMENT SYSTEM:	Full PERS access, Employer contributes employee 6% contribution.
DEFERRED COMPENSATION:	Access to Employer program. Employer will match Employee contribution up to 3% of base salary.
VEHICLE:	Use of Employer vehicle for both business and personal use (which the Board hereby officially approves because it benefits the Employer by allowing for a more expedient emergency response).
PROFESSIONAL & CIVIC ORGANIZATIONAL MEMBERSHIP:	Employer sponsored individual membership in OFCA, IAFC and others as needed and appropriated in the budget. The Chief is encouraged to become an active member in a community civic/community service organization (such as Rotary, Kiwanis, etc.) in which the Employer will compensate for dues/activities as appropriated in the budget.
CONTINUING EDUCATION:	Within the Employer budget, the District will pay for and allow time for the job-related conferences, workshops and educational programs.
DISTRICT PROPERTY:	As provided per Employer Policy.