



**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**

January 25, 2024, 6:00pm

2625 Highway 101 North, Florence

Zoom Meeting URL: <https://us02web.zoom.us/j/82683268796>

Or call 1-669-900-6833 and enter Meeting ID: 826 8326 8796

- 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. **Certificate of Appreciation Presentation:** Sky Cedarleaf-Grey
- V. **Auditor Presentation:** Glen Kearns
- VI. **Consent Agenda**  
Meeting Minutes: Regular Meeting December 21, 2023  
Staff Reports  
Correspondence
- VII. **Monthly Financials for SVFR, WLAD, WLFEA**
- VIII. **Old Business**
  - a. Job Descriptions from December 21, 2023
    - i. WLCR Client Advocate
    - ii. WLFEA Admin Assistant
    - iii. Firefighter/EMT
  - b. Policies from December 21, 2023
    - i. 1027 Personal Appearance Standards
    - ii. 113 Internal Controls
    - iii. 114 Financial Management

- c. Policy 101.2.6 Director Code of Ethics
- d. Board Member Training - Review

**IX. New Business**

- a. Policies for Review:
  - i. 200 Organizational Structure
  - ii. 201 Emergency Action Plan
  - iii. 202 Department/Agency Directives
- b. Schedule Strategic Plan Review
- c. Committees – purpose, function, and product
- d. Budget Calendar/Appoint Budget Officer
- e. Ride-along/HIPAA
- f. SVFR Resolution: Employee Recognition
- g. Secretary of State Audit Deficiency Letters

**X. Director Comments**

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

XI. **Future Business**: Joint Board Meeting Thursday, February 22, 2024, at 6:00pm.

**XII. Adjournment**

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

**Joint Board Meeting Minutes, December 21, 2023, 6:00 p.m.**  
The Zoom recording will be on the WLFEA Website

**SVFR & WLFEA BOARD MEMBERS PRESENT:**

Director Keith Stanton, Director David Carrillo, Director Jim Palisi, Director Tim Mendolia, and Director Laurie Heppel ( Via ZOOM)

**Not Present:**

**WLAD & WLFEA BOARD MEMBERS PRESENT:**

Director Mike Webb and Director Cindy Russell and Director Linda Stent

**Not Present:** Director Vanessa Buss, Director Adam Holbrook,

**STAFF PRESENT:**

Fire and EMS Chief Michael Schick, Deputy Chief Matt House, Office Manager Trish Lutgen (Via ZOOM), and Recording Secretary Mary Dimon

**Chief Schick called the meeting to order at 6:00 p.m. Roll Call established a quorum for SVFR Directors, WLAD Directors and WLFEA Directors.**

**PUBLIC COMMENT:** None

**Unit Citation:** Rob Chance presented the October 28, 2023 ATV accident unit citation award along with the family of the patient that was treated by Western Lane Fire and EMS Authority, LifeFlight, and Florence 911 Dispatcher.

**CONSENT AGENDA:**

- Meeting Minutes: Regular Meeting November 16, 2023
- Staff Reports
- Correspondence

**CALL VOLUMES:**

Deputy Chief Matt House gave report on the Call Volumes.

**REVIEW OF FINANCIALS – WLAD, SVFR, WLFEA:**

No questions on the financial report, attached in the Board Packet

**OLD BUSINESS:**

- A. Job Descriptions from November 16, 2023
  - i. Social Media Specialist
  - ii. WLCR Team Member
  
- B. Policies from November 16, 2023

- iii. 103 Oath of Office: **Lengthy discussion directed by Director Stanton on establishing a specified procedure/timeline for any director to place an item on the agenda. Some suggestions were made including copying Chief on the request and give a week to respond. A consensus was made to table the discussion until the January meeting to allow the Board Presidents and Chief time for a discussion.**
- iv. 111 Collective Bargaining
- v. 112 District Compliance with Local Budget Law

**C. Policy 101.2.6 Director Code of Ethics**

- D. WLFEA Action Item: Resolution 2023-04 Amending Board Functionality, Officers and Meetings Policy 107 by Adding Language Referencing ORS 198.190**

**Director Webb made a motion to adopt Resolution 2023-04 Amending Board Functionality, Officers and Meetings Policy 107 by Adding Language Referencing ORS 198.190 seconded by Director Stent. Roll call vote, all in favor, and the motion carried.**

- E. WLAD Action Item: Resolution 2023-05 Adopting a Supplemental Budget**

**Director Webb made a motion to adopt Resolution 2023-05 Adopting a Supplemental Budget seconded by Director Stent. Roll call vote, all in favor, and the motion carried.**

- F. WLFEA Action Item: Fire Suppression Agreement with David Myers, 9949 Big Creek Road**

**G. Board Member Training**

**NEW BUSINESS:**

- a. Job Descriptions for Review:
  - i. WLCR Client Advocate
  - ii. WLFEA Admin Assistant
  - iii. Firefighter/EMT
- b. Policies for Review:
  - i. 1027 Personal Appearance Standards
  - ii. 113 Internal Controls
  - iii. 114 Financial Management
- c. Public Contracting Rule

**WLAD Director Webb made a motion to adopt Resolution 2023-06 Public Contracting Rules seconded by Director Stent. Roll call vote, all in favor, and the motion carried.**

**SVFR Director Palisi made a motion to adopt Resolution 2023-06 Public Contracting Rules seconded by Director Carrillo. Roll call vote, all in favor, and the motion carried.**

**WLFEA Director Webb made a motion to adopt Resolution 2023-05 Public Contracting Rules seconded by Director Russell. Roll call vote, all in favor, and the motion carried.**

**DIRECTOR COMMENTS:**

- Director Webb thanked the district for bringing the unit citation recognition to the meeting.

**The Regular meeting adjourned at 7:07 p.m.**

**FUTURE BUSINESS:**

The next scheduled Joint Board Meeting is Thursday, January 25, 2024, at 6:00 p.m.

- I. **Executive Session:** Per ORS 192.660(2)(d) to conduct deliberations with persons designated by the governing body to carry on labor negotiations.
- II. **Executive Session:** Per ORS 192.660(2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

Respectfully submitted,  
Mary Dimon, Recording Secretary

DRAFT



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## Memorandum

To: WLFEA Board of Directors

From: Fire and EMS Chief Michael Schick

CC: Trish Lutgen, Dep Chief House, Div. Chief Chance

RE: Chief's Board Report January 25<sup>th</sup>

### 1. Life Safety and Fire Hazard inspections

We have recently completed training with our new inspection software. This will allow us to institute an annual inspection cycle for all businesses in our response area. At the same time we will be developing pre plans for all of these buildings.

### 2. Joint Labor Management Relations Committee

The agenda topics for discussion in January concerned our current OT issues and making sure that time was correctly coded and to brief the Union on the schedule for the upcoming Captain Assessment.

### 3. Structure Fire

WLFEA responded to a reported fire on December 28<sup>th</sup>. The first arriving units reported a small outbuilding on fire. An ATV stored at the site was a total loss. A cause for the fire could not be determined by the WLFEA Fire Investigation Team.





# Western Lane Fire and EMS

*"Stronger as one"*

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**January 25, 2023**

**District Board Meeting**

**Prepared by: Deputy Chief Matt House**

**Key information:**

1. One notable call for December, we responded to a 5-year-old struck by a sneaker way. Child was transported to landing zone for air transport intercept. Child has since been released from SacredHeart in good condition. Crews that responded on the incident are doing good with call.  
Call volumes slightly below last year averages year-to-date but ahead in monthly average for December.
2. Type-III engine is in the final stages of our internal processes to be placed into service, training, and last-minute equipment installs.
3. Oregon State Fire Marshall grant Type VI apparatus is schedule to be delivered between June and July 2024. We've received all the equipment for when the build is completed. We had our first pre-construction meeting with Rebel and have begun the build process. It is anticipated that the completion of this Type VI apparatus will be around March.
4. Received new Ford Interceptor command vehicle.
5. Annual station inspections were conducted. Employees have been working diligently working on projects that required attention.
6. Station 1 had a roof leak repaired, on the membrane portion of the roof.

**1. Mobile Integrated Healthcare**

Mobile Integrated Healthcare program has had a decreased from PeaceHealth in referrals. We are continuing to work with PHH on increasing numbers. Wendy is also enrolled into a eight week MIH class that will be nationally certified after completion. This will help obtain grant funding to continue the program.

**2. Logistics report**

See Operation Logistic report, here are some highlights:

- i. Continuing annual heavy and lightweight apparatus inspections ongoing.
- ii. Miscellaneous repairs to fleet due to wear and tear of responses.
- iii. Annual apparatus inspections and service ongoing.





# Western Lane Fire and EMS

*“Stronger as one”*

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**Call summary:**

1. Call summary comparison for monthly and fiscal year.
  - a. Starting fiscal year 2023-2024, the reporting way of call volumes has been changed to reflect our total call volume for Western Lane Fire and EMS Authority.

| <b>WLFEA December 2023 Responses</b>             | <b>2022</b>     | <b>2023</b>     | <b>Difference</b> |
|--|-----------------|-----------------|-------------------|
| 911 Response, transports                         | 155             | 167             | 12                |
| Interfacility Transfers                          | 36              | 34              | -2                |
| Specialty Care Transfer                          | 13              | 10              | -3                |
| 911 Response, no patient transport               | 135             | 121             | -14               |
| Mobile Integrated Healthcare Visits              | 36              | 24              | -12               |
| Fire   | 3               | 6               | 3                 |
| Rescue / EMS                                     | 87              | 83              | -4                |
| Other (Service calls, good intent, false alarms) | 29              | 21              | -8                |
| <b>Overall call volume</b>                       | <b>494</b>      | <b>466</b>      | <b>-28</b>        |
|  |                 |                 |                   |
| <b>WLFEA responses through FY 2023-24</b>        | <b>FY 22-23</b> | <b>FY 23-24</b> |                   |
| 911 Response, transports                         | 995             | 962             | -33               |
| Interfacility Transfers                          | 209             | 261             | 52                |
| Specialty Care Transfer                          | 96              | 90              | -6                |
| 911 Response, no patient transport               | 799             | 748             | -51               |
| Mobile Integrated Healthcare                     | 212             | 153             | -59               |
| Fire   | 47              | 67              | 20                |
| Rescue / EMS                                     | 537             | 511             | -26               |
| Other (Service calls, good intent, false alarms) | 172             | 207             | 35                |
| <b>Fiscal year total call volume comparison</b>  | <b>3067</b>     | <b>2999</b>     | <b>-68</b>        |

## Mobile Integrated Healthcare

After mid-December I started to get more referrals from the hospital and the emergency department, however I was only available to see patients for 9 working days, so the 24 patients that I saw represent 2.7 patients per day, and a nearly full schedule given that I am doing my own scheduling (and that 2 blood draws is about 1 regular MIH patient in terms of appointment length).

December successes include getting a long-term support patient set up with 20 hours a week care-giving hours (up from zero) starting in mid-January, set up for pill-packs starting January 1<sup>st</sup> (though we are still working on getting all his prescriptions transferred), and getting his BiPaP supplies (improved from not getting them because of a mix-up). These successes will allow the patient more independence and reduce need for MIH support.

Non-patient related success was getting enrolled in the “CP-Accelerator” course with full grant support that includes in-person testing with the IBSC. This will lead to an internationally-accredited certification in Community Paramedicine.

Progress is that the hospital and clinic are working together to provide blood draw support to Primary Care in Home and scheduling for MIH. This will increase my availability for seeing Core patients – those referred from the hospital, emergency department and EMS.

Here are the December numbers from last month and last year:

|            |      |   |
|------------|------|---|
| Years      | 2023 | ▼ |
| Visit date | Dec  | ▼ |

|                    | Number of Visits | % of total Visits |
|--------------------|------------------|-------------------|
| PCinHome           | 13               | 54%               |
| PCP                | 5                | 21%               |
| DC                 | 4                | 17%               |
| ED                 | 2                | 8%                |
| <b>Grand Total</b> | <b>24</b>        | <b>100%</b>       |

DC = Discharge Coord (hospital)  
 ED = Emergency Dept  
 EMS = EMS  
 PCinHome = Primary Care in Home  
 PAL = Palliative Care

|            |      |   |
|------------|------|---|
| Years      | 2022 | ▼ |
| Visit date | Dec  | ▼ |

| Referral           | Visits    | Percent       |
|--------------------|-----------|---------------|
| DC                 | 17        | 47.2%         |
| ED                 | 7         | 19.4%         |
| PCP                | 6         | 16.7%         |
| EMS                | 3         | 8.3%          |
| PAL                | 2         | 5.6%          |
| Self               | 1         | 2.8%          |
| <b>Grand Total</b> | <b>36</b> | <b>100.0%</b> |

# Operations – Logistics

## December

- Community Events
  - Assisted and participated with BC Stober Memorial of Life event
  - Planned and facilitated Toy's for Tot's Event hosted by WLFEA at Station 1
  - Assisted with traffic control for annual Soroptimist community food basket giveaway
  - Assisted with Twin Lake's store annual Teen Giving Tree event at Station 4

### **Apparatus**

- E-622: Thermostat replaced
- E-621: Front leaf springs replaced, ATC reprogramming
- M-612: Oil change
- C-600: Oil change
- M-611: O2 system repair
- C-605: Water leak repair
- MCR-1: Oil change
- T-601: Aerial hydraulic leak troubleshooting
- M-614: Rear module and shore tie electrical repair

### **Equipment**

- Hydraulic Extrication tool pump leak repair

### **Facilities**

- Station 1: Roof leak repair
- Station 2: Programmable door locks installed on east and west man doors
- Station 3: South bay door repair
- Station 5: Water system annual maintenance
- Station 6: Water system annual maintenance

Report submitted by:

Andy Gray

Logistics Captain



## Western Lane Fire and EMS Authority

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2625 Highway 101  
Florence, OR 97439-9702  
(541) 997-3212

### Training Report January 2024

Target Solutions topics for the month are CAPCE HIPAA Awareness, CAPCE Child Abuse, NFPA 1403 Live Fire Training Evolutions, and NFPA 1500 Bloodborne Pathogen Safety. There were several online pediatric courses provided by the EMS Children's Committee.

The drill schedule for January is Search and Rescue on 1/2 and Ladders on 1/16. Our regional DPSST trainer is working to coordinate a local vehicle extrication course with their instructors.

Although it has slowed down a bit, we are still participating in airway management and medication training in the operating room at Peace Harbor Hospital.

Monthly officer development includes reading chapters 2 and 3 from *First In, Last Out* and answering assigned questions for discussion at the next officer meeting.

The monthly CPR class had a total of 11 students and was instructed by Don Quinn. Quinn is coordinating with Iron Horse Logging to instruct an on-site class next month for up to fifty employees.

The monthly training division meeting covered topics for next month including obstetrics, pediatrics, building construction, live fire evolutions, forcible entry, and rope rescue. We discussed alternative Tuesday night drill options like officer development for volunteers, simulator training, and ideas for a mentorship program. We have been collaborating on a new onboarding binder with Authority information, expectations, performance requirements, etc.

Both the Southwest Oregon Fire Instructor Association and the Region 5 Training Association meetings were cancelled this month due to complications from weather. Medical control board held the regular virtual meeting and primarily discussed prolonged wall (wait) times for ambulance crews in the emergency department.

Rob will be attending Fire Officer 3 and 4 the last week of the month and another week in February.

There are no new DPSST certifications for the month although we have submitted for a few and they are awaiting review.



January 2024

## Western Lane Crisis Response (WLCR) Manager's Board Report Prepared by Melissa House, QMHA-I

### General STATS for the month of

Total of **26** calls of those **10** were phone contacts

Average amount of time spent per call: **1.5** hours

WLCR prevented **8** individuals from being arrested or seen in the hospital

**0** individuals were taken to Peace Harbor Hospital

The Justice Department requested WLCR **1** time and the Hospital Requested WLCR **1** time/Clinic **0**

**3** Mental Health calls

**0** Suicidal Ideations

**7** Homelessness

**1** Family Disputes

**1** Youth

**1** Veteran

**1** Acute Trauma/Sudden Death

**0** Drug/Alcohol

**0** Structure Fire

**4** Cancelled Enroute

**10** Other calls

### Program Update:

WLCR has hired another part-time responder that will be pulling mostly night shifts. Our last two full time client advocates started at the beginning of January. We are currently focused on training new team members.

The Client Advocates and Outreach Coordinator have had some successful outcomes with a few clients by breaking down barriers due to our location and limited resources and these clients have now received the much needed help they were unable to previously get.

### Budget:

Lane County Budget Proposal has been submitted. I am guessing it will be a month or two before we get a notice of funding.



## **Lane County Update**

Camille and I were able to meet with Britni from Lane County Behavioral Health and tour the lot that the stabilization center is being built on. The center will be located next to Lane County Behavioral Health and across from Autzen Stadium. The campus is becoming a hub for several much needed resources. It will be interesting to see how we can help our community members with utilizing more of these services through the voluntary secure transport that we will have up and running, eventually .

Camille and I also met Ariann who is in charge of the clinical side of the Lane County grant. She will be providing much needed support with ensuring we are following Oregon Health Authorities regulations and State requirements for Mobile Crisis Response.

Lane County has also hired a new Mobile Crisis Project Manager, Sarah, to develop programs like ours in other rural locations throughout the county by April of this year. Sarah and Lane County are looking to us to help them develop these other MCR programs.

## **Grants Updates**

SAMSHA NOA (notice of award) was resubmitted in October with a request for key personnel change from Camille to Melissa as the Project Director and some budget adjustments were made. The NOA has finally been approved. Next, I'll be working on the continuation application which is due in February, and I will be working with Pacific Research to finalize our logic model and ensure we have the tools needed to collect the required data and IPP indicators.

Donna, our Youth Client Advocate that works out of the Boys and Girls Club is doing an amazing job with youth in Mapleton. She has been able to get Hoots from Eugene to come out and support Mapleton High School.

WLCR is still hiring for part time responders.

# Siuslaw Valley Fire and Rescue

## Balance Sheet

As of December 31, 2023

|                                   | TOTAL                 |                         |
|-----------------------------------|-----------------------|-------------------------|
|                                   | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| <b>ASSETS</b>                     |                       |                         |
| Current Assets                    |                       |                         |
| Bank Accounts                     |                       |                         |
| 1001 Checking 1151                | 2,822.11              | 27,857.86               |
| 1002 Money Market 0832            | 30,632.93             | 1,979,512.19            |
| 1003 SVFR LGIP 6355               | 2,702,577.94          | 1,016,398.13            |
| 1013 Debit/Visa 2876              | 0.00                  | 612.99                  |
| 1050 PERS UAL 6512                | 151,377.83            | 150,321.46              |
| 1052 Capital Replace Savings 7216 | 499,733.86            | 496,510.88              |
| 1054 Capital Improve Savings 7224 | 462,167.72            | 545,803.36              |
| <b>Total Bank Accounts</b>        | <b>\$3,849,312.39</b> | <b>\$4,217,016.87</b>   |
| Accounts Receivable               |                       |                         |
| 1200 Accounts Receivable          | 567.16                | 84.07                   |
| <b>Total Accounts Receivable</b>  | <b>\$567.16</b>       | <b>\$84.07</b>          |
| Other Current Assets              |                       |                         |
| 1205 Undeposited Funds            | 0.00                  | 0.00                    |
| 1208 Employee Advances            | 0.00                  | 0.00                    |
| 1230 Other Receivables            | 0.00                  | 0.00                    |
| 1236 Prepaid Expense              | 0.00                  | 19,281.50               |
| 1240 Property Tax Receivable      | 98,361.69             | 108,825.05              |
| 1245 Cash with County             | 7,242.00              | 7,242.00                |
| 1305 Prepaid Health Insurance     | 0.00                  | 0.00                    |
| 1320 Grant Receivables            | 0.00                  | 0.00                    |
| 1351 Conflag Receivable           | 0.00                  | 0.00                    |
| <b>Total Other Current Assets</b> | <b>\$105,603.69</b>   | <b>\$135,348.55</b>     |
| <b>Total Current Assets</b>       | <b>\$3,955,483.24</b> | <b>\$4,352,449.49</b>   |
| Fixed Assets                      |                       |                         |
| 1700 Capital Assets               |                       |                         |
| 1701 Land                         | 0.00                  | 0.00                    |
| 1702 Buildings and Improvement    | 0.00                  | 0.00                    |
| 1703 Equipment                    | 0.00                  | 0.00                    |
| 1708 Vehicles                     | 0.00                  | 0.00                    |
| 1750 Construction in Progress     | 0.00                  | 0.00                    |
| 1799 Accumulated Depreciation     | 0.00                  | 0.00                    |
| <b>Total 1700 Capital Assets</b>  | <b>0.00</b>           | <b>0.00</b>             |
| <b>Total Fixed Assets</b>         | <b>\$0.00</b>         | <b>\$0.00</b>           |
| <b>TOTAL ASSETS</b>               | <b>\$3,955,483.24</b> | <b>\$4,352,449.49</b>   |

# Siuslaw Valley Fire and Rescue

## Balance Sheet

As of December 31, 2023

|  | TOTAL                 |                         |
|--|-----------------------|-------------------------|
|  | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| <b>LIABILITIES AND EQUITY</b>          |                       |                         |
| Liabilities                            |                       |                         |
| Current Liabilities                    |                       |                         |
| Accounts Payable                       |                       |                         |
| 2000 Accounts Payable                  | 0.00                  | 211,795.93              |
| <b>Total Accounts Payable</b>          | <b>\$0.00</b>         | <b>\$211,795.93</b>     |
| Credit Cards                           |                       |                         |
| 2007 OPB Mastercard                    | 0.00                  | 2,644.01                |
| <b>Total Credit Cards</b>              | <b>\$0.00</b>         | <b>\$2,644.01</b>       |
| Other Current Liabilities              |                       |                         |
| 2010 Other Payables                    | 0.00                  | 0.00                    |
| 2050 Deferred Revenue                  | 87,281.31             | 86,577.22               |
| 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               | 0.00                  | 0.00                    |
| 2130 Union Dues                        | 0.00                  | 0.00                    |
| 2135 PAC Contributions                 | 0.00                  | 0.00                    |
| 2182 Association Dues Withheld         | 0.00                  | 0.00                    |
| 2195 Medical Insurance                 | 0.00                  | 0.00                    |
| 2199 Misc PR Deductions                | 0.00                  | 0.00                    |
| 2995 Clearing Account                  | 0.00                  | 0.00                    |
| <b>Total 2100 Payroll Liabilities</b>  | <b>0.00</b>           | <b>0.00</b>             |
| <b>Total Other Current Liabilities</b> | <b>\$87,281.31</b>    | <b>\$86,577.22</b>      |
| <b>Total Current Liabilities</b>       | <b>\$87,281.31</b>    | <b>\$301,017.16</b>     |
| Long-Term Liabilities                  |                       |                         |
| 2301 Accrued Interest                  | 0.00                  | 0.00                    |
| 2304 Debt Due within One Year          | 0.00                  | 0.00                    |
| <b>Total Long-Term Liabilities</b>     | <b>\$0.00</b>         | <b>\$0.00</b>           |
| <b>Total Liabilities</b>               | <b>\$87,281.31</b>    | <b>\$301,017.16</b>     |
| Equity                                 |                       |                         |
| 3100 Capital Reserve                   | 961,901.58            | 766,975.38              |
| 3200 Investment in Capital and Land    | 0.00                  | 0.00                    |
| 3500 Fund Balance Unrestricted         | 1,693,490.74          | 2,052,570.73            |
| Net Income                             | 1,212,809.61          | 1,231,886.22            |
| <b>Total Equity</b>                    | <b>\$3,868,201.93</b> | <b>\$4,051,432.33</b>   |
| <b>TOTAL LIABILITIES AND EQUITY</b>    | <b>\$3,955,483.24</b> | <b>\$4,352,449.49</b>   |



# Siuslaw Valley Fire and Rescue

## Budget vs. Actuals: FY 23-24 - FY24 P&L

July - December, 2023

|   | TOTAL                 |                       |                 |
|---|-----------------------|-----------------------|-----------------|
|   | ACTUAL                | BUDGET                | % OF BUDGET     |
| <b>Income</b>                                   |                       |                       |                 |
| 4100 Property Tax                               |                       |                       |                 |
| 4111 Lane County                                | 2,942,614.55          | 3,046,205.00          | 96.60 %         |
| 4114 Douglas County                             | 3,725.78              | 4,718.00              | 78.97 %         |
| 4117 Prior Year Tax Revenue                     | 22,986.39             | 30,000.00             | 76.62 %         |
| <b>Total 4100 Property Tax</b>                  | <b>2,969,326.72</b>   | <b>3,080,923.00</b>   | <b>96.38 %</b>  |
| 4125 Other County Tax Revenue                   | 3,925.33              |                       |                 |
| 4303 Three Rivers Casino                        | 61,688.76             | 61,689.00             | 100.00 %        |
| 4800 Conflag Reimbursements                     |                       | 50,000.00             |                 |
| 4810 Other Fire Reimbursements                  | 720.20                |                       |                 |
| 4850 Other Income                               | 15,000.00             |                       |                 |
| 4859 Miscellaneous Income                       | 270.00                |                       |                 |
| 4860 Reimbursements and Refunds                 |                       | 15,000.00             |                 |
| 4890 Interest Income GF                         | 25,572.29             | 12,000.00             | 213.10 %        |
| 4895 Interest Income - Capital 7216             | 2,253.99              | 1,000.00              | 225.40 %        |
| 4896 Interest Income - Capital 7224             | 1,625.50              |                       |                 |
| <b>Total 4850 Other Income</b>                  | <b>44,721.78</b>      | <b>28,000.00</b>      | <b>159.72 %</b> |
| <b>Total Income</b>                             | <b>\$3,080,382.79</b> | <b>\$3,220,612.00</b> | <b>95.65 %</b>  |
| <b>GROSS PROFIT</b>                             | <b>\$3,080,382.79</b> | <b>\$3,220,612.00</b> | <b>95.65 %</b>  |
| <b>Expenses</b>                                 |                       |                       |                 |
| 7000 Administration                             |                       |                       |                 |
| 7100 Administrative Expense                     | 153.14                |                       |                 |
| 7500 Insurance                                  |                       | 43,000.00             |                 |
| <b>Total 7000 Administration</b>                | <b>153.14</b>         | <b>43,000.00</b>      | <b>0.36 %</b>   |
| 8000 Capital Outlay                             |                       |                       |                 |
| 8003 Portables/Pagers                           |                       | 45,000.00             |                 |
| 8012 Furniture                                  |                       | 5,000.00              |                 |
| 8015 Command Vehicle                            |                       | 55,000.00             |                 |
| 8023 Type 6 Engine                              |                       | 100,000.00            |                 |
| 8024 Type 3 Engine                              | 442,675.04            | 450,000.00            | 98.37 %         |
| 8025 Personal Safety                            |                       | 10,000.00             |                 |
| 8103 Computer Upgrades                          |                       | 5,000.00              |                 |
| <b>Total 8000 Capital Outlay</b>                | <b>442,675.04</b>     | <b>670,000.00</b>     | <b>66.07 %</b>  |
| <b>Total Expenses</b>                           | <b>\$442,828.18</b>   | <b>\$713,000.00</b>   | <b>62.11 %</b>  |
| <b>NET OPERATING INCOME</b>                     | <b>\$2,637,554.61</b> | <b>\$2,507,612.00</b> | <b>105.18 %</b> |
| <b>Other Income</b>                             |                       |                       |                 |
| 9000 Beginning Balance - General Fund           |                       | 1,640,422.00          |                 |
| 9310 Beginning Balance Capital Replacement Fund |                       | 497,356.00            |                 |
| 9320 Beginning Balance Capital Improvement Fund |                       | 459,696.00            |                 |
| <b>Total Other Income</b>                       | <b>\$0.00</b>         | <b>\$2,597,474.00</b> | <b>0.00%</b>    |
| <b>Other Expenses</b>                           |                       |                       |                 |
| 9501 Contingency                                |                       | 100,000.00            |                 |

# Siuslaw Valley Fire and Rescue

Budget vs. Actuals: FY 23-24 - FY24 P&L

July - December, 2023

|  | TOTAL                   |                         |                |
|--|-------------------------|-------------------------|----------------|
|  | ACTUAL                  | BUDGET                  | % OF BUDGET    |
| 9525 Transfer OUT to WLFEA                   | 1,422,245.00            | 3,741,713.00            | 38.01 %        |
| 9530 Transfer OUT to WLCR                    | 2,500.00                | 5,000.00                | 50.00 %        |
| 9555 Reserved for PERS UAL                   |                         | 150,321.00              |                |
| 9760 Ending Balance Capital Replacement Fund |                         | 498,356.00              |                |
| 9770 Ending Balance Capital Improvement Fund |                         | 459,696.00              |                |
| 9900 Ending Balance - General Fund           |                         | 150,000.00              |                |
| <b>Total Other Expenses</b>                  | <b>\$1,424,745.00</b>   | <b>\$5,105,086.00</b>   | <b>27.91 %</b> |
| NET OTHER INCOME                             | <b>\$ -1,424,745.00</b> | <b>\$ -2,507,612.00</b> | <b>56.82 %</b> |
| NET INCOME                                   | <b>\$1,212,809.61</b>   | <b>\$0.00</b>           | <b>0.00%</b>   |

# Siuslaw Valley Fire and Rescue

## Transaction List by Date

December 2023

| DATE       | TRANSACTION TYPE     | NUM     | NAME                                      | MEMO/DESCRIPTION                            | ACCOUNT                | AMOUNT      |
|------------|----------------------|---------|---|---|------------------------|-------------|
| 12/01/2023 | Transfer             |         |   | Nov 2023 funding                            | 1003 SVFR LGIP 6355    | -175,000.00 |
| 12/01/2023 | Check                | SVCCHRG |   | Service Charge                              | 1003 SVFR LGIP 6355    | -0.05       |
| 12/08/2023 | Bill Payment (Check) | EFT     | Western Lane Fire & EMS Authority (WLFEA) |   | 1002 Money Market 0832 | -175,000.00 |
| 12/18/2023 | Transfer             |         |   | PERS and Dec 2023 expenses                  | 1003 SVFR LGIP 6355    | -125,000.00 |
| 12/19/2023 | Bill Payment (Check) | EFT     | Western Lane Fire & EMS Authority (WLFEA) | Nov PR PERS and Dec 2023 Expenses from SVFR | 1002 Money Market 0832 | -125,000.00 |

# Western Lane Ambulance District

## Balance Sheet Comparison

As of December 31, 2023

|                                       | TOTAL                 |                         |
|---------------------------------------|-----------------------|-------------------------|
|                                       | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| <b>ASSETS</b>                         |                       |                         |
| Current Assets                        |                       |                         |
| Bank Accounts                         |                       |                         |
| 1010 Checking 0046                    | 59,273.16             | 8,753.14                |
| 1020 Money Market 9835                | 189,048.86            | 2,335,225.93            |
| 1030 LifeMed Cash 9411                | 54,953.20             | 55,216.93               |
| 1040 WLAD LGIP 6353                   | 1,763,509.16          | 1,524,597.20            |
| 1050 PERS UAL 6407                    | 59,437.49             | 59,221.21               |
| 1090 Capital Equip Reserve 1060       | 193,218.59            | 191,869.39              |
| 1099 Petty Cash                       | 400.00                | 400.00                  |
| <b>Total Bank Accounts</b>            | <b>\$2,319,840.46</b> | <b>\$4,175,283.80</b>   |
| Accounts Receivable                   |                       |                         |
| 1200 Accounts Receivable              | -975.68               | -1,095.68               |
| <b>Total Accounts Receivable</b>      | <b>\$ -975.68</b>     | <b>\$ -1,095.68</b>     |
| Other Current Assets                  |                       |                         |
| 1201 Patient Accounts Receivable      | 1,098,996.91          | 1,123,958.86            |
| 1202 Allowance for Bad Debt           | -151,438.84           | -157,928.93             |
| 1203 Allowance for Contractual Adjust | -428,608.79           | -438,343.95             |
| 1204 Grant Receivable                 | 0.46                  | 42,054.46               |
| 1205 Accounts Receivable (Audit)      | 6,311.00              | 6,311.00                |
| 1240 Property Tax Receivable          | 66,336.00             | 66,336.00               |
| 1245 Cash with County                 | 3,391.00              | 3,391.00                |
| 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    | 12,774.49             | 45,022.49               |
| 1305 Prepaid Health Insurance         | 0.00                  | 0.00                    |
| 1306 Prepaid Other Expense            | 0.00                  | 0.00                    |
| 1313 Employee Draws                   | 0.00                  | 0.00                    |
| 1335 Flexible Medical Spending        | 0.00                  | 849.97                  |
| <b>Total Other Current Assets</b>     | <b>\$607,762.23</b>   | <b>\$691,650.90</b>     |
| <b>Total Current Assets</b>           | <b>\$2,926,627.01</b> | <b>\$4,865,839.02</b>   |
| Fixed Assets                          | <b>\$0.00</b>         | <b>\$1,268,916.89</b>   |
| <b>TOTAL ASSETS</b>                   | <b>\$2,926,627.01</b> | <b>\$6,134,755.91</b>   |
| <b>LIABILITIES AND EQUITY</b>         |                       |                         |
| Liabilities                           |                       |                         |
| Current Liabilities                   |                       |                         |
| Accounts Payable                      | <b>\$510.00</b>       | <b>\$469,296.94</b>     |
| Credit Cards                          | <b>\$0.00</b>         | <b>\$4,863.62</b>       |
| Other Current Liabilities             |                       |                         |
| 2001 Accrued Account Payable          | 0.00                  | 0.00                    |

# Western Lane Ambulance District

## Balance Sheet Comparison

As of December 31, 2023

|  | TOTAL                 |                         |
|--|-----------------------|-------------------------|
|  | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| 2006 Deferred Casino Revenue           | 0.00                  | 0.00                    |
| 2050 MIH Deferred Revenue              | 53,277.00             | 53,277.00               |
| 2100 Wages & Payroll Liabilities       | <b>0.00</b>           | <b>135,005.17</b>       |
| 2200 Deferred LifeMed Income           | 0.00                  | 0.00                    |
| <b>Total Other Current Liabilities</b> | <b>\$53,277.00</b>    | <b>\$188,282.17</b>     |
| <b>Total Current Liabilities</b>       | <b>\$53,787.00</b>    | <b>\$662,442.73</b>     |
| <b>Total Liabilities</b>               | <b>\$53,787.00</b>    | <b>\$662,442.73</b>     |
| Equity                                 |                       |                         |
| 3010 Investment in Capital and Land    | 134,135.92            | 1,268,916.89            |
| 3020 LifeMed Fund Balance              | 54,953.20             | 55,314.62               |
| 3030 Capital Reserve                   | 193,218.59            | 191,482.16              |
| 3100 Designated for Capital            | 0.00                  | 0.00                    |
| 3500 Fund Balance Unrestricted         | 3,039,938.02          | 4,163,507.16            |
| Net Income                             | -549,405.72           | -206,907.65             |
| <b>Total Equity</b>                    | <b>\$2,872,840.01</b> | <b>\$5,472,313.18</b>   |
| <b>TOTAL LIABILITIES AND EQUITY</b>    | <b>\$2,926,627.01</b> | <b>\$6,134,755.91</b>   |

# Western Lane Ambulance District

## Budget vs. Actuals: FY 23-24

July - December, 2023

|  | TOTAL                 |                       |                |
|--|-----------------------|-----------------------|----------------|
|  | ACTUAL                | BUDGET                | % OF BUDGET    |
| <b>Income</b>                                  |                       |                       |                |
| 4000 Operating Income                          |                       |                       |                |
| 4001 Private Insurance                         | 256,237.43            | 500,000.00            | 51.25 %        |
| 4002 Private Pay                               | 59,674.72             | 120,000.00            | 49.73 %        |
| 4020 Medicaid                                  | 112,566.13            | 200,000.00            | 56.28 %        |
| 4023 Medicare                                  | 663,896.80            | 1,180,000.00          | 56.26 %        |
| 4025 GEMT CCO Program                          | 76,474.38             | 65,000.00             | 117.65 %       |
| 4026 GEMT FFC Program                          | 2,308.00              |                       |                |
| 4035 Collection Agency                         | 418.36                |                       |                |
| 4085 Other Revenue                             | 40.30                 |                       |                |
| 4090 less Refunds                              | -3,748.61             |                       |                |
| 4099 Allowance for Contractual Adjustment      | 6,968.21              |                       |                |
| <b>Total 4000 Operating Income</b>             | <b>1,174,835.72</b>   | <b>2,065,000.00</b>   | <b>56.89 %</b> |
| 4200 NonOperating Income                       |                       |                       |                |
| 4210 Property Tax Revenue                      |                       |                       |                |
| 4211 Current Year - Permanent Levy             | 719,341.47            | 731,823.00            | 98.29 %        |
| 4212 Current Year - Local Option Levy          | 993,376.32            | 1,052,768.00          | 94.36 %        |
| 4214 Prior Year Taxes                          | 13,553.20             | 25,000.00             | 54.21 %        |
| <b>Total 4210 Property Tax Revenue</b>         | <b>1,726,270.99</b>   | <b>1,809,591.00</b>   | <b>95.40 %</b> |
| 4220 Three Rivers Casino                       | 30,792.00             | 30,792.00             | 100.00 %       |
| 4230 Other County Tax Revenue                  | 1,716.70              |                       |                |
| 4250 Reimbursements                            | 3,422.27              |                       |                |
| 4280 Miscellaneous Revenue                     |                       | 15,000.00             |                |
| 4290 Interest Income WLAD                      | 28,489.81             | 30,000.00             | 94.97 %        |
| 4295 Interest Income Capital                   | 832.97                | 800.00                | 104.12 %       |
| <b>Total 4200 NonOperating Income</b>          | <b>1,791,524.74</b>   | <b>1,886,183.00</b>   | <b>94.98 %</b> |
| 4600 LifeMed Income                            |                       |                       |                |
| 4601 LifeMed Subscriptions                     | 20,170.00             | 120,000.00            | 16.81 %        |
| 4602 LifeMed CPR Classes                       | 6,804.62              | 14,000.00             | 48.60 %        |
| 4609 LifeMed Interest                          | 16.02                 |                       |                |
| 4690 less LifeMed Refund                       | -20.00                |                       |                |
| <b>Total 4600 LifeMed Income</b>               | <b>26,970.64</b>      | <b>134,000.00</b>     | <b>20.13 %</b> |
| 4700 Grant Income                              |                       | 50,000.00             |                |
| <b>Total Income</b>                            | <b>\$2,993,331.10</b> | <b>\$4,135,183.00</b> | <b>72.39 %</b> |
| <b>GROSS PROFIT</b>                            | <b>\$2,993,331.10</b> | <b>\$4,135,183.00</b> | <b>72.39 %</b> |
| <b>Expenses</b>                                |                       |                       |                |
| 5000 PERSONNEL SERVICES                        |                       |                       |                |
| 5100 Operations Personal Services              |                       |                       |                |
| 5123 PERS Operations                           | 962.13                |                       |                |
| <b>Total 5100 Operations Personal Services</b> | <b>962.13</b>         |                       |                |
| <b>Total 5000 PERSONNEL SERVICES</b>           | <b>962.13</b>         |                       |                |
| 6900 LifeMed Expense                           | 7,144.59              | 30,000.00             | 23.82 %        |

# Western Lane Ambulance District

Budget vs. Actuals: FY 23-24

July - December, 2023

|   | TOTAL                   |                         |                |
|---|-------------------------|-------------------------|----------------|
|   | ACTUAL                  | BUDGET                  | % OF BUDGET    |
| <b>7000 MATERIALS &amp; SERVICES ADMINISTRATION</b>       |                         |                         |                |
| 7100 Administrative Expense                               | 626.32                  |                         |                |
| <b>Total 7000 MATERIALS &amp; SERVICES ADMINISTRATION</b> | <b>626.32</b>           |                         |                |
| <b>8000 Capital Outlay</b>                                |                         |                         |                |
| 8010 Building Improvements                                |                         | 50,000.00               |                |
| 8017 Computer Upgrade / iPads                             |                         | 5,000.00                |                |
| 8020 Hands Free CPR Devices                               |                         | 18,000.00               |                |
| 8023 Personal Safety                                      |                         | 5,000.00                |                |
| 8026 Portables/Pagers                                     |                         | 45,000.00               |                |
| 8027 Ventilators  |                         | 60,000.00               |                |
| <b>Total 8000 Capital Outlay</b>                          |                         | <b>183,000.00</b>       |                |
| <b>8700 Grant Expense</b>                                 |                         |                         |                |
| 8705 Three Rivers Casino Carseat Grant                    | 939.78                  |                         |                |
| <b>Total 8700 Grant Expense</b>                           | <b>939.78</b>           |                         |                |
| <b>Total Expenses</b>                                     | <b>\$9,672.82</b>       | <b>\$213,000.00</b>     | <b>4.54 %</b>  |
| <b>NET OPERATING INCOME</b>                               | <b>\$2,983,658.28</b>   | <b>\$3,922,183.00</b>   | <b>76.07 %</b> |
| <b>Other Income</b>                                       |                         |                         |                |
| 9100 Beginning Balance - General Fund                     |                         | 2,903,811.00            |                |
| 9200 Beginning Balance - LifeMed                          |                         | 130,000.00              |                |
| 9300 Beginning Balance - Capital Fund                     |                         | 192,200.00              |                |
| 9410 To Gen Fund from LifeMed                             | 110,000.00              | 110,000.00              | 100.00 %       |
| 9420 To Equip Resv from Gen Fund                          |                         | 310,000.00              |                |
| <b>Total Other Income</b>                                 | <b>\$110,000.00</b>     | <b>\$3,646,011.00</b>   | <b>3.02 %</b>  |
| <b>Other Expenses</b>                                     |                         |                         |                |
| 9011 IF Transfer - Capital Reserve                        |                         | 310,000.00              |                |
| 9012 From LifeMed to Gen Fund                             | 110,000.00              | 110,000.00              | 100.00 %       |
| 9501 Contingency  |                         | 100,000.00              |                |
| 9530 Transfer OUT to WLCR                                 | 2,500.00                | 5,000.00                | 50.00 %        |
| 9535 Transfer OUT to WLFEA                                | 3,530,564.00            | 6,206,973.00            | 56.88 %        |
| 9555 Reserved for PERS UAL Account                        |                         | 59,221.00               |                |
| 9700 Reserved for Capital Expenditures                    |                         | 503,000.00              |                |
| 9800 Ending Balance - LifeMed                             |                         | 124,000.00              |                |
| 9900 Ending Balance - General Fund                        |                         | 150,000.00              |                |
| <b>Total Other Expenses</b>                               | <b>\$3,643,064.00</b>   | <b>\$7,568,194.00</b>   | <b>48.14 %</b> |
| <b>NET OTHER INCOME</b>                                   | <b>\$ -3,533,064.00</b> | <b>\$ -3,922,183.00</b> | <b>90.08 %</b> |
| <b>NET INCOME</b>   | <b>\$ -549,405.72</b>   | <b>\$0.00</b>           | <b>0.00%</b>   |

# Western Lane Ambulance District

## Transaction List by Date

December 2023

| DATE       | TRANSACTION TYPE     | NUM     | NAME                              | MEMO/DESCRIPTION  | ACCOUNT                | AMOUNT     |
|------------|----------------------|---------|-----------------------------------|---|------------------------|------------|
| 12/01/2023 | Bill Payment (Check) | 4149    | Oregon Health Authority           | Medicaid ID 209536  | 1030 LifeMed Cash 9411 | -476.17    |
| 12/01/2023 | Bill Payment (Check) | 4150    | Siuslaw Consulting, LLC           |   | 1030 LifeMed Cash 9411 | -200.00    |
| 12/01/2023 | Transfer             |         |                                   | Nov 2023 PR funding   | 1040 WLAD LGIP 6353    | -          |
|            |                      |         |                                   |   |                        | 175,000.00 |
| 12/01/2023 | Check                | EFT     | Authorize.net                     | Billing statement Nov 2023 for online credit card transactions            | 1030 LifeMed Cash 9411 | -41.60     |
| 12/01/2023 | Check                | SVCCHRG |                                   | Service Charge  | 1040 WLAD LGIP 6353    | -0.15      |
| 12/04/2023 | Check                | SVCCHRG |                                   | Service Charge  | 1030 LifeMed Cash 9411 | -114.00    |
| 12/08/2023 | Bill Payment (Check) | EFT     | Western Lane Fire & EMS Authority |   | 1010 Checking 0046     | -          |
|            |                      |         |                                   |   |                        | 175,000.00 |
| 12/08/2023 | Transfer             |         |                                   | Nov 2023 revenue to interest accruing LGIP                                | 1020 Money Market 9835 | -85,000.00 |
| 12/18/2023 | Bill Payment (Check) | 4151    | Siuslaw Consulting, LLC           |   | 1030 LifeMed Cash 9411 | -200.00    |
| 12/18/2023 | Transfer             |         |                                   | PERS and Dec 2023 expenses  | 1040 WLAD LGIP 6353    | -          |
|            |                      |         |                                   |   |                        | 125,000.00 |
| 12/19/2023 | Bill Payment (Check) | EFT     | Western Lane Fire & EMS Authority | OSGP PERS Nov PR and Dec 2023 Expenses                                    | 1020 Money Market 9835 | -          |
|            |                      |         |                                   |   |                        | 125,000.00 |
| 12/28/2023 | Check                | EFT     | PERS                              | PERS invoices for previous calendar year corrections (2008-2009 Haberman) | 1010 Checking 0046     | -507.87    |
| 12/28/2023 | Check                | EFT     | PERS                              | PERS invoices for previous calendar year corrections (2008-2009 Haberman) | 1010 Checking 0046     | -10.81     |
| 12/28/2023 | Check                | EFT     | PERS                              | PERS invoices for previous calendar year corrections (2009 Haberman)      | 1010 Checking 0046     | -249.38    |
| 12/29/2023 | Check                | SVCCHRG |                                   | Service Charge Cash Management SV Monthly Fee                             | 1010 Checking 0046     | -25.00     |



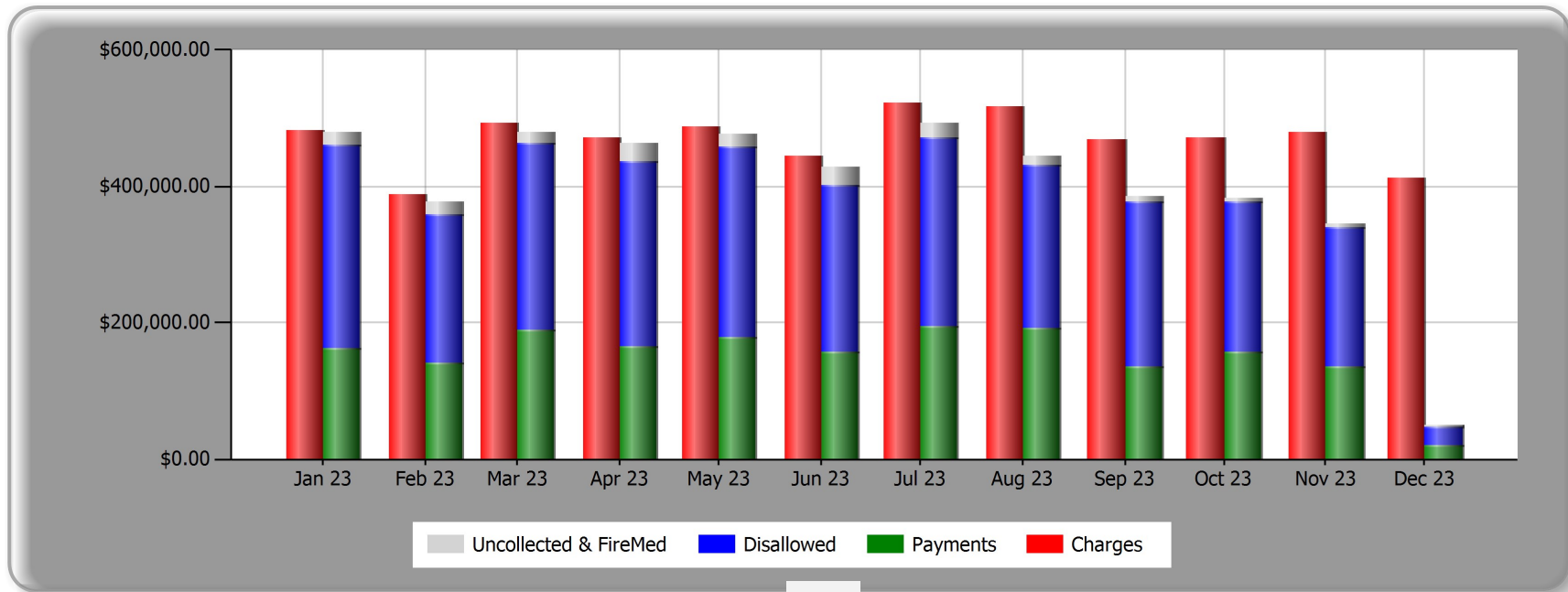
**Western Lane Ambulance District  
ANNUAL COLLECTION STATISTICS**

|                 |                                 |
|-----------------|---------------------------------|
| Date Of Service | 1/1/2023                        |
| Date Of Service | 12/31/2023                      |
| Invoices        | 0                               |
| Company         | Western Lane Ambulance District |

| Month  | Tickets | Charges    | Payments    | %    | FireMed   | %   | Disallowed  | %    | Uncollected | %   | Pending    | %    |
|--------|---------|------------|-------------|------|-----------|-----|-------------|------|-------------|-----|------------|------|
| Jan 23 | 215     | 482,971.76 | -162,411.74 | 34 % | -9,594.50 | 2 % | -299,446.52 | 62 % | -7,978.68   | 2 % | 3,540.32   | 1 %  |
| Feb 23 | 184     | 388,519.76 | -140,752.65 | 36 % | -6,594.52 | 2 % | -216,589.82 | 56 % | -13,729.00  | 4 % | 10,853.77  | 3 %  |
| Mar 23 | 225     | 492,193.92 | -189,293.29 | 38 % | -5,947.38 | 1 % | -274,979.85 | 56 % | -8,395.50   | 2 % | 13,577.90  | 3 %  |
| Apr 23 | 209     | 472,320.24 | -163,893.25 | 35 % | -7,125.00 | 2 % | -272,455.74 | 58 % | -18,907.63  | 4 % | 9,938.62   | 2 %  |
| May 23 | 218     | 486,122.40 | -178,503.53 | 37 % | -4,322.90 | 1 % | -279,996.73 | 58 % | -13,652.00  | 3 % | 9,647.24   | 2 %  |
| Jun 23 | 212     | 445,007.64 | -156,396.12 | 35 % | -8,270.56 | 2 % | -244,301.47 | 55 % | -18,782.94  | 4 % | 17,256.55  | 4 %  |
| Jul 23 | 233     | 523,612.80 | -194,875.63 | 37 % | -9,028.27 | 2 % | -277,069.30 | 53 % | -10,793.16  | 2 % | 31,846.44  | 6 %  |
| Aug 23 | 224     | 515,944.92 | -192,336.26 | 37 % | -7,327.34 | 1 % | -238,483.77 | 46 % | -6,756.96   | 1 % | 71,040.59  | 14 % |
| Sep 23 | 212     | 469,796.72 | -136,215.61 | 29 % | -8,454.94 | 2 % | -241,931.37 | 51 % | 0.00        | 0 % | 83,194.80  | 18 % |
| Oct 23 | 206     | 471,176.00 | -156,726.18 | 33 % | -7,665.93 | 2 % | -219,574.62 | 47 % | 0.00        | 0 % | 87,209.27  | 19 % |
| Nov 23 | 226     | 479,787.12 | -134,829.67 | 28 % | -3,990.32 | 1 % | -205,909.48 | 43 % | 0.00        | 0 % | 135,057.65 | 28 % |
| Dec 23 | 185     | 412,807.68 | -20,125.95  | 5 %  | -250.00   | 0 % | -29,229.99  | 7 %  | 0.00        | 0 % | 363,201.74 | 88 % |

**2,549      5,640,260.96      -1,826,359.88      -78,571.66      -2,799,968.66      -98,995.87      836,364.89**

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



**Western Lane Ambulance District  
MONTH END SUMMARY**

|                  |                                 |
|------------------|---------------------------------|
| Transaction Date | 12/1/2023                       |
| Transaction Date | 12/31/2023                      |
| Company Code     | Western Lane Ambulance District |

|                        |                     |
|------------------------|---------------------|
| <b>Balance Forward</b> | <b>1,185,897.39</b> |
|------------------------|---------------------|

|                                    |                   |
|------------------------------------|-------------------|
| <b>Charges by Level of Service</b> | <b>411,522.68</b> |
|------------------------------------|-------------------|

| Batch #      | ALS 1 E    | ALS 1 NE  | ALS 2     | BLS E     | BLS NE    | SCT       | Total             |
|--------------|------------|-----------|-----------|-----------|-----------|-----------|-------------------|
| DEC23        | 246,390.16 | 20,925.40 | 17,771.80 | 53,485.44 | 28,698.72 | 45,536.16 | 412,807.68        |
| NOV23        |            |           |           |           | -1,285.00 |           | -1,285.00         |
| <b>Total</b> | 246,390.16 | 20,925.40 | 17,771.80 | 53,485.44 | 27,413.72 | 45,536.16 | <b>411,522.68</b> |

|                       |                    |
|-----------------------|--------------------|
| <b>Payments - ALL</b> | <b>-172,257.21</b> |
|-----------------------|--------------------|

**Payments - EFT**

| <u>Trans Date</u> | <u>Payer</u>                       | <u>Ref #</u>     | <u>Amount</u> |
|-------------------|------------------------------------|------------------|---------------|
| 12/1/2023         | XO MODA                            | 23335B1000110754 | -111.88       |
| 12/1/2023         | XO AARP Medicare Supplemental      | 9992727389       | -129.67       |
| 12/1/2023         | UMR                                | CJ42728101443893 | -2,615.55     |
| 12/1/2023         | AARP Medicare Complete Plus        | Q0559535         | -1,256.92     |
| 12/3/2023         | Pacific Source MedAdvantage        | 23337B1000014699 | -4,244.79     |
| 12/3/2023         | Pacific Source Community Solutions | 23337B1000077559 | -2,321.61     |
| 12/4/2023         | Blue Cross Blue Shield Oregon      | 0154933152       | -2,899.68     |
| 12/4/2023         | XO Regence Federal                 | 0261165564       | -399.57       |
| 12/4/2023         | Samaritan Choice Wellness          | 27445247         | -915.99       |
| 12/5/2023         | Care Oregon                        | 1258317          | -420.62       |
| 12/5/2023         | XO Tricare for Life                | 2501259704       | -283.63       |
| 12/5/2023         | Oregon Medicaid                    | 600169685        | -420.62       |
| 12/5/2023         | UHC West/Secure Horizons           | Q0684514         | -1,815.27     |
| 12/6/2023         | VA Regional Payment Center         | 0956793          | -1,769.56     |
| 12/7/2023         | Trillium Community Health Plan     | 0900177754       | -3,912.41     |
| 12/7/2023         | XO Aetna                           | 823338000296904  | -171.14       |
| 12/7/2023         | AARP Medicare Complete Plus        | 91261272         | -2,140.26     |
| 12/7/2023         | XO AARP Medicare Supplemental      | 9995077102       | -200.95       |
| 12/7/2023         | UHC West/Secure Horizons           | Q0852925         | -457.42       |

**Western Lane Ambulance District  
MONTH END SUMMARY**

|            |                                    |                   |            |
|------------|------------------------------------|-------------------|------------|
| 12/8/2023  | MODA                               | 23342B1000126735  | 0.00       |
| 12/8/2023  | UHC West/Secure Horizons           | Q0915384          | -4,051.81  |
| 12/10/2023 | Pacific Source Community Solutions | 23344B1000100844  | -2,258.36  |
| 12/11/2023 | BCBS OR Blue Card MedAdv           | 0154945566        | -3,886.18  |
| 12/11/2023 | XO Regence Federal Oregon          | 0261167196        | -598.20    |
| 12/11/2023 | AARP Medicare Complete Plus        | 91267713          | -376.14    |
| 12/11/2023 | XO AARP Medicare Supplemental      | 9996491737        | -110.56    |
| 12/12/2023 | Medicare B Oregon                  | 894094867         | -3,395.74  |
| 12/12/2023 | UHC West/Secure Horizons           | Q1036221          | -2,285.43  |
| 12/13/2023 | VA Regional Payment Center         | 2150832           | -12,373.71 |
| 12/13/2023 | Medicare B Oregon                  | 894098831         | -1,521.28  |
| 12/14/2023 | Trillium Community Health Plan     | 0900178635        | -311.42    |
| 12/14/2023 | Medicare B Oregon                  | 894103025         | -5,574.48  |
| 12/14/2023 | AARP Medicare Supplemental         | 9998133011        | -69.69     |
| 12/15/2023 | Peace Health Hospice               | 43998             | -450.00    |
| 12/15/2023 | XO AARP Medicare Supplemental      | 9998688359        | -869.55    |
| 12/17/2023 | Pacific Source MedAdvantage        | 23351B1000020234  | -704.01    |
| 12/17/2023 | Pacific Source Community Solutions | 23351B1000106655  | -2,572.52  |
| 12/18/2023 | BCBS OR Blue Card MedAdv           | 0154955882        | -1,590.05  |
| 12/18/2023 | Regence Federal Oregon             | 0261170621        | -1,836.08  |
| 12/18/2023 | VA Regional Payment Center         | 2668038           | -1,756.60  |
| 12/18/2023 | Medicare B Oregon                  | 894111620         | -1,437.54  |
| 12/18/2023 | UHC West/Secure Horizons           | 91286569          | -681.92    |
| 12/18/2023 | UHC West/Secure Horizons           | Q1308102          | -278.38    |
| 12/19/2023 | BCBS OR Blue Card MedAdv           | 0154963531        | -2,402.91  |
| 12/19/2023 | Cigna                              | 23352B1000043528  | 0.00       |
| 12/19/2023 | VA Regional Payment Center         | 2925334           | -5,401.56  |
| 12/19/2023 | Oregon Medicaid                    | 600174023         | -3,581.74  |
| 12/19/2023 | Medicare B Oregon                  | 894115697         | -5,996.63  |
| 12/19/2023 | UMR                                | CI44611088720103; | -1,715.87  |
| 12/20/2023 | XO Blue Cross Blue Shield Oregon   | 0196494801        | -178.18    |
| 12/20/2023 | XO Tricare for Life                | 2501550721        | -236.53    |
| 12/20/2023 | VA Regional Payment Center         | 3065539           | -1,774.12  |
| 12/21/2023 | Trillium Community Health Plan     | 0900179560        | -897.36    |

**Western Lane Ambulance District  
MONTH END SUMMARY**

|            |                                    |                   |           |
|------------|------------------------------------|-------------------|-----------|
| 12/21/2023 | XO Aetna                           | 823352000279456   | -144.88   |
| 12/21/2023 | Medicare B Oregon                  | 894123750         | -3,005.48 |
| 12/21/2023 | AARP Medicare Complete Plus        | 91298173          | -586.97   |
| 12/21/2023 | UHC West/Secure Horizons           | Q1517919          | -663.85   |
| 12/22/2023 | United Healthcare                  | 24198159          | -809.74   |
| 12/22/2023 | VA Regional Payment Center         | 3509385           | -477.86   |
| 12/24/2023 | Pacific Source Community Solutions | 23358B1000093394  | -1,615.48 |
| 12/25/2023 | Blue Cross Blue Shield Oregon      | 0154966906        | -9,048.45 |
| 12/25/2023 | XO Regence Federal                 | 0261173515        | -107.13   |
| 12/26/2023 | XO Tricare for Life                | 2501625366        | -850.46   |
| 12/26/2023 | Samaritan Health Services HMO      | 27811318          | -391.67   |
| 12/26/2023 | Intercommunity Health Network      | 27812568          | -784.37   |
| 12/26/2023 | Medicare B Oregon                  | 894133680         | -8,458.90 |
| 12/26/2023 | UHC West/Secure Horizons           | Q1632513          | -1,453.01 |
| 12/27/2023 | Medicare B Oregon                  | 894138161         | -4,985.41 |
| 12/27/2023 | UMR                                | CI44618087151363; | -587.87   |
| 12/28/2023 | XO Tricare for Life                | 2501685707        | -133.63   |
| 12/28/2023 | Medicare B Oregon                  | 894142185         | -5,031.21 |
| 12/28/2023 | AARP Medicare Complete Plus        | 91306522          | -1,392.19 |
| 12/28/2023 | AARP Medicare Complete Plus        | Q1772102          | -2,530.96 |
| 12/29/2023 | Medicare B Oregon                  | 894146074         | -258.70   |
| 12/29/2023 | UHC West/Secure Horizons           | 91314929          | -2,727.33 |
| 12/29/2023 | AARP Medicare Complete Plus        | Q1930821          | -789.83   |
| 12/31/2023 | Pacific Source Community Solutions | 23365B1000070638  | -1,381.24 |

|                  |  |  |                    |
|------------------|--|--|--------------------|
| <b>EFT TOTAL</b> |  |  | <b>-145,878.71</b> |
|------------------|--|--|--------------------|

**Payments - Credit Card** (VISA, MC, AMX, Disc)

| <u>Trans Date</u> | <u>Amount</u> |
|-------------------|---------------|
| 12/1/2023         | -450.00       |
| 12/2/2023         | -250.00       |
| 12/3/2023         | -85.89        |
| 12/6/2023         | -125.00       |
| 12/7/2023         | -25.00        |
| 12/10/2023        | -50.00        |

**Western Lane Ambulance District  
MONTH END SUMMARY**

|            |        |
|------------|--------|
| 12/15/2023 | -50.00 |
| 12/16/2023 | -25.00 |
| 12/18/2023 | -30.20 |
| 12/20/2023 | -50.00 |
| 12/26/2023 | -75.00 |
| 12/31/2023 | -50.00 |

|                          |                  |
|--------------------------|------------------|
| <b>CREDIT CARD TOTAL</b> | <b>-1,266.09</b> |
|--------------------------|------------------|

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

| <u>Trans Date</u> | <u>Amount</u> |
|-------------------|---------------|
| 12/5/2023         | -2,981.93     |
| 12/12/2023        | -237.32       |
| 12/19/2023        | -18,662.24    |
| 12/27/2023        | -3,230.92     |

|                           |                   |
|---------------------------|-------------------|
| <b>BANK DEPOSIT TOTAL</b> | <b>-25,112.41</b> |
|---------------------------|-------------------|

|                                     |
|-------------------------------------|
| <b>Payments by Level of Service</b> |
|-------------------------------------|

| <u>Date</u> | <u>ALS 1 E</u> | <u>ALS 1 NE</u> | <u>ALS 2</u> | <u>BLS E</u> | <u>BLS NE</u> | <u>SCT</u> | <u>TNT</u> | <u>Total</u> |
|-------------|----------------|-----------------|--------------|--------------|---------------|------------|------------|--------------|
| 12/1/2023   | -641.20        | -795.39         |              | -111.88      |               | -3,015.55  |            | -4,564.02    |
| 12/2/2023   |                |                 |              | -250.00      |               |            |            | -250.00      |
| 12/3/2023   | -2,636.51      |                 |              | -814.12      | -1,501.94     | -1,699.72  |            | -6,652.29    |
| 12/4/2023   | -2,111.98      |                 |              | -1,756.60    | -346.66       | 0.00       |            | -4,215.24    |
| 12/5/2023   | -5,175.89      | 0.00            |              | -110.82      | -635.36       |            |            | -5,922.07    |
| 12/6/2023   | -1,894.56      |                 |              |              |               |            |            | -1,894.56    |
| 12/7/2023   | -3,147.97      | -386.12         |              | -311.42      | -242.42       | -2,819.25  |            | -6,907.18    |
| 12/8/2023   | -2,383.20      |                 |              |              |               | -1,668.61  | 0.00       | -4,051.81    |
| 12/10/2023  | -1,540.61      |                 |              | -622.84      | -144.91       |            |            | -2,308.36    |
| 12/11/2023  | -2,261.24      | -211.44         | -677.36      | -110.56      | -115.97       | -1,594.51  |            | -4,971.08    |
| 12/12/2023  | -3,338.33      | -1,044.63       | -1,230.08    |              | -305.45       |            |            | -5,918.49    |
| 12/13/2023  | -3,840.63      |                 | -2,357.08    | 0.00         |               | -7,697.28  |            | -13,894.99   |
| 12/14/2023  | -4,165.71      |                 |              | -1,720.19    | -69.69        |            |            | -5,955.59    |
| 12/15/2023  | -1,036.91      | -214.43         |              | -118.21      |               |            |            | -1,369.55    |
| 12/16/2023  | -25.00         |                 |              |              |               |            |            | -25.00       |
| 12/17/2023  | -1,766.56      | -361.12         |              | -728.23      |               |            | -420.62    | -3,276.53    |

**Western Lane Ambulance District  
MONTH END SUMMARY**

| <b>Date</b>  | <b>ALS 1 E</b>    | <b>ALS 1 NE</b>   | <b>ALS 2</b>     | <b>BLS E</b>      | <b>BLS NE</b>    | <b>SCT</b>        | <b>TNT</b>     | <b>Total</b>       |
|--------------|-------------------|-------------------|------------------|-------------------|------------------|-------------------|----------------|--------------------|
| 12/18/2023   | -4,523.00         |                   |                  | -2,779.19         | -308.58          |                   |                | -7,610.77          |
| 12/19/2023   | -17,809.51        | -3,719.82         | -1,362.54        | -1,580.22         | -3,180.31        | -9,658.55         | -450.00        | -37,760.95         |
| 12/20/2023   | -178.88           | -178.18           |                  | -1,881.77         |                  |                   |                | -2,238.83          |
| 12/21/2023   | -3,667.87         |                   |                  | -1,630.67         |                  |                   |                | -5,298.54          |
| 12/22/2023   | -1,287.60         |                   |                  |                   |                  |                   |                | -1,287.60          |
| 12/24/2023   | -1,261.86         | -353.62           |                  |                   |                  |                   |                | -1,615.48          |
| 12/25/2023   | -4,488.02         | -2,463.52         |                  | -2,126.88         | -77.16           |                   |                | -9,155.58          |
| 12/26/2023   | -7,463.99         | -360.00           |                  | -2,339.88         |                  | -1,849.54         |                | -12,013.41         |
| 12/27/2023   | -3,418.08         | -1,755.14         | -185.58          | -528.59           |                  | -2,916.81         |                | -8,804.20          |
| 12/28/2023   | -5,097.86         |                   |                  | -1,225.29         |                  | -2,764.84         |                | -9,087.99          |
| 12/29/2023   | -2,168.43         | -1,050.72         |                  | -298.01           | -258.70          |                   |                | -3,775.86          |
| 12/31/2023   | -1,431.24         |                   |                  |                   |                  |                   |                | -1,431.24          |
| <b>Total</b> | <b>-88,762.64</b> | <b>-12,894.13</b> | <b>-5,812.64</b> | <b>-21,045.37</b> | <b>-7,187.15</b> | <b>-35,684.66</b> | <b>-870.62</b> | <b>-172,257.21</b> |

|  |                    |
|--|--------------------|
| <b>Transaction Adjustments by Level of Service</b> | <b>-326,165.95</b> |
|--|--------------------|

|                     | <b>ALS 1 E</b>     | <b>ALS 1 NE</b>   | <b>ALS 2</b>     | <b>BLS E</b>      | <b>BLS NE</b>     | <b>SCT</b>        | <b>TNT</b>    | <b>Total</b>       |
|---------------------|--------------------|-------------------|------------------|-------------------|-------------------|-------------------|---------------|--------------------|
| Bankruptcy          |                    |                   |                  | -250.00           |                   |                   |               | -250.00            |
| Fire Med Adjustment | -6,817.01          |                   | -250.00          | -550.00           | -327.34           | -1,000.00         |               | -8,944.35          |
| W/O Fee Schedule    | -163,915.73        | -27,036.14        | -3,912.30        | -44,575.69        | -11,385.44        | -30,179.64        | -29.38        | -281,034.32        |
| W/O to collections  | -18,521.48         |                   | -250.00          | -7,633.63         | -501.84           | -2,978.29         |               | -29,885.24         |
| Waiver per FD       | -2,356.28          | -25.00            |                  | -275.00           | -3,395.76         |                   |               | -6,052.04          |
| <b>Total</b>        | <b>-191,610.50</b> | <b>-27,061.14</b> | <b>-4,412.30</b> | <b>-53,284.32</b> | <b>-15,610.38</b> | <b>-34,157.93</b> | <b>-29.38</b> | <b>-326,165.95</b> |

|                       |                     |
|-----------------------|---------------------|
| <b>Ending Balance</b> | <b>1,098,996.91</b> |
|-----------------------|---------------------|

# Western Lane Fire and EMS Authority

## Balance Sheet Comparison

As of December 31, 2023

|                                     | TOTAL                 |                         |
|-------------------------------------|-----------------------|-------------------------|
|                                     | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| <b>ASSETS</b>                       |                       |                         |
| Current Assets                      |                       |                         |
| Bank Accounts                       |                       |                         |
| 1001 Checking 5400                  | 108,433.03            | 587,226.61              |
| 1003 WLFEA LGIP 6553                | 1,916,979.22          |                         |
| <b>Total Bank Accounts</b>          | <b>\$2,025,412.25</b> | <b>\$587,226.61</b>     |
| Accounts Receivable                 |                       |                         |
| 1200 Accounts Receivable            | 450,266.46            | 30,968.17               |
| <b>Total Accounts Receivable</b>    | <b>\$450,266.46</b>   | <b>\$30,968.17</b>      |
| Other Current Assets                |                       |                         |
| 1299 Undeposited Funds              | 0.00                  | 0.00                    |
| 1304 Prepaid Expenses               | -1,737.40             | 0.00                    |
| 1305 Prepaid Insurance              | 118,106.02            | -2,554.97               |
| 1335 PSA Flex Account               | 302.00                | -186.34                 |
| 1400 Deferred Outflows of Resources | 1,496,516.99          | 291,494.99              |
| <b>Total Other Current Assets</b>   | <b>\$1,613,187.61</b> | <b>\$288,753.68</b>     |
| <b>Total Current Assets</b>         | <b>\$4,088,866.32</b> | <b>\$906,948.46</b>     |
| Fixed Assets                        |                       |                         |
| 1700 Capital Assets                 |                       |                         |
| 1708 Vehicles                       | 76,395.65             | 43,942.00               |
| 1799 Accumulated Depreciation       | -7,765.00             | -7,765.00               |
| <b>Total 1700 Capital Assets</b>    | <b>68,630.65</b>      | <b>36,177.00</b>        |
| <b>Total Fixed Assets</b>           | <b>\$68,630.65</b>    | <b>\$36,177.00</b>      |
| <b>TOTAL ASSETS</b>                 | <b>\$4,157,496.97</b> | <b>\$943,125.46</b>     |
| <b>LIABILITIES AND EQUITY</b>       |                       |                         |
| Liabilities                         |                       |                         |
| Current Liabilities                 |                       |                         |
| Accounts Payable                    |                       |                         |
| 2000 Accounts Payable               | 43,848.06             | 22,084.12               |
| <b>Total Accounts Payable</b>       | <b>\$43,848.06</b>    | <b>\$22,084.12</b>      |
| Credit Cards                        |                       |                         |
| 2007 TIB Mastercard                 | 10,410.98             | 10,918.74               |

# Western Lane Fire and EMS Authority

## Balance Sheet Comparison

As of December 31, 2023

|  | TOTAL                 |                         |
|--|-----------------------|-------------------------|
|  | AS OF DEC 31, 2023    | AS OF DEC 31, 2022 (PY) |
| <b>Total Credit Cards</b>              | <b>\$10,410.98</b>    | <b>\$10,918.74</b>      |
| Other Current Liabilities              |                       |                         |
| 2100 Payroll Liabilities               |                       |                         |
| 2110 PERS Payable                      | -59.50                |                         |
| 2115 OSGP Payable                      | 2,654.58              | 2,029.58                |
| 2116 VALIC Payable                     | 975.00                | 1,025.00                |
| 2117 AFLAC Payable                     | 1,713.03              | 1,875.84                |
| 2118 VOYA Payable                      | 6,000.00              | 7,620.00                |
| 2120 PLO Payable                       | 1,875.59              |                         |
| 2995 Clearing Account                  | 429,438.88            | 404,773.70              |
| <b>Total 2100 Payroll Liabilities</b>  | <b>442,597.58</b>     | <b>417,324.12</b>       |
| 2125 SVFR Association Dues             | 52.00                 | 44.00                   |
| 2130 IAFF Union Dues                   | 3,424.41              | 2,988.72                |
| 2135 IAFF PAC Contributions            | 87.50                 | 83.00                   |
| 2700 Deferred Inflows                  | 194,273.00            |                         |
| <b>Total Other Current Liabilities</b> | <b>\$640,434.49</b>   | <b>\$420,439.84</b>     |
| <b>Total Current Liabilities</b>       | <b>\$694,693.53</b>   | <b>\$453,442.70</b>     |
| <b>Total Liabilities</b>               | <b>\$694,693.53</b>   | <b>\$453,442.70</b>     |
| Equity                                 |                       |                         |
| 3200 Investment in Capital             | 12,150.00             | 12,150.00               |
| 3201 Retained Earnings                 | 2,036,643.66          | 550,500.82              |
| Net Income                             | 1,414,009.78          | -72,968.06              |
| <b>Total Equity</b>                    | <b>\$3,462,803.44</b> | <b>\$489,682.76</b>     |
| <b>TOTAL LIABILITIES AND EQUITY</b>    | <b>\$4,157,496.97</b> | <b>\$943,125.46</b>     |



# Western Lane Fire and EMS Authority

## Budget vs. Actuals: FY 23-24 - FY24 P&L

July - December, 2023

|  | TOTAL                 |                        |                |
|--|-----------------------|------------------------|----------------|
|  | ACTUAL                | BUDGET                 | % OF BUDGET    |
| <b>Income</b>                                  |                       |                        |                |
| 4100 Transfers                                 |                       |                        |                |
| 4101 Transfer from SVFR for Administration     | 1,484,443.50          | 3,784,713.00           | 39.22 %        |
| 4102 Transfers from WLAD for Administration    | 3,592,762.50          | 6,206,973.00           | 57.88 %        |
| 4103 Transfer from SVFR for Fire Program       | 121,191.70            |                        |                |
| 4104 Transfers from WLAD for EMS Program       | 193,340.63            |                        |                |
| <b>Total 4100 Transfers</b>                    | <b>5,391,738.33</b>   | <b>9,991,686.00</b>    | <b>53.96 %</b> |
| 4400 Miscellaneous Income                      |                       |                        |                |
| 4410 Donations                                 | 932.00                |                        |                |
| 4415 Employee Recognition Donation             | 500.00                |                        |                |
| 4420 Interest                                  | 29,997.10             |                        |                |
| <b>Total 4400 Miscellaneous Income</b>         | <b>31,429.10</b>      |                        |                |
| 4700 Western Lane Crisis Response              |                       |                        |                |
| 4701 WLCR Program Lane County                  | 98,742.94             | 187,472.00             | 52.67 %        |
| 4702 WLCR Program Other Income                 | 7,500.00              | 7,500.00               | 100.00 %       |
| 4704 HRSA Grant                                | 30,806.86             | 100,000.00             | 30.81 %        |
| 4705 BGCWLC Grant                              | 12,919.82             | 83,333.00              | 15.50 %        |
| 4706 SAMHSA Grant                              | 11,739.49             | 211,352.52             | 5.55 %         |
| 4707 WLC Foundation Grant                      | 9,313.00              | 9,313.00               | 100.00 %       |
| <b>Total 4700 Western Lane Crisis Response</b> | <b>171,022.11</b>     | <b>598,970.52</b>      | <b>28.55 %</b> |
| 4860 Reimbursements and Refunds                | 18,039.40             |                        |                |
| <b>Total Income</b>                            | <b>\$5,612,228.94</b> | <b>\$10,590,656.52</b> | <b>52.99 %</b> |
| <b>GROSS PROFIT</b>                            | <b>\$5,612,228.94</b> | <b>\$10,590,656.52</b> | <b>52.99 %</b> |
| <b>Expenses</b>                                |                       |                        |                |
| 5000 Personnel Services                        |                       |                        |                |
| 5320 WLCR Wages & Benefits                     | 93,260.92             | 165,061.00             | 56.50 %        |
| 5340 HRSA Grant Wages                          |                       | 14,976.00              |                |
| 5350 BGWLC Grant Wages                         | 24,073.14             | 65,112.00              | 36.97 %        |
| 5360 SAMHSA Grant Wages                        | 21,468.31             | 232,933.00             | 9.22 %         |
| 5400 WLFEA Payroll Taxes and Benefits          | 1,242,405.95          | 2,415,255.00           | 51.44 %        |
| 5500 WLFEA Wages & Salaries                    | 1,910,596.69          | 3,749,748.00           | 50.95 %        |
| <b>Total 5000 Personnel Services</b>           | <b>3,291,805.01</b>   | <b>6,643,085.00</b>    | <b>49.55 %</b> |
| 6000 Operations                                |                       |                        |                |
| 6100 Training                                  | 14,854.98             | 80,195.00              | 18.52 %        |
| 6200 Medical                                   | 75,030.96             | 117,800.00             | 63.69 %        |
| 6300 Reserve Expenses                          | 386.41                | 2,000.00               | 19.32 %        |
| 6400 Emergency Services                        | 128,163.50            | 168,000.00             | 76.29 %        |
| 6500 Prevention                                | 15,133.41             | 16,225.00              | 93.27 %        |
| 6600 Recruitment                               | 8,766.98              | 6,500.00               | 134.88 %       |
| 6700 Facilities                                | 67,243.97             | 203,123.00             | 33.11 %        |
| 6800 Vehicles                                  | 125,277.19            | 215,000.00             | 58.27 %        |
| 6900 Operational Supplies                      | 51,387.71             | 172,000.00             | 29.88 %        |

# Western Lane Fire and EMS Authority

## Budget vs. Actuals: FY 23-24 - FY24 P&L

July - December, 2023

|  | TOTAL                 |                       |                    |
|--|-----------------------|-----------------------|--------------------|
|  | ACTUAL                | BUDGET                | % OF BUDGET        |
| <b>Total 6000 Operations</b>               | <b>486,245.11</b>     | <b>980,843.00</b>     | <b>49.57 %</b>     |
| 7000 Materials & Services                  |                       |                       |                    |
| 7100 Administrative Expenses               | 95,664.15             | 127,000.00            | 75.33 %            |
| 7200 Technology                            | 41,414.49             | 76,500.00             | 54.14 %            |
| 7300 Board of Directors                    | 17,752.35             | 23,500.00             | 75.54 %            |
| 7400 Professional Services                 | 78,883.61             | 131,750.00            | 59.87 %            |
| 7500 Insurance                             | 141,307.12            | 150,000.00            | 94.20 %            |
| 8700 WLCR Program                          | 38,919.55             | 231,560.02            | 16.81 %            |
| <b>Total 7000 Materials &amp; Services</b> | <b>413,941.27</b>     | <b>740,310.02</b>     | <b>55.91 %</b>     |
| 8000 Capital Outlay                        |                       |                       |                    |
| 8003 WLCR Vehicle 2                        | 6,227.52              |                       |                    |
| <b>Total 8000 Capital Outlay</b>           | <b>6,227.52</b>       |                       |                    |
| Bank Charges & Fees                        | 0.25                  |                       |                    |
| <b>Total Expenses</b>                      | <b>\$4,198,219.16</b> | <b>\$8,364,238.02</b> | <b>50.19 %</b>     |
| NET OPERATING INCOME                       | \$1,414,009.78        | \$2,226,418.50        | 63.51 %            |
| Other Expenses                             |                       |                       |                    |
| 9500 Ending Fund Balance                   |                       | 2,337,090.00          |                    |
| <b>Total Other Expenses</b>                | <b>\$0.00</b>         | <b>\$2,337,090.00</b> | <b>0.00%</b>       |
| NET OTHER INCOME                           | \$0.00                | \$ -2,337,090.00      | 0.00 %             |
| <b>NET INCOME</b>                          | <b>\$1,414,009.78</b> | <b>\$ -110,671.50</b> | <b>-1,277.66 %</b> |



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

**TIB, N.A. Credit Card Account Statement  
November 23, 2023 to December 22, 2023**

**SUMMARY OF ACCOUNT ACTIVITY**

|                    |            |
|--------------------|------------|
| Previous Balance   | \$6,314.13 |
| - Payments         | \$6,314.13 |
| - Other Credits    | \$0.00     |
| + Purchases        | \$9,109.61 |
| + Cash Advances    | \$0.00     |
| + Fees Charged     | \$0.00     |
| + Interest Charged | \$0.00     |
| = New Balance      | \$9,109.61 |

Account Number XXXX XXXX XXXX 1300  
Credit Limit \$20,000.00  
Available Credit \$10,890.00  
Statement Closing Date December 22, 2023  
Days in Billing Cycle 30

**PAYMENT INFORMATION**

New Balance: \$9,109.61  
Minimum Payment Due: \$273.29  
**Payment Due Date: January 17, 2024**

**MESSAGES**

**PROTECT YOURSELF FROM SCAMMERS!**

We will never call, text, or email and ask you for your personal information. Some scammers will call and pretend to be from the Card Service Center. We will never call or text you and ask for sensitive information such as account or card number information, passwords or user names, or social security numbers. Please **DO NOT** give out that information.

If you feel pressured or concerned about a phone call, please hang up and call us at 800-367-7576 (the phone number located on the back of your credit card). Our Card Service Center team is always glad to check and can verify the information.

**TRANSACTIONS**

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

| Tran Date | Post Date | Reference Number  | Transaction Description       | Amount      |
|-----------|-----------|-------------------|-------------------------------|-------------|
| 12/17     | 12/17     | F112700AZ00CHGDDA | AUTOMATIC PAYMENT - THANK YOU | \$6,314.13- |

Transactions continued on next page

TIB, N.A.  
1550 N BROWN RD 150  
LAWRENCEVILLE GA 30043



Account Number: XXXX XXXX XXXX 1300  
New Balance: \$9,109.61  
Minimum Payment Due: \$273.29  
**Payment Due Date: January 17, 2024**

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



**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 XXXXXXXXXXXX1300   | \$6,314.13- |
| 11/30     | 12/03     | 5544732AFBLVWMPBH  | FIRE PROTECTION PUB STILLWATER OK                              | \$190.90    |
| 12/21     | 12/21     | 5543286B35SJ2WR07  | INT'L CODE COUNCIL INC 888-422-7233 IL<br>MICHAEL SCHICK       | \$230.00    |
|           |           |                    | TOTAL XXXXXXXXXXXX1318   | \$420.90    |
| 12/03     | 12/04     | 5543286AH5YAJJGG4  | AMZN MKTP US*H068M7ID3 AMZN.COM/BILL WA                        | \$149.85    |
| 12/03     | 12/04     | 5531020AH2E0ZAWSN  | AMZN MKTP US*GP6FG5F03 SEATTLE WA                              | \$15.38     |
| 12/05     | 12/06     | 5543286AK5Z14W864  | AMAZON.COM*GH1H85LL3 AMZN.COM/BILL WA                          | \$38.82     |
| 12/07     | 12/08     | 5543286AM5ZHY17L5  | AMAZON PRIME*JQ2UY6483 AMZN.COM/BILL WA                        | \$139.00    |
| 12/18     | 12/19     | 5543286B0635MLFG8  | AMZN MKTP US*M804R63S3 AMZN.COM/BILL WA                        | \$9.99      |
| 12/18     | 12/19     | 5543286B06364BX6Q  | AMZN MKTP US*CI42B5QZ3 AMZN.COM/BILL WA                        | \$56.49     |
| 12/19     | 12/20     | 5541734B1881W1Q1R  | MUNICIPAL AUDIT PAYMEN SALEM OR                                | \$300.00    |
| 12/19     | 12/20     | 5541734B1881W1Q20  | MUNICIPAL AUDIT PAYMEN SALEM OR                                | \$250.00    |
| 12/19     | 12/20     | 5543286B163A7Z2RV  | AMZN MKTP US*LW3V12DC3 AMZN.COM/BILL WA                        | \$125.98    |
| 12/19     | 12/20     | 5543286B163A81S1Y  | AMZN MKTP US*5N2QR6913 AMZN.COM/BILL WA                        | \$19.99     |
|           |           |                    | LARA LINDEMANN   |             |
|           |           |                    | TOTAL XXXXXXXXXXXX2092   | \$1,105.50  |
| 11/22     | 11/24     | 0543684A78PKV3E49  | FRED-MEYER #0464 FLORENCE OR                                   | \$150.00    |
| 12/16     | 12/17     | 5543286AY62F8913R  | SQ *BIG DOG DONUTS & D FLORENCE OR                             | \$110.40    |
| 12/16     | 12/18     | 5526352AZRBGJ6BQY  | SAFEWAY #0363 FLORENCE OR                                      | \$11.07     |
|           |           |                    | THOMAS KOZLOWSKI   |             |
|           |           |                    | TOTAL XXXXXXXXXXXX3165   | \$271.47    |
| 12/06     | 12/07     | 2524780AL00DGZ6M9  | CURTIS RESTAURANT EQUI SPRINGFIELD OR<br>GLENN PRUETT          | \$359.00    |
|           |           |                    | TOTAL XXXXXXXXXXXX5277   | \$359.00    |
| 11/24     | 11/26     | 5543286A85VF4THJT  | AMZN MKTP US*7T69W3123 AMZN.COM/BILL WA                        | \$54.99     |
| 11/24     | 11/26     | 5543286A85VH1K1GL  | AMAZON.COM*Z167V3303 AMZN.COM/BILL WA                          | \$28.49     |
| 11/24     | 11/26     | 5543286A85VL3K0NE  | AMZN MKTP US*N83CN6I13 AMZN.COM/BILL WA                        | \$188.39    |
| 11/24     | 11/26     | 5543286A85VL4BAK9  | AMZN MKTP US*AE4IO2593 AMZN.COM/BILL WA                        | \$30.29     |
| 11/27     | 11/28     | 5543286AB5WG10YP8  | AMAZON.COM*071VC6P13 AMZN.COM/BILL WA                          | \$65.10     |
| 11/28     | 11/29     | 8230509AQ000MSTRB  | SP EMS LOGIK SALT LAKE CIT UT                                  | \$350.00    |
| 11/29     | 11/29     | 1527021AD0118GFGJ  | 5.11, INC. 8664511726 CA                                       | \$132.00    |
|           |           |                    | DARREK MULLINS   |             |
|           |           |                    | TOTAL XXXXXXXXXXXX8049   | \$849.26    |
| 11/22     | 11/23     | 5550036A62DYV1314  | PRICELN*UNITED AIRLINE 203-299-8000 CT                         | \$76.00     |
| 11/22     | 11/24     | 5543286A75V8JJ1D0  | UNITED 01623439355226 800-932-2732 TX<br>HOUSE/MELISSA         | \$206.20    |
|           |           | 02/27/24 1         | EUGENE DENVER  |             |
|           |           | 02/27/24 2         | DENVER ATLANTA   |             |
| 11/22     | 11/24     | 5543286A75V8JJ1D8  | UNITED 01623439355230 800-932-2732 TX<br>SMITH/KATHY           | \$206.20    |
|           |           | 02/27/24 1         | EUGENE DENVER  |             |
|           |           | 02/27/24 2         | DENVER ATLANTA   |             |
| 11/22     | 11/24     | 5543286A75V8JX61B  | UNITED 01642556711471 800-932-2732 TX<br>HOUSE /ECONOMY PLUS S | \$72.00     |
|           |           | 02/27/24 1         | EUGENE DENVER  |             |
| 11/22     | 11/24     | 5543286A75V8JX61X  | UNITED 01642556711482 800-932-2732 TX<br>SMITH /ECONOMY PLUS S | \$72.00     |
|           |           | 02/27/24 1         | EUGENE DENVER  |             |
| 11/28     | 11/28     | 5543286AQ5WL6FKDZ  | EXPEDIA 72703090732027 EXPEDIA.COM WA                          | \$19.00     |
| 11/27     | 11/29     | 5541734AQTDDB2MFSK | AMERICAN 00180413380685 SEATTLE WA<br>HOUSE/MELISSA            | \$189.20    |

Transactions continued on next page



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

| Tran Date | Post Date | Reference Number   | Transaction Description             | Amount     |
|-----------|-----------|--------------------|-------------------------------------|------------|
|           |           | 03/04/24 1         | ATLANTA PHOENIX                     |            |
|           |           | 03/04/24 2         | PHOENIX EUGENE                      |            |
| 11/29     | 12/01     | 5526352AERBGJW39T  | SAFEWAY #0363 FLORENCE OR           | \$22.17    |
| 12/12     | 12/12     | 5542950ASLR5A7KE8  | AGASERVICECO MAR TT 8042853300 VA   | \$43.39    |
| 12/14     | 12/17     | 5526352AXRBGJEK6D  | SAFEWAY #0363 FLORENCE OR           | \$33.29    |
| 12/18     | 12/20     | 0543684B15SAX5NET  | DOMINO'S 9387 FLORENCE OR           | \$41.35    |
|           |           |                    | MELISSA HOUSE                       |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX8197             | \$980.80   |
| 11/26     | 11/27     | 0543684ABEHT9426Z  | DOMINO'S 9387 FLORENCE OR           | \$70.91    |
|           |           |                    | BLAIR CAMPBELL                      |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX8293             | \$70.91    |
| 12/04     | 12/05     | 0543684AJ8PLW451D  | FRED-MEYER #0464 FLORENCE OR        | \$91.15    |
| 12/04     | 12/06     | 5526352AKRBGK1N6L  | SAFEWAY #0363 FLORENCE OR           | \$35.98    |
| 12/16     | 12/17     | 1527021AY013SGYXG  | 5.11, INC. 8664511726 CA            | \$107.45   |
| 12/21     | 12/22     | 0543684B38PN1HLN3  | FRED-MEYER #0464 FLORENCE OR        | \$17.46    |
|           |           |                    | ROBERT CHANCE II                    |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX1552             | \$252.04   |
| 12/07     | 12/08     | 8230509AM000KWPWM  | SEASHORE INN SEASIDE OR             | \$1,123.90 |
|           |           | CHECK-IN 12/07/23  | FOLIO #mccsr_P9                     |            |
| 12/13     | 12/14     | 5543286AW61L6YKM8  | SQ *THE PONO HUKILAU FLORENCE OR    | \$300.00   |
|           |           |                    | MARY DIMON                          |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX2022             | \$1,423.90 |
| 11/29     | 11/30     | 1527021AD017N2LF7  | YETI 1-833-225-9384 5123949384 DE   | \$2,025.00 |
| 11/29     | 11/30     | 1527021AD017N2PD3  | YETI 1-833-225-9384 5123949384 DE   | \$429.00   |
| 12/14     | 12/15     | 5541734AW880GNGW5  | MUNICIPAL AUDIT PAYMEN SALEM OR     | \$250.00   |
| 12/17     | 12/18     | 0543684AZ8PM331KQ  | FRED-MEYER #0464 FLORENCE OR        | \$103.81   |
| 12/18     | 12/18     | 5270487B01R48B1JG  | BI-MART 644 FLORENCE OR             | \$88.90    |
|           |           |                    | TRISH LUTGEN                        |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX4275             | \$2,896.71 |
| 11/29     | 12/01     | 7514051AES66MPPAY  | COPELAND LUMBER - FLOR FLORENCE OR  | \$7.59     |
| 12/03     | 12/05     | 0543684AKEHTYTT76  | DOMINO'S 9387 FLORENCE OR           | \$48.93    |
| 12/03     | 12/05     | 5526352AJRBJGJ3DD8 | SAFEWAY #0363 FLORENCE OR           | \$20.00    |
| 12/08     | 12/10     | 7514051APS66D24JH  | COPELAND LUMBER - FLOR FLORENCE OR  | \$4.00     |
| 12/15     | 12/17     | 5554807AYBM8NR9JB  | FLORENCE TRUE VALUE FLORENCE OR     | \$9.99     |
| 12/18     | 12/19     | 0543684B08PM5H37T  | FRED-MEYER #0464 FLORENCE OR        | \$38.34    |
| 12/19     | 12/20     | 5554807B2BM8LV7SD  | FLORENCE TRUE VALUE FLORENCE OR     | \$3.38     |
| 12/21     | 12/22     | 5554807B4BM8F44HW  | FLORENCE TRUE VALUE FLORENCE OR     | \$6.99     |
|           |           |                    | ANDY GRAY                           |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX3003             | \$139.22   |
| 11/24     | 11/26     | 0230537A95SQNEGNQ  | AUTOZONE 4380 FLORENCE OR           | \$43.18    |
| 11/25     | 11/26     | 5270487A91RQHZ3MW  | BI-MART 644 FLORENCE OR             | \$25.76    |
|           |           |                    | RONNIE PEARSON                      |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX0131             | \$68.94    |
| 12/02     | 12/03     | 5270487AG1RQJPT0W  | BI-MART 644 FLORENCE OR             | \$24.98    |
|           |           |                    | DAVID ROSSI                         |            |
|           |           |                    | TOTAL XXXXXXXXXXXXX5775             | \$24.98    |
| 12/04     | 12/05     | 5265384AJ1YEWVZ82  | IGNITEWOO.COM 8884348388 DE         | \$39.00    |
| 12/15     | 12/17     | 5543286AX62328WMN  | DTV*DIRECTV SERVICE 800-347-3288 CA | \$206.98   |

Transactions continued on next page



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

| Tran Date               | Post Date | Reference Number | Transaction Description | Amount   |
|-------------------------|-----------|------------------|-------------------------|----------|
| HOLLY LAIS              |           |                  |                         |          |
| TOTAL XXXXXXXXXXXXX6806 |           |                  |                         | \$245.98 |

\$0 - \$9,109.61 WILL BE DEDUCTED FROM YOUR ACCOUNT AND CREDITED AS YOUR AUTOMATIC PAYMENT ON 01/17/24. 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       | 19.49% (v)                   | \$0.00                           | 30                    | <b>\$0.00</b>   |
| Cash Advances   | 19.49% (v)                   | \$0.00                           | 30                    | <b>\$0.00</b>   |

(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](http://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.

**Western Lane Fire and EMS Authority  
Transaction List by Date  
December 2023**

| Date       | Transaction Type     | Num   | Name   | Memo/Description   | Account            | Amount    |
|------------|----------------------|-------|--|--|--------------------|-----------|
| 12/01/2023 | Bill Payment (Check) | 11118 | Acid Remap LLC                                 |  | 1001 Checking 5400 | -750.00   |
| 12/01/2023 | Bill Payment (Check) | 11119 | Airgas USA LLC                                 |  | 1001 Checking 5400 | -666.23   |
| 12/01/2023 | Bill Payment (Check) | 11120 | bio-MED  |  | 1001 Checking 5400 | -232.00   |
| 12/01/2023 | Bill Payment (Check) | 11121 | Canopy   |  | 1001 Checking 5400 | -275.40   |
| 12/01/2023 | Bill Payment (Check) | 11122 | Coastal Paper & Supply                         | 3418   | 1001 Checking 5400 | -378.95   |
| 12/01/2023 | Bill Payment (Check) | 11123 | EMS Logik                                      |  | 1001 Checking 5400 | -648.00   |
| 12/01/2023 | Bill Payment (Check) | 11124 | Henry Schein, Inc.                             |  | 1001 Checking 5400 | -5,920.61 |
| 12/01/2023 | Bill Payment (Check) | 11125 | Matthew Danigelis, M.D.                        |  | 1001 Checking 5400 | -1,000.00 |
| 12/01/2023 | Bill Payment (Check) | 11126 | National Testing Network                       |  | 1001 Checking 5400 | -750.00   |
| 12/01/2023 | Bill Payment (Check) | 11127 | Oregon Dept of Forestry                        | 05387 Siuslaw Rural Fire Dist  | 1001 Checking 5400 | -52.39    |
| 12/01/2023 | Bill Payment (Check) | 11128 | Oregon State Ambulance Association             |  | 1001 Checking 5400 | -700.00   |
| 12/01/2023 | Bill Payment (Check) | 11129 | Overhead Door of the Oregon Coast              | Cust No. 00-West439 & 00-Sius039   | 1001 Checking 5400 | -500.00   |
| 12/01/2023 | Bill Payment (Check) | 11130 | PacificSource Administrators                   | Employer ID P00194   | 1001 Checking 5400 | -408.00   |
| 12/01/2023 | Bill Payment (Check) | 11131 | Petty Cash                                     |  | 1001 Checking 5400 | -66.88    |
| 12/01/2023 | Bill Payment (Check) | 11132 | Quill, LLC                                     | 5116790  | 1001 Checking 5400 | -28.73    |
| 12/01/2023 | Bill Payment (Check) | 11133 | SeaWestern Fire Fighting Equipment             |  | 1001 Checking 5400 | -439.80   |
| 12/01/2023 | Bill Payment (Check) | 11134 | Siuslaw Valley Electric                        |  | 1001 Checking 5400 | -271.09   |
| 12/01/2023 | Bill Payment (Check) | 11135 | Special Districts Association of Oregon (SDAO) |  | 1001 Checking 5400 | -3,557.00 |
| 12/01/2023 | Bill Payment (Check) | 11136 | Systems Design                                 |  | 1001 Checking 5400 | -4,713.50 |
| 12/01/2023 | Bill Payment (Check) | 11137 | T.S. Yard Service                              |  | 1001 Checking 5400 | -3,240.00 |
| 12/01/2023 | Bill Payment (Check) | 11138 | TASC   | ID 4417-2987-4152  | 1001 Checking 5400 | -174.48   |
| 12/01/2023 | Bill Payment (Check) | 11139 | Vend West Services Inc                         | WESLA & SVFIR  | 1001 Checking 5400 | -222.20   |
| 12/01/2023 | Bill Payment (Check) | 11140 | Westcoast Media Group, Inc.                    |  | 1001 Checking 5400 | -425.00   |
| 12/01/2023 | Bill Payment (Check) | 11141 | Siuslaw Valley Firefighter Association (SVFFA) |  | 1001 Checking 5400 | -52.00    |
| 12/01/2023 | Bill Payment (Check) | 11142 | VALIC  |  | 1001 Checking 5400 | -975.00   |
| 12/01/2023 | Bill Payment (Check) | 11143 | Westcoast Media Group, Inc.                    |  | 1001 Checking 5400 | -100.00   |
| 12/04/2023 | Check                | EFT   | VOYA   | 11-30-2023 Payroll contributions Voya<br>11-30-23 payroll contributions OSGP<br>(submitted w/o Wraye - his enrollment was delayed) | 1001 Checking 5400 | -6,000.00 |
| 12/04/2023 | Check                | EFT   | Oregon Savings Growth Plan (OSGP)              |  | 1001 Checking 5400 | -2,804.58 |
| 12/04/2023 | Bill Payment (Check) | EFT   | IAFF Local 851                                 |  | 1001 Checking 5400 | -87.50    |
| 12/04/2023 | Bill Payment (Check) | EFT   | IAFF Local 851                                 |  | 1001 Checking 5400 | -3,404.41 |
| 12/06/2023 | Bill Payment (Check) | EFT   | Charter Communications -St-1                   | 8751 16 025 0143928  | 1001 Checking 5400 | -38.92    |
| 12/06/2023 | Bill Payment (Check) | EFT   | County Transfer & Recycling                    |  | 1001 Checking 5400 | -186.50   |
| 12/06/2023 | Bill Payment (Check) | EFT   | CECO   | 10003635   | 1001 Checking 5400 | -7,695.34 |
| 12/06/2023 | Bill Payment (Check) | EFT   | County Transfer & Recycling                    |  | 1001 Checking 5400 | -234.90   |
| 12/07/2023 | Bill Payment (Check) | EFT   | Standard Insurance Company                     | Policy # 00 762435 001   | 1001 Checking 5400 | -4,073.35 |
| 12/08/2023 | Check                | EFT   | ADP Payroll Services                           | \$20.00  | 1001 Checking 5400 | -654.90   |
| 12/11/2023 | Bill Payment (Check) | EFT   | Clear Rate Communications                      | 4950169  | 1001 Checking 5400 | -365.22   |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -81.84    |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -92.65    |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -47.60    |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -973.47   |
| 12/12/2023 | Bill Payment (Check) | EFT   | U.S. Bank Equipment Finance                    | Cust Credit Acct 1782465   | 1001 Checking 5400 | -191.00   |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -104.61   |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -83.41    |
| 12/12/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                            |  | 1001 Checking 5400 | -60.54    |
| 12/12/2023 | Bill Payment (Check) | EFT   | Thomas Kozlowski                               |  | 1001 Checking 5400 | -40.00    |
| 12/12/2023 | Bill Payment (Check) | 11144 | Kathy Evans                                    |  | 1001 Checking 5400 | -117.83   |
| 12/13/2023 | Bill Payment (Check) | 11145 | Berenger Constantino                           |  | 1001 Checking 5400 | -445.41   |
| 12/14/2023 | Bill Payment (Check) | EFT   | CenturyLink (Lumen)                            |  | 1001 Checking 5400 | -667.36   |
| 12/15/2023 | Bill Payment (Check) | EFT   | City of Florence                               |  | 1001 Checking 5400 | -51.40    |
| 12/15/2023 | Bill Payment (Check) | EFT   | City of Florence                               |  | 1001 Checking 5400 | -224.75   |
| 12/15/2023 | Bill Payment (Check) | EFT   | City of Florence                               |  | 1001 Checking 5400 | -280.61   |
| 12/15/2023 | Bill Payment (Check) | EFT   | City of Florence                               |  | 1001 Checking 5400 | -21.56    |
| 12/15/2023 | Bill Payment (Check) | EFT   | City of Florence                               |  | 1001 Checking 5400 | -46.03    |
| 12/17/2023 | Check                | EFT   | Card Services Center                           | 10/24-11/22/2023 monthly credit card expenses  | 1001 Checking 5400 | -6,314.13 |
| 12/17/2023 | Bill Payment (Check) | EFT   | Spectrum - Charter Communications              |  | 1001 Checking 5400 | -299.97   |
| 12/17/2023 | Bill Payment (Check) | EFT   | Spectrum - Charter Communications              |  | 1001 Checking 5400 | -515.00   |
| 12/18/2023 | Check                | EFT   | AFLAC  | Nov 2023 premium for employee enrollments  | 1001 Checking 5400 | -775.11   |
| 12/19/2023 | Bill Payment (Check) | EFT   | Spectrum - Charter Communications              |  | 1001 Checking 5400 | -184.97   |
| 12/19/2023 | Bill Payment (Check) | 11146 | 4 Color Pro                                    |  | 1001 Checking 5400 | -630.00   |
| 12/19/2023 | Bill Payment (Check) | 11147 | Airgas USA LLC                                 |  | 1001 Checking 5400 | -1,430.71 |

|            |                      |       |   |   |                    |            |
|------------|----------------------|-------|---|---|--------------------|------------|
| 12/19/2023 | Bill Payment (Check) | 11148 | Angie's Alterations                           |   | 1001 Checking 5400 | -119.00    |
| 12/19/2023 | Bill Payment (Check) | 11149 | Cascade Fire Equipment                        |   | 1001 Checking 5400 | -484.12    |
| 12/19/2023 | Bill Payment (Check) | 11150 | Cascade Health                                |   | 1001 Checking 5400 | -605.00    |
| 12/19/2023 | Bill Payment (Check) | 11151 | Chuck's Plumbing Inc                          |   | 1001 Checking 5400 | -636.00    |
| 12/19/2023 | Bill Payment (Check) | 11152 | Coast Broadcasting                            |   | 1001 Checking 5400 | -145.00    |
| 12/19/2023 | Bill Payment (Check) | 11153 | Coastal Fitness Inc                           | Client No. 8013   | 1001 Checking 5400 | -992.00    |
| 12/19/2023 | Bill Payment (Check) | 11154 | Coastal Paper & Supply                        | 3418  | 1001 Checking 5400 | -571.13    |
| 12/19/2023 | Bill Payment (Check) | 11155 | Country Media, Inc.                           |   | 1001 Checking 5400 | -45.00     |
| 12/19/2023 | Bill Payment (Check) | 11156 | Davison Auto Parts                            | 26588   | 1001 Checking 5400 | -30.25     |
| 12/19/2023 | Bill Payment (Check) | 11157 | Florence Glass                                |   | 1001 Checking 5400 | -100.00    |
| 12/19/2023 | Bill Payment (Check) | 11158 | Florence True Value                           | Cust No. 919  | 1001 Checking 5400 | -67.63     |
| 12/19/2023 | Bill Payment (Check) | 11159 | Gerl Brooks                                   |   | 1001 Checking 5400 | -2,502.00  |
| 12/19/2023 | Bill Payment (Check) | 11160 | Government Ethics Commission                  | 0GE0003547  | 1001 Checking 5400 | -945.68    |
| 12/19/2023 | Bill Payment (Check) | 11161 | Henry Schein, Inc.                            |   | 1001 Checking 5400 | -6,412.43  |
| 12/19/2023 | Bill Payment (Check) | 11162 | IMS Alliance                                  |   | 1001 Checking 5400 | -928.90    |
| 12/19/2023 | Bill Payment (Check) | 11163 | Jerry Prater Constuction                      |   | 1001 Checking 5400 | -350.00    |
| 12/19/2023 | Bill Payment (Check) | 11164 | Jerry Ward                                    |   | 1001 Checking 5400 | -163.66    |
| 12/19/2023 | Bill Payment (Check) | 11165 | Justin Mack                                   |   | 1001 Checking 5400 | -834.00    |
| 12/19/2023 | Bill Payment (Check) | 11166 | KJ Smith Associates LLC                       |   | 1001 Checking 5400 | -11,882.50 |
| 12/19/2023 | Bill Payment (Check) | 11167 | L.N. Curtis and Sons                          | Cust # C30653   | 1001 Checking 5400 | -314.65    |
| 12/19/2023 | Bill Payment (Check) | 11168 | Local Government Law Group PC                 |   | 1001 Checking 5400 | -324.00    |
| 12/19/2023 | Bill Payment (Check) | 11169 | LOSAP c/o Oregon Fire District Directors Assn |   | 1001 Checking 5400 | -225.00    |
| 12/19/2023 | Bill Payment (Check) | 11170 | Marvin W Plunkett                             |   | 1001 Checking 5400 | -1,514.00  |
| 12/19/2023 | Bill Payment (Check) | 11171 | OFDDA-LOSAP TRUST                             |   | 1001 Checking 5400 | -175.00    |
| 12/19/2023 | Bill Payment (Check) | 11172 | Shervin's Tire & Automotive                   |   | 1001 Checking 5400 | -221.00    |
| 12/19/2023 | Bill Payment (Check) | 11173 | Soderstrom Architects                         | Project 23043.000   | 1001 Checking 5400 | -5,000.00  |
| 12/19/2023 | Bill Payment (Check) | 11175 | Teleflex LLC                                  | 155750  | 1001 Checking 5400 | -3,904.00  |
| 12/19/2023 | Bill Payment (Check) | 11176 | The Shippin' Shack                            |   | 1001 Checking 5400 | -69.62     |
| 12/19/2023 | Bill Payment (Check) | 11177 | Thomas EMS                                    |   | 1001 Checking 5400 | -2,135.00  |
| 12/19/2023 | Bill Payment (Check) | 11178 | TNT Sales & Repair Inc                        |   | 1001 Checking 5400 | -1,459.39  |
| 12/19/2023 | Bill Payment (Check) | 11179 | Tony's Garage                                 |   | 1001 Checking 5400 | -80.00     |
| 12/19/2023 | Bill Payment (Check) | 11180 | Vend West Services Inc                        | WESLA & SVFIR   | 1001 Checking 5400 | -84.50     |
| 12/20/2023 | Bill Payment (Check) | EFT   | South Coast Water                             |   | 1001 Checking 5400 | -37.47     |
| 12/20/2023 | Bill Payment (Check) | 11174 | Special Districts Insurance Services          |   | 1001 Checking 5400 | -75,112.11 |
| 12/20/2023 | Bill Payment (Check) | 11181 | HRA VEBA Trust Contributions                  | 84639   | 1001 Checking 5400 | -875.00    |
| 12/21/2023 | Check                | EFT   | Oregon Savings Growth Plan (OSGP)             | 11-30-23 payroll contributions OSGP (addl for Wraye, new enrollment)  | 1001 Checking 5400 | -100.00    |
| 12/21/2023 | Check                | EFT   | HRA VEBA Trust Contributions                  | ACH duplicate payment for Lewis Birdseye IV HRA Veba pro-rated (will be applied for future employees, Gentry and/or Takaki) | 1001 Checking 5400 | -875.00    |
| 12/22/2023 | Bill Payment (Check) | EFT   | RICOH   | Cust # 15095401   | 1001 Checking 5400 | -35.19     |
| 12/23/2023 | Bill Payment (Check) | EFT   | WAVE (Astound)                                |   | 1001 Checking 5400 | -194.92    |
| 12/23/2023 | Bill Payment (Check) | EFT   | WAVE (Astound)                                |   | 1001 Checking 5400 | -194.92    |
| 12/24/2023 | Bill Payment (Check) | EFT   | FIRSTNET (ATT)                                | 287315307133  | 1001 Checking 5400 | -1,737.27  |
| 12/25/2023 | Bill Payment (Check) | EFT   | Heceta Water                                  |   | 1001 Checking 5400 | -33.15     |
| 12/25/2023 | Bill Payment (Check) | EFT   | Stepup IT Services LLC                        |   | 1001 Checking 5400 | -4,505.52  |
| 12/26/2023 | Bill Payment (Check) | EFT   | CECO  | 10003635  | 1001 Checking 5400 | -2,451.27  |
| 12/27/2023 | Bill Payment (Check) | EFT   | U.S. Bank Equipment Finance                   | Cust Credit Acct 1782465  | 1001 Checking 5400 | -106.21    |
| 12/28/2023 | Bill Payment (Check) | EFT   | Central Lincoln PUD                           |   | 1001 Checking 5400 | -518.91    |



## Western Lane Fire and EMS Authority



### Job Description

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**TITLE: Client Advocate**

**EFFECTIVE: 01/01/2023**

**REPORTS TO: WLCR Program Manager**

**REVISED:**

**SALARY RANGE: Part time hourly / Stipend**

**CIVIL SERVICE CLASSIFICATION: Exempt**

**REPRESENTATION: NA**

#### JOB SUMMARY

Under the immediate supervision of the Western Lane Crisis Response (WLCR) Manager, the WLCR Client Advocate team member is responsible for responding to and providing resources to persons experiencing mental health episodes, suicidal thoughts, homeless issues, and other emergency situations which does not require law enforcement or pre-hospital EMS intervention. WLCR Client Advocates may also assist police with death notification, provide crisis intervention and resources to families who have lost their home to fire, or provide grief support to family members who have just lost a loved one. WLCR Client Advocates also provide support and resource assistance to members of our Fire, EMS, law enforcement communities and their families.

Client Advocates are responsible for following up on WLCR calls and providing continued education, support and/or additional resources. Client Advocates will also provide clerical support in the completion of call documentation and the upload of incident information into Measures and Outcomes Tracking System (MOTS). Advocates may be required to assist the WLCR Program Manager and Assistant Manager with scheduling, team meetings, fulfilling grant requirements i.e., community presentations and trainings.

#### ESSENTIAL JOB FUNCTIONS

- Respond to incidents to provide assessment, crisis intervention, and support to clients within Western Lane County. Examples include suicidal subjects, acute mental health episodes, homeless individuals, family disputes, requests for welfare checks, as well as assist with fire, crime, medical emergencies, and natural/manmade disasters.
- In cases of suspected child, elder or domestic abuse, verbally report to law enforcement or the appropriate county agency and complete the abuse reporting.
- Provide resource information to those in need.

- Document all WLCR calls.
- Update MOTS and MHS25 of all WLCR and follow up calls.
- Track all follow up calls in the WLCR follow up log.
- Attend and Assist with WLCR Team meetings twice a month.
- Attend case reviews with WLFEA crew members when requested.
- Attend quarterly WLCR trainings.
- Attend Association Meetings at least four times per year.
- Provide clear communication of client status with the next shift Client Advocate.
- Meet weekly to communicate and update WLCR Manager of client status and relevant information.
- Respond to texts, phone calls and email communications from other WLCR Members including the WLCR Manager.
- Be a point of contact for questions from community members, local agencies, dispatch, law enforcement, and Fire/EMS.
- Promotion of the WLCR program which could entail visiting businesses and distributing WLCR flyers.
- Educating the public on the purpose of the WLCR program.
- Maintain cleanliness and inventory of WLCR vehicles.
- Maintain and update resources for team members and client advocates.
- Maintain and update client advocate training binder.
- A willingness to work tactfully and respectfully with people in crisis regardless of their race, religion, sexual orientation, or lifestyle choices.
- Other duties as assigned.

#### REQUIRED EDUCATION, DEGREES, CERTIFICATES, AND/OR LICENSES

- High School Diploma or equivalent.
- One year experience working in medical or social services or with disadvantaged individuals.
- Candidate must have a current Oregon Driver's License or obtain one within four months from date of hire.
- Must meet minimum training and performance requirements and complete WLCR Academy.
- Obtain Community Health Worker (CHW) or Qualified Mental Health Associate (QMHA) certification within 12 months of hire date.
- Professional dress (WLCR clothing will be provided) is to be worn whenever on duty and when working in the office.

#### PREFERRED EDUCATION, DEGREES, CERTIFICATES, AND/OR LICENSES

- Associates Degree or higher is desirable
- Experience in counseling, crisis work, or previous work as an emergency responder

## EQUIPMENT

Operates office equipment, such as computers and software, calculator, copy machine, scanner, shredder, fax machine, and multi-line telephone.

## PHYSICAL REQUIREMENTS

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

- Employee may be required to lift-up to 25lbs, ambulate on uneven terrain, remain standing or walking for 1-2 hours at a time, and sit for long periods of time.
- Must have the ability to respond to emergency calls at all hours of the night, sometimes in challenging weather and/or under other stressful conditions.

## CONDITIONS OF EMPLOYMENT

Candidate must agree to and pass a background check, a DMV check, and pre-employment drug screen.

## RESIDENCY REQUIREMENTS

At this time there are no residency requirements for this position, but the Client Advocate must be able to arrive on scene within 30 minutes of notification.

**The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.**

**The job description does not constitute an employment agreement between the Client Advocate and the Authority. This job description is subject to change by the Fire and EMS Chief as needed.**

|   |                        |
|---|------------------------|
| <b>WESTERN LANE FIRE &amp; EMS AUTHORITY</b>                      | <b>SECTION NUMBER:</b> |
| <b>OPERATIONS AND PROCEDURES MANUAL</b>                           | <b>EFFECTIVE DATE:</b> |
| <b>DIVISION TITLE: ADMINISTRATIVE POLICIES – JOB DESCRIPTIONS</b> | <b>REVISION DATE:</b>  |
| <b>SECTION TITLE: FULL TIME ADMINISTRATIVE ASSISTANT</b>          | <b>REVIEWED DATE:</b>  |

**Classification: Non-Exempt Hourly**

**JOB SUMMARY:** Under the direction of the Fire & EMS Chief and the immediate supervision of the Office Manager, provides administrative support in preparing financials, human resources, and general administration for Western Lane Fire & EMS Authority (WLFEA), Siuslaw Valley Fire and Rescue (SVFR), and Western Lane Ambulance District (WLAD).

**EXAMPLES OF DUTIES:**

**Administration:**

- Provides receptionist duties at the front desk and switchboard, opens and distributes daily mail, issues burn permits/address signs.
- Performs Recording Secretary duties: posts public meeting notices, assists in preparing board meeting agendas, minutes, and packets.
- Provides support to district staff including correspondence, reports, monthly newsletters; arranges group functions, meetings and meals when needed.
- Updates district web sites and media with notices and other documents.
- Purchases office supplies.
- Coordinates IT repairs with IT Service Provider.
- Prepares the input of data, deposits, and mailings for the annual LifeMed program.
- May perform Administrative Assistant duties for Western Lane Emergency Operations Group (WLEOG), including preparation of minutes and packets.
- Updates policy manuals and TeamRescue.

**Financials:**

- Enters daily accounts payable, accounts receivable and credit card transactions.
- Assists Office Manager in preparation of annual budgets and audits.
- Enters transactions into financial software and prepares weekly bank deposits.
- Assists with monthly bank statement and credit card reconciliations.

**Human Resources:**

- Assists in the onboarding of new hire employees.
- Maintains personnel, medical and training files.

- Enrolls employees in health/dental/life insurance, deferred comp (VALIC & VOYA), HRA VEBA, Pacific Source, AFLAC programs.
- Receive Fire Logs from Dispatch, input Target Solutions/Incident/Drill reports.
- Prepare monthly payroll, coordinate payroll deductions (medical insurance, union/association dues, deferred comp, garnishments).
- Enters PERS for eligible employees following payroll.
- Assist Recruit/Retention with auxiliary, volunteers, and update workers comp.
- Assist employees with changes in their personal or payroll status, programs, and other needs.

## **MINIMUM QUALIFICATIONS**

**EDUCATION and/or EXPERIENCE:** Minimum of a High School Diploma. Associates degree or higher is desirable. Any combination of work experience and education which provides the required level of knowledge and abilities may be considered.

**KNOWLEDGE, SKILLS & ABILITIES:** To perform the job successfully, an individual should demonstrate the following:

- Responds promptly to customer needs, requests for service and assistance.
- Ability to communicate effectively in English in oral and written form. Speaks clearly and persuasively in positive or negative situations.
- Maintains a positive attitude under stressful conditions. Ability to perform work for a number of individuals and handle interruptions and adjustments to priorities throughout the day.
- Follows district policies and procedures.
- Ability to maintain strict confidentiality.
- Plans, organizes and prioritizes work. Completes administrative tasks correctly and on time.
- Have sound knowledge and ability in business correspondence, the ability to proofread grammar, spelling, and punctuation with a high degree of accuracy.
- Have broad knowledge of office equipment related to the functions and operations of an administration office.
- Ability to operate a personal computer and knowledge of word processing, spreadsheet, and database software. Ability to navigate and utilize the Internet.

**PHYSICAL DEMANDS & WORK ENVIRONMENT:** The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Employee may be required to lift up to 25lbs to perform the job duties.

**Requirements:** Candidate must sign a contract with the Authority agreeing to be a non-tobacco user. Candidate must have or obtain an Oregon Driver's License and be insurable by the Fire District. Candidate must agree to and pass a background check.

# Western Lane Fire and EMS Authority



## Job Description

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**TITLE:** Firefighter/EMT                      **EFFECTIVE:** July 1, 2022

**REPORTS TO:** Company Officer                      **REVISED:**

**SALARY RANGE:** Per Collective Bargaining Agreement

**CIVIL SERVICE CLASSIFICATION:** Firefighter/EMT

**REPRESENTATION:** Career Firefighters are represented by IAFF Local 851

### JOB SUMMARY

Under general supervision, performs specialized firefighting work involving driving, operation and maintenance of fire and EMS apparatus and equipment; responds to alarms and provides emergency medical treatment to sick and injured patients, including ambulance transport and interfacility transfers; fights fires and assists in the protection of life and property; participates in fire prevention work, necessary training and public education, and does other related work as needed or assigned.

### ESSENTIAL JOB FUNCTIONS

Responds to alarms with assigned company; lay and connect hose; operate pumping apparatus; operate nozzles and direct water streams; place, raise, and climb ladders; ventilate burning structures; enter burning buildings to evacuate known occupants; respond to emergency rescue calls including auto accidents, gas system leaks, wildland and structural fires, search and rescue, sand dunes and water incidents; operate necessary equipment and perform essential functions of firefighting such as fire attack, forcible entry, auto extrication, rescue, ventilation, salvage, and overhaul; detect and preserve evidence at a fire scene and participates in determining origin; respond to emergency medical incidents, perform patient assessment, administer necessary treatments, provide ambulance transport as needed and continuation of care; respond to hazardous materials incidents, secure scene and hazardous material identification, participate in mitigation activities; participate in fire and medical drills; perform related duties and responsibilities as required; maintain integrity and demonstrate courteous and cooperative behavior when interacting with elected officials, the public, and staff; promote an effective and cooperative workplace environment.

### REQUIRED EDUCATION, DEGREES, CERTIFICATES, AND/OR LICENSES

Graduation from high school or a valid GED.

The following NFPA, IFSAC, Oregon DPSST, or NWCG certifications must be currently held or obtained within the first year following promotion or hire:

- Firefighter I
- Firefighter II
- Hazardous Materials Operations
- Driver Operator
- Driver Operator Pumper
- NWCG Firefighter Type 2

Other required classes (equivalent certifications may be considered):

- NIMS 100, 200, 700, 800

Minimum of an Oregon Health Division EMT-Basic certification; Nationally Registered EMT-Basic (Preferred).

Associates Degree in Fire Science, EMS, or a related field from an accredited college or a minimum of twenty-five credit hours from an accredited college towards a related field of study (Preferred).

Experience in ALS transport or as a firefighter in a comparable agency (Preferred).

Possess and maintain a valid Oregon Driver's License.

### EQUIPMENT

Operates office equipment, such as computers and software, calculator, copy machine, scanner, shredder, fax machine, and multi-line telephone.

### CONDITIONS OF EMPLOYMENT

New hires from outside the organization:

- Pass a Criminal Background and Reference Check.
- Successful completion of the Authority Physical Ability Exam or current CPAT certificate.
- Successful completion of a medical physical exam in accordance with NFPA 1582.
- Pass Pre-Employment Drug Screening.

**The examples of duties are intended only as illustrations of the various types of work performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.**

**The job description does not constitute an employment agreement between the firefighter and the Authority. This job description is subject to change by the Fire and EMS Chief as needed.**

## Personal Appearance Standards

### 1027.1 PURPOSE AND SCOPE

In order to project uniformity and neutrality, members shall maintain their personal hygiene and appearance to ensure a professional image appropriate for this authority and for their assignment.

The procedures contained herein are intended to promote uniformity of the members of the Authority by addressing specific grooming items. However, nothing herein shall limit the authority's ability to address any other grooming or personal appearance issues that may be deemed improper for members of the Authority.

### 1027.2 GROOMING STANDARDS

The following appearance standards shall apply to all members except those whose current assignment would deem them not appropriate or where the Fire & EMS Chief or the authorized designee has granted an exception.

#### 1027.2.1 PERSONAL HYGIENE

All members must maintain proper personal hygiene. Examples of improper personal hygiene include but are not limited to dirty fingernails, bad breath, body odor, and dirty or unkempt hair. Any member who has a condition due to a protected category (e.g., race, physical disability) which affects any aspect of personal hygiene covered by this policy may qualify for an accommodation and should report any need for an accommodation to a supervisor or the Administration Division.

#### 1027.2.2 HAIR

The hairstyle of all members shall be neat in appearance. Hair must be no longer than the horizontal level of the bottom of the uniform patch when the member is standing erect. Hairstyles that extend below the top edge of the uniform collar should be secured in a tightly wrapped braid or ponytail.

#### 1027.2.3 MUSTACHES

A short and neatly trimmed mustache may be worn. Mustaches shall not extend below the corners of the mouth or beyond the natural hairline of the upper lip.

#### 1027.2.4 SIDEBURNS

Sideburns shall not extend below the bottom of the ear and shall be trimmed and neat.

#### 1027.2.5 BEARDS AND GOATEES

Beards, goatees, or any hair on the chin or near the bottom lip is prohibited.

#### 1027.2.6 FACIAL HAIR

Facial hair other than sideburns, mustaches, and eyebrows shall not be worn, unless authorized by the Fire & EMS Chief or the authorized designee.



## *Personal Appearance Standards*

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### **1027.2.7 COSMETICS**

Members are permitted to wear cosmetics of conservative color and amount.

### **1027.2.8 FINGERNAILS**

Fingernails extending beyond the tip of the finger can pose a safety hazard to members working in the field. For this reason, fingernails shall be trimmed so that no point of the nail extends beyond the tip of the finger.

### **1027.2.9 JEWELRY AND ACCESSORIES**

No jewelry or personal ornaments shall be worn by members on-duty on any part of the uniform or equipment, except those authorized within this manual. Members should be mindful of wearing jewelry that can become snagged or caught during performance of fire suppression duties.

- Necklaces or jewelry, worn around the neck, shall not be visible above the shirt collar.
- It is recommended that members refrain from wearing rings while assigned to suppression.

### **1027.3 TATTOOS**

At no time will tattoos on the arms below the elbow be visible while on-duty. Any tattoo, brand, or mutilation on the head, neck, scalp, face, or hand must be covered by way of a uniform, business attire, or neutral-colored skin patch while on-duty. Tattoos, brands, or mutilations that are inappropriate, as determined at the sole discretion of the Fire & EMS Chief, must also be covered. Inappropriate marks may include but are not limited to marks that exhibit or advocate discrimination; marks that promote or express gang, supremacist, or extremist group affiliation; and marks that depict or promote drug use, sexually explicit acts, or other obscene material.

### **1027.4 BODY PIERCING OR ALTERATION**

Except for a single-stud pierced earring worn in the lobe of each ear, no body piercing shall be visible while any member is on-duty or representing the Authority in any official capacity.

Alteration to any area of the body visible in any authorized uniform or attire that is a deviation from normal anatomical features and which is not medically required is prohibited. Such body alteration includes but is not limited to:

- (a) Tongue splitting or piercing.
- (b) The complete or trans-dermal implantation of any material other than hair replacement.
- (c) Abnormal shaping of the ears, eyes, nose, or teeth.
- (d) Branding or scarification.

### **1027.5 RELIGIOUS ACCOMMODATION**

The religious beliefs and needs of authority members should be reasonably accommodated. Requests for religious accommodation should generally be granted unless there is a compelling

### *Personal Appearance Standards*

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security or safety reason and denying the request is the least restrictive means available to ensure security or safety. The Fire & EMS Chief should be advised any time a request for religious accommodation is denied.

Those who request to wear headscarves, simple head coverings, certain hairstyles, or facial hair for religious reasons should generally be accommodated absent unusual circumstances.

#### **1027.6 EXEMPTIONS**

Members who seek cultural (e.g., protected hairstyle) or other exemptions to this policy that are protected by law should generally be accommodated (ORS 659A.001; ORS 659A.030). A member with an exemption may be ineligible for an assignment if the individual accommodation presents a security or safety risk. The Fire & EMS Chief should be advised any time a request for such an accommodation is denied or when a member with a cultural or other exemption is denied an assignment based on a safety or security risk.

## Proposed Alternative to Policy 1027 for Western Lane Fire and EMS Authority Personal Appearance Standards

### 1027.1 Purpose and Scope ~~URPOSE AND SCOPE~~

In order to ~~project present~~ uniformity, ~~and neutrality~~, members shall maintain their personal hygiene and appearance to ensure a professional image appropriate for this Authority and for their assignment. The procedures contained herein are intended to promote uniformity of the members of the Authority by addressing specific grooming items. However, nothing herein shall limit the Authority's ability to address any other grooming or personal appearance issues that may be deemed improper for members of the Authority.

### 1027.2 GROOMING STANDARDS

The following appearance standards shall apply to all members except those whose current assignment would deem them not appropriate or where the Fire & EMS Chief or the authorized designee has granted an exception in writing.

#### 1027.2.1 PERSONAL HYGIENE

All members must maintain proper personal hygiene. Examples of improper personal hygiene include but are not limited to dirty fingernails, bad breath, body odor, and dirty or unkempt hair. Any member who has a condition due to a protected category (e.g., race, physical disability) which affects any aspect of personal hygiene covered by this policy may qualify for an accommodation and should report any need for an accommodation to a supervisor ~~or the Administration Division~~.

Commented [MJ1]: Human Resources?

#### 1027.2.2 HAIR

The hairstyle of all members shall be neat in appearance. ~~Hair must be no longer than the horizontal level of the bottom of the uniform patch when the member is standing erect.~~ Hairstyles that extend below the top edge of the uniform collar should be secured in a neat manner that prevents hair from interfering with job duties. ~~in a tightly wrapped braid or ponytail.~~

~~1027.2.3 MUSTACHES A short and neatly trimmed mustache may be worn. Mustaches shall not extend below the corners of the mouth or beyond the natural hairline of the upper lip.~~

~~1027.2.4 SIDEBURNS Sideburns shall not extend below the bottom of the ear and shall be trimmed and neat.~~

~~1027.2.5 BEARDS AND GOATEES Beards, goatees, or any hair on the chin or near the bottom lip is prohibited.~~

#### 1027.2.36 FACIAL HAIR

Facial hair other than sideburns, mustaches, and eyebrows shall not be worn, unless authorized by the Fire & EMS Chief or the authorized designee. Facial hair will be kept trimmed and neat, and any facial hair which inhibits the employee from wearing appropriate PPE according to current OSHA guidelines for their assignment is not permitted.

### 1027.2.47 COSMETICS

Members are permitted to wear cosmetics of conservative color and amount.

### 1027.2.58 FINGERNAILS

Fingernails extending beyond the tip of the finger can pose a safety hazard to members working in the field. For this reason, fingernails shall be trimmed so that no point of the nail extends beyond the tip of the finger. Fingernails shall be kept less than 1/4in long and nails should not inhibit the ability to wear proper PPE. Artificial nails are not permitted for patient care tasks due to increased infection risk recognized by the CDC and WHO.

### 1027.2.69 JEWELRY AND ACCESSORIES

No jewelry or personal ornaments shall be worn by members on duty on any part of the uniform or equipment, except those authorized within this manual. Members should be mindful of wearing jewelry that can become snagged or caught during performance of fire suppression duties. • Necklaces or jewelry, worn around the neck, shall not be visible above the shirt collar. • It is recommended that members refrain from wearing rings while assigned to suppression. Visible jewelry shall not contain any curse words, sexual words or imagery, depictions of violence, or symbols known to be associated with hate groups. Any jewelry which inhibits the use of appropriate PPE for expected tasks is not permitted. It is recommended that members refrain from wearing jewelry while assigned to fire suppression.

### 1027.3 TATTOOS

At no time will tattoos on the arms below the elbow be visible while on duty. Any tattoo, brand, or mutilation on the head, neck, scalp, face, or hand must be covered by way of a uniform, business attire, or neutral-colored skin patch while on duty. Tattoos, brands, or mutilations that are inappropriate, as determined at the sole discretion of the Fire & EMS Chief, contain curse words, sexual words or imagery, depictions of violence, advocate discrimination, depict drug/alcohol usage, or symbols known to be associated with hate groups, must also be covered while on duty or representing the district. The Fire and EMS chief has final discretion provided in writing to determine whether a tattoo must remain covered on duty. Inappropriate marks may include but are not limited to marks that exhibit or advocate discrimination; marks that promote or express gang, supremacist, or extremist group affiliation; and marks that depict or promote drug use, sexually explicit acts, or other obscene material.

### 1027.4 BODY PIERCING OR ALTERATION

Except for a single stud pierced earring worn in the lobe of each ear, no body piercing shall be visible while any member is on duty or representing the Authority in any official capacity. Alteration to any area of the body visible in any authorized uniform or attire that is a deviation from normal anatomical features and which is not medically required is prohibited. Such body alteration includes but is not limited to: (a) Tongue splitting or piercing. (b) The complete or trans-dermal implantation of any material other than hair replacement. (c) Abnormal shaping of the ears, eyes, nose, or teeth. (d) Branding or scarification. Any piercings or artificial body alterations which hinder or inhibit the ability of

the employee to wear appropriate PPE for expected duties are not permitted. If a piercing or alteration presents a clear and expected danger to the individual in daily activities, it will not be permitted. Piercings and alterations containing curse words, sexual words or imagery, depictions of violence, advocate discrimination, depict drug/alcohol usage, or symbols known to be associated with hate groups will not be permitted.

#### **1027.5 RELIGIOUS ACCOMMODATION**

The religious beliefs and needs of authority members should be reasonably accommodated. Requests for religious accommodation should generally be granted unless there is a compelling security or safety reason and denying the request is the least restrictive means available to ensure security or safety. The Fire & EMS Chief should be advised ~~any time a request for religious accommodation is denied. of any request for accommodation and has ultimate discretion on granting exemptions and accommodations.~~ Those who request to wear headscarves, simple head coverings, certain hairstyles, or facial hair for religious reasons should generally be accommodated absent unusual circumstances.

#### **1027.6 EXEMPTIONS**

Members who seek cultural (e.g., protected hairstyle), medical, religious, or other exemptions to this policy that are protected by law should generally be accommodated (ORS 659A.001; ORS 659A.030). A member with an exemption may be ineligible for an assignment if the individual accommodation presents a security or safety risk. The Fire & EMS Chief should be advised ~~of any request for accommodation and has ultimate discretion on granting exemptions and accommodations. any time a request for such an accommodation is denied or when a member with a cultural or other exemption is denied an assignment based on a safety or security risk.~~

## Internal Controls

### 113.1 PURPOSE AND SCOPE

Internal controls are absolutely necessary for maintaining a secure and reliable accounting system. Internal controls, when strictly followed, can protect the financial integrity of the District records and protect against mismanagement of District Funds.

### 113.2 POLICY

#### 113.2.1 DEPOSITS

All deposits of the District funds shall be made by the Administration Staff and reviewed by the Office Manager.

#### 113.2.2 COMPUTER RECORD SECURITY

Passwords to access the Authority's computers accounting system shall only be issued to the Administrative Staff and the Fire & EMS Chief. All accounting records shall be backed-up on a daily basis.

#### 113.2.3 MONTHLY FINANCIAL REVIEW

The Board of Directors shall, at the monthly Board meeting, review the monthly financial reports and transaction register for their District and supervised by the Office Manager. The Board of Directors will appoint a designee to review the monthly bank statements and reconciliations.

#### 113.2.4 PURCHASES

Expense Forms are required on all purchases and must be signed by the Fire & EMS Chief, Operations Chief, or Finance Manager. Signatory authority can be transferred to an appointed designee with the approval of the Fire & EMS Chief.

#### 113.2.5 VERIFICATION OF RECEIPTS

No invoice shall be paid without proof that the District has received the goods or services stated on the invoice. If no written proof exists, the Authority shall request written proof of purchase from the issuer of the invoice.

#### 113.2.6 CASH TRANSACTIONS

Duties will be assigned to individuals in such a manner that no one individual can control all phases of collecting cash, recording cash, and processing any transaction in a way that permits errors or omissions to go undetected.

#### 113.2.7 AUTHORIZATION FOR WRITING-OFF BAD DEBT

Authorization for writing-off bad debt shall be given to the Fire & EMS Chief. The Authority Board of Directors shall approve any write-off over the amount of \$2,500.00.

## *Internal Controls*

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### 113.2.8 PETTY CASH

Expenditure of petty cash funds shall require an Expense Form with full documentation, including the purpose of the expenditure and the name of the person being paid out of the petty cash funds if applicable.

### 113.2.9 CHECK SIGNING - MULTIPLE SIGNATURES

All checks require two signatures to be valid for payment. The Fire & EMS Chief and members of the Board of directors shall sign and co-sign all checks.

## Financial Management

### 114.1 PURPOSE AND SCOPE

To preserve capital through prudent banking and cash management, to achieve the most productive use of cash, minimize operating costs and to control receipts and disbursements. To maintain competitive and good working relations with financial institutions and to ensure that all financial systems, functions, and controls meet generally accepted audit standards.

### 114.2 POLICY

#### 114.2.1 BANKING SERVICES

Banking services shall be solicited at least every five years on a competitive bid basis. Banks submitting proposals must meet the following criteria:

- Must be able to provide Collateral Pool Certificates.
- Must be insured by the Federal Deposit Insurance Corporation.
- Must be able to facilitate funds transfers to and from the Local Government Investment Pool managed by the Oregon State Treasurer.
- Must provide annual audited financial statements.
- All District bank accounts must be authorized and approved by the Fire & EMS Chief.

#### 114.2.2 ACCOUNTS RECEIVABLES

An account receivables aging schedule will be prepared on a monthly basis. This will be monitored by the Fire & EMS Chief to ensure the accounts due the District are being pursued in a timely fashion.

#### 114.2.3 ACCOUNTS PAYABLE

Invoices will be analyzed to take advantage of any discounts available. The Fire & EMS Chief prior to payment being made will review all financial obligations of the District.

#### 114.2.4 DEBT

If feasible, the District may enter into long-term lease obligations or issue Bonds to finance capital acquisitions upon approval of the Board of Directors. Before issuing any debt, the District will consult with the appropriate financial advisors. All leases as reported in the District's annual financial report will be limited as follows:

- Annual leases will be limited to the economic life of the equipment or facilities to be purchased and in no case shall be extended beyond twenty (20) years or otherwise unless authorized by the Oregon Revised Statutes.
- Lease purchases of equipment and facilities will be limited to fit within the District's stated mission, goal or governmental role.
- All lease purchase payments must be included in the District's approved budget.



## *Financial Management*

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### 114.2.5 AUDITS / AUDITORS

The Authority will conduct an annual audit at the end of the fiscal year. Authority employees are to cooperate with auditors regarding any records requests maintained for or by the District.

### 114.2.6 AUTHORIZED PERSONNEL / SECURITY

The Fire & EMS Chief or the President of the Board of Directors is authorized to open upon demand deposit accounts as may be required by the District. Checks written by the District require two signatures to become valid. Petty Cash and checks are to be secured in a lockedfile cabinet at all times. The Fire & EMS Chief is responsible for maintaining current signature cards with the appropriate financial institutions.

## Board of Directors

### 101.1 PURPOSE AND SCOPE

To describe the responsibilities of members of the board of Directors for Siuslaw Valley Fire & Rescue, Western Lane Ambulance District, and Western Lane Fire and EMS Authority.

### 101.2 POLICY

#### 101.2.1 ORGANIZATION STRUCTURE

The Board of Directors oversees the Fire & EMS Chief, Civil Service Commission (SVFR), and their respective Budget Committees. The Board authorizes all positions in the organization and entrusts the Fire & EMS Chief to organize them as necessary to carry out the business of the Authority.

#### 101.2.2 DISTRICT MANAGEMENT

The Board is required by state law to appoint a Fire & EMS Chief. The Fire & EMS Chief operates under the direction of the Board of Directors. The Authority management structure must be clearly defined to ensure efficient operations under all conditions. Unity of command is established through the adoption of a formal organization chart and position classifications (job descriptions). Decision making authority and reporting responsibility (unity of command) must be maintained under normal and emergency conditions. The Fire & EMS Chief has the discretion to appoint a temporary acting in capacity officer in his/her absence. District policies should establish a plan of temporary succession in the event of an unexpected or extended absence of the Fire & EMS Chief. Temporary succession of command should be based on predetermined procedures until the Board of Directors can meet to address the issue and determine the most appropriate course of action. If the position of Fire & EMS Chief is vacant (retirement, resignation, death), the Board of Directors has sole authority and responsibility to determine how the duties of Fire & EMS Chief will be addressed on both the interim and permanent basis.

#### 101.2.3 DIRECTOR QUALIFICATIONS

Oregon Revised Statutes 478.050 states, "A director of a district shall be an elector or an owner within the district. A district may determine, by ordinance that takes effect at least one (1) year prior to the date of a regular district election, that firefighters or paramedics of the district, volunteer or otherwise, and other district employees shall not serve as directors." The Fire District Board of Directors adopted Ordinance No. 01-2014 on August 15, 2014 prohibiting volunteer members and employees of the District from serving as a District Director. A Director or interested person can seek election to any position. The term of office is four years. The Board of Directors must consist of five members. A district may, with voter approval, establish subdistricts (wards) for the purpose of nominating or electing two or more director positions. Siuslaw Valley Fire and Rescue elects all Directors at-large; sub-districts have not been established. Directors or interested persons should view the statutory requirements highlighted above as the minimum qualifications for service on the Board of Directors. Directors should also ensure they have sufficient time and commitment to

## *Board of Directors*

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perform the duties of a Board as described in state law and necessary for the orderly governance of the District.

### 101.2.4 OATH OF OFFICE

An Oath of Office is an affirmation a person takes before undertaking the duties of an office. An Oath is not required by law but can be required by Policy.

- The Board President shall be responsible for administering the Oath of Office to the other Directors.
- The Board Vice President shall be responsible for administering the Oath of Office to the Board President.
- The Board President of Western Lane Fire and EMS Authority, or his/her designee, shall be responsible for administering the Oath of Position to the Fire & EMS Chief.

Oath of Office for a Director position:

“You have been elected (or appointed) to represent the communities served by (Siuslaw Valley Fire & Rescue) or (Western Lane Ambulance District).”

“Your behaviors, decisions and actions directly reflect the image of (Siuslaw Valley Fire and& Rescue) or (Western Lane Ambulance District), other Board Members, its personnel, and the level of service the District provides to the citizens we serve.”

“Please raise your right hand and repeat after me:”

“I, (STATE YOUR NAME), do solemnly affirm that I will uphold the vision, mission, values and policies adopted by (Siuslaw Valley Fire and& Rescue) or (Western Lane Ambulance District); I will act for the good of the communities of which I serve; I will endeavor for the preservation of life and property; I will strive for excellence while I faithfully, honestly, and ethically perform the duties of Director with (Siuslaw Valley Fire and& Rescue) or (Western Lane Ambulance District).”

“You are now duly affirmed as a Director for (Siuslaw Valley Fire and& Rescue) or (Western Lane Ambulance District).

### 101.2.5 DIRECTORS RESPONSIBILITIES

Oregon Revised Statutes, Chapter 478 addresses the duties, power, and authority of fire districts. ORS 478.210. Oregon Revised Statutes pertaining to health districts are 440, Health District and Oregon Revised Statute 198, Special Districts.

The key duty of a Board Director is to make decisions. The law requires that the Board of Directors make all decisions as a unit. Individual decisions are invalid. In order to function effectively as a member of a board, each Director should:

- Become familiar with the Oregon Revised Statutes, Oregon Administrative Rules and other regulations related to the routine and emergency activities of the District.
- Directors are elected to work for the good of the District. Personal interest shall be subordinate to working for the good of the overall board, District, and public interest.

## Board of Directors

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- Support board decisions and actions.
- Suspend judgment until sufficient information is available to make informed and supportable decisions.
- Recognize the difference between policy issues that the Board of Directors should address and administrative and operational issues that the District Staff should address.
- Understand the need for teamwork with other Directors and District Staff.
- Accept responsibility for total board operation. While board officers are elected, all Directors should prepare to function in any elected board officer position.
- Commit sufficient time to prepare for each meeting by reading all materials provided and spending any additional time necessary to develop an understanding of the issues to be considered.
- Be open to effectively deal with all forms of public input regardless of the form in which the public input is delivered.
- Deal effectively with controversy, differences of opinion, and criticism in a manner that neither the board nor individual Director becomes the focus of acrimony.
- Conduct all business with the highest moral and ethical standards and in accordance with the Oregon Government Ethics laws.
- If a Director possesses professional expertise that can be of benefit to the District the Fire & EMS Chief may ask for the assistance of the Director in the completion of special project work. Throughout the project work the Director will report to the Fire & EMS Chief and focus only on the task they have been assigned.

### 101.2.6 DIRECTOR CODE OF ETHICS

The term "Ethics", used in its broadest form, refers to a set of moral principles. Not every individual within an organization has the same perception of ethical conduct. People base their decisions on experience, personal values, and learned behavior. A "Code of Ethics," as used in this policy, refers to the general rules of conduct the Board recognizes in respect to governance of the District. This code of ethics is intended to serve as a guide for Board Directors. The Board is committed to excellence in leadership and decision-making that results in the highest quality of service to its residents and taxpayers. It is the Board of Director's intent to review this policy annually in the month of July.

- (a) The Board will follow all regulations and laws related to the conduct of District business. It will also honor its own adopted policies and procedures. Knowing the law is the starting point of effective governance.
- (b) The Board recognizes the dignity, values, and opinions of one another, staff members, employees, and the general public. It will encourage responsiveness and effective participation in all its communications.
- (c) The Board recognizes its primary responsibility is the formulation and evaluation of policy and the employment of a Chief Executive Officer (Fire & EMS Chief) to administer District business at the direction of the Board.

## Board of Directors

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- (d) The Board recognizes that operational matters of the District should be directed to the Fire & EMS Chief and Staff.
- (e) The Board commits to conducting all meetings in accordance with the Oregon Public Meetings laws. It recognizes that District business is to be conducted in public with the exception of specific topics that meet the criteria for Executive sessions.
- (f) The Board will focus on issues and seek solutions that are in the best interest of the public and avoid issues of personality and/or special interests.
- (g) The Board, both as a body and as a group of individuals will support decisions made by the Board. Individual Directors may disagree with a certain decision but should support the position as the considered opinion of the Board. This position is not intended to restrict further consideration based on additional information but to provide for the effective continuation of District business.
- (h) The Board will work directly with the Fire & EMS Chief and Staff to obtain information and/or an enhanced understanding to improve effective decision making. The Board should direct any complaint and/or issue directly to the Fire & EMS Chief. It is the responsibility of the Fire & EMS Chief to resolve the issue as may be necessary.
- (i) ~~Board Directors, to the greatest extent possible, will forward business items to either the Board President or the~~ ~~for inclusion in a Board of Directors meeting agenda. The goal is to provide public notification of the issue and to allow time for the Staff and other Board Directors to research/consider the topic.~~ Any member of the Board of Directors can place items in any meeting for which the Director is a member by submitting the item by voice, email, fax, hand delivered message, or posted mail to either the Board President, the Presiding Chairman, or the Fire & EMS Chief for inclusion in the meeting agenda; doing so at least ten (10) calendar days prior to the meeting; and providing a proposed text. Those receiving the submittal are to acknowledge receipt within one (1) business day; and within three business days, either notification of inclusion into the agenda including the actual text being used or a written detailed explanation why the submission has been denied or delayed by the Board President or Presiding Chairman. The goal is to provide public notification of the issue and to allow time for the Staff and other meeting attendees to research and consider the agenda item.
- (j) The Board recognizes it operates as a unit and that individual Board Director authority exists only as a member of the whole.
- (k) The Board acknowledges that policy decisions require Board action. When an individual Board Director receives a policy related question, the response must be based on established policy. The question may be brought to the full Board for further consideration. When such questions arise, the topic should be forwarded to the Board President and/or Fire & EMS Chief for inclusion in a Board of Directors meeting agenda.

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- (l) The Board recognizes effective operations require a team approach. The Board, Fire & EMS Chief, and Staff members are expected to work together in a collaborative process assisting each other in the conduct of District business.
- (m) The Board recognizes the value of long-term planning and interaction with other agencies and will constantly maintain a focus on the long-term stability of the District and service to its residents and taxpayers.
- (n) The Board will be courteous and responsive to citizen requests and will generally direct their concerns and interests to the Fire & EMS Chief as appropriate.
- (o) The Board as a body, and as a group of individuals, acknowledges that information and study foster good decision making and will commit the necessary effort to develop a working understanding of all issues that come before the Board.
- (p) The Board acknowledges that conflict or differences of view could arise between members and will seek effective remedies that are in the best interest of the Board and the District.
- (q) The Board will seek legal counsel when indicated and will be guided by the legal advice provided.
- (r) The Board acknowledges that conflicts of interest may occasionally arise and that each Board member is responsible to declare such actual or potential conflicts as specified in Oregon Revised Statutes and/or Oregon Administrative Rule.

### 101.2.7 DIRECTOR CONFLICT OF INTEREST

The state laws related to conflicts of interest were established in 1974. The laws are now known as "Government Ethics." They are included in Oregon Revised Statutes (ORS) Chapter 244. Directors, Board Appointees (Budget Committee & Civil Service), District employees, and District volunteers are Public Officials as defined by the law. The laws require public officials to disclose any situation that could be either a potential or actual conflict of interest. An actual conflict of interest may arise when a public official takes official action that would financially impact the official, a relative or an associated business. A potential conflict of interest may arise when a public official takes official action that could financially impact the public official, the official's relatives, or a business with which the public official or a relative is associated. The standards for disclosure and subsequent action depend on whether the circumstance in question is an actual or potential conflict. The Board, in its desire to ensure all business decisions are made in full disclosure and compliance with the law, has implemented the practice of requiring Directors to annually submit an individual Statement of Acknowledgment concerning conflicts of interest. This process is designed to refresh Board member's knowledge of the State of Oregon Government Ethics laws and does not relieve the Board member from declaring an actual/potential conflict before participating in any official action throughout the year.

### 101.2.8 ELECTED BOARD OFFICES

All Directors are eligible for election and should view the election to office as a routine and expected responsibility of being a Director. Oregon Revised Statutes require each Board to elect a President, Vice President, and a Secretary-Treasurer. While the term of office is one (1) year,

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there is no limitation on the number of sequential terms an individual may serve; however, rotation of officers is encouraged for fuller participation by Directors. Board officers are elected annually in July at the first Board meeting of each fiscal year. Each elected officer takes office immediately and serves until the first Board meeting of the following fiscal year, or until a successor is elected.

The duties of the President include:

- Presiding at meetings of the Board of Directors. The President shall perform all of the duties prescribed by the Oregon Revised Statutes.
- Consulting with the Fire & EMS Chief regarding the preparation of each Board meeting agenda.
- Participating, along with other Board Directors, with all the rights to discuss issues, make motions, nominate candidates, and to vote.
- Calling Special Meetings (study sessions, executive sessions, and/or additional regular sessions) of the Board as described by the Oregon Public Meetings Law and in compliance with the Special Meeting Policy.
- Signing official District documents on behalf of the Board when authorized by the Board.
- Making appointments with the consensus of the Board as may be required by law and/or for the orderly representation of the Board.

The duties of the Vice-President include:

- Serving as President in the absence of the President with all the powers and duties as described above. The Vice-President shall have such other powers and duties as a majority of the Board may determine.
- Assuming the position of President in the event of absence, resignation, incapacity, or inability to serve of the President.
- Serving on such committees and/or as representative as appointed by the Board President.

The duties of the Secretary-Treasurer include:

- Ensuring accurate minutes of each Board meeting are taken, transcribed, and distributed. Ensuring official minutes are properly authenticated and maintained in chronological order. These duties may be delegated to District staff members under the supervision of the Secretary Treasurer.
- Ensuring accurate accounting and financial records are maintained by the District. Reviewing the District's financial audit with the District auditor, Fire Chief, and Chief Finance Officer prior to submittal to the Board.
- Conducting a properly called Board Meeting in the absence of the President and Vice-President.
- Serving on such committees and/or as representative as appointed by the Board President

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### 101.2.9 BOARD APPOINTMENTS

The appointment of committees and/or representatives is a routine function of a board. Ordinarily the Board President will make the appointments with the concurrence of the full Board. The appointees may be Board, Staff, and/or citizen appointments depending on the position. Appointments are made in response to statutory requirements (Civil Service Commission, Budget Committee), to study specific issues, or to represent the District in associations or other interagency activities (Florence Urban Renewal Agency Committee). The particular authority and duties of appointees whether a Director, District staff member, or citizen are either specified by statutory requirements or will be set by the Board President with a consensus of the Board at the time of appointment. Board appointments may be ad hoc or ongoing.

Current ongoing appointments include the following:

- Civil Service Commission (SVFR only) – three (3) citizen members with four-year terms.
- Budget Committee – five (5) citizen members with three-year terms. While the committees required by state law may have specific selection criteria, the Board generally has broad discretionary authority in the process. The term of appointment for citizen positions on this committee is considered to expire on June 30th.

The following process is used when making citizen appointments to the Civil Service Commission and the Budget Committee:

- Advertise the vacancy to identify qualified applicants.
- Review applicants for qualifications.
- Interview qualified applicants as may be necessary.
- Make selection and appointment in a manner selected by the Board.
- Conduct orientation and/or training as may be necessary.

Selection Considerations: The Board should give consideration to, but not be limited to, the following qualifications:

- (a) Prior budget committee experience, especially with the District.
- (b) Background and understanding of financial management or other professional experience that could benefit the District.
- (c) Availability of time and willingness to participate.
- (d) Decision making and group consensus skills.
- (e) Absence of known conflicts of interest.
- (f) A desire to help the District.

Committee members seeking appointment for political reasons or the opportunity to interfere in District business should not apply and/or be appointed. An appointment of a Director or District staff member to represent the District or the Board of Directors to an ad hoc or ongoing committee should be based on qualifications and availability. Appointments to these positions are



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the responsibility of the Board President but should be discussed during a public meeting to ensure the consensus of the Board approves the appointment. Although, if an appointment is required before it can be discussed in a public meeting, the Board President may make the appointment and discuss it at the next Board Meeting. A citizen appointed to a committee may be removed by the Board President at any time but this action should be discussed during a public meeting to ensure the consensus of the Board approves the removal.

The Board should give consideration to, but not be limited to, the following qualifications:

- Prior budget committee experience, especially with the District.
- Background and understanding of financial management or other professional experience that could benefit the District.
- Availability of time and willingness to participate.
- Decision making and group consensus skills.
- Absence of known conflicts of interest.
- A desire to help the District. Committee members seeking appointment for political reasons or the opportunity to interfere in District business should not apply and/or be appointed.

An appointment of a Director or District staff member to represent the District or the Board of Directors to an ad hoc or ongoing committee should be based on qualifications and availability. Appointments to these positions are the responsibility of the Board President but should be discussed during a public meeting to ensure the consensus of the Board approves the appointment. Although, if an appointment is required before it can be discussed in a public meeting, the Board President may make the appointment and discuss it at the next Board Meeting.

### 101.2.10 FILLING BOARD VACANCIES

When vacancies in Board positions occur midterm, state law charges the Board of Directors with the responsibility of filling the position. In the event there is less than a majority (quorum) of remaining Board Directors or if a majority of the remaining Board Directors cannot agree, the Lane County Court (County Commissioners) will make the appointment(s). The person appointed to fill the vacant position will serve through June 30 following the next regular District election (odd-numbered year). The appointee may run for the position at the next regular District election. The law does not give specific direction on either the process or the criteria that the Board of Directors should use to fill a vacancy other than the appointee must meet the basic statutory requirements.

- (a) Selection Process: The Board may select the process it determines is in the best interest of the District to identify and screen applicants and make appointments. The following process is generally followed:
1. Make the vacancy known through advertisement or other method;
  2. Screen applications as may be necessary;
  3. Interview the most qualified applicants;

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4. Select the most qualified applicant. Selection may be by Board consent or by ballot. The Board of Directors may base the vote on simple majority or on a score based on a total of the applicant ranking by each sitting Director.
  5. Officially appoint the successful candidate. The newly appointed Director will take the Oath of Office. The appointment will take effect immediately.
- (b) Selection Considerations: The Board should give consideration to, but not be limited to, the following qualifications:
1. Past local government experience.
  2. Understanding of Oregon open meeting and public records laws.
  3. Prior budget committee experience, especially with the District.
  4. Prior Board of Director experience with other districts.
  5. Background and understanding of financial management or other professional experience that could benefit the District.
  6. Availability of time and willingness to participate.
  7. Decision making and group consensus skills.
  8. Absence of known conflicts of interest.
  9. A desire to help the District. Candidates seeking appointment for political reasons or the opportunity to interfere in District business should not apply and/or be appointed.

### 101.2.11 DISTRICT ELECTIONS

The County Clerk is responsible for the conduct and administration of all District elections. The Oregon Revised Statutes establish election dates, filing deadlines, and requirements. It is the responsibility of the District to ensure that all District elections comply with these statutes. There are a variety of reasons the District may require an election:

- Local option tax levy
- Board of Director election
- Board of Director recall
- Annexation proposal
- Changes in service fee structure
- Consolidation, merger, or dissolution
- Sub-districts.

The Oregon Revised Statutes specify procedural requirements for each different type of election. An Elections manual is available from the County Clerk which outlines the procedural requirements in detail. The County Clerk will issue a Certificate of Election finalizing the results after the election.

### *Board of Directors*

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The Board of Directors designates the Fire & EMS Chief as the contact person for Western Lane Fire and EMS Authority.

#### 101.2.12 ORDINANCES AND RESOLUTIONS

The general form for taking action on business items involves the passing of motions. In certain situations, the Board may find the need to adopt an ordinance or a resolution.

An ordinance is an authoritative rule or law adopted by the Board in conjunction with State Law. The District adopts ordinances that include the adoption of a fire code, collection of fees, formation of a contract review board, prohibition of volunteers and employees from being Directors, requirements for insurance of public firework displays, and medical and fire stand-bys at certain events. Oregon Law provides specific procedures that must be followed in the advertisement and adoption of ordinances. Ordinances are effective until repealed.

A resolution is a formal motion that expresses formal opinion. The District adopts resolutions in the same manner as all main motions. In general, the District utilizes resolutions when required by law or when the proposal is lengthy and/or highly important. Resolutions are usually prefaced with whereas statements, that state the reasons for the resolution.

Resolutions remain in force until rescinded or for the length of time specified in the resolution.

#### 101.2.13 MEETING AGENDAS

An agenda is a list of specific items under each division of the order of business that the Board plans to discuss at a meeting. An agenda adds order to the conduct of regular business. Unless specifically established by the Board, an agenda does not preclude other items of business from being proposed, considered and decided during the meeting. The agenda is flexible, and items may be added, omitted, or changed at the discretion of the presiding officer. It is important to note that while all meetings are open to the public, the meeting is a meeting of the Board of Directors. The presiding officer may or may not accept discussion or the addition of new topics. The Chief / Director, in consultation with the Board President, normally prepares the Board meeting agendas. Regular monthly agendas are prepared and sent to the Board members prior to the meeting. The format of agendas for special, emergency, or executive meetings depends on the scope and order of the business.

The format for regular meetings includes the following major divisions:

1. Call to order
2. Pledge of allegiance
3. Roll call of Directors
4. Approval of minutes of previous meetings
5. Public comment, (not to exceed three minutes per speaker with a maximum of thirty minutes for all public comment)
6. Approval of Consent Agenda typically consisting of:
  1. Meeting minutes

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2. Staff Reports
3. Correspondence
7. Financial review
8. Old business
9. New business
10. Individual Board member comments
11. Future business
12. Executive session as needed
13. Adjournment.

### 101.2.14 MEETING MINUTES

Oregon Public Meetings Law requires that minutes be taken for all Board meetings. Minutes for regular and special sessions must be written. Executive session minutes may be recorded. Minutes for public meetings must include a listing of:

- Members present.
- All motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition.
- Results of all votes, including the vote of each member by name.
- The substance of any discussion on any matter.
- Subject to ORS 192.410 - 192.505 relating to public records, a reference to any documents discussed at the meeting.

Executive session minutes are stored separately from other minutes. If minutes of an executive session are kept by recording, written minutes are not required. If the disclosure of material in executive session minutes would be inconsistent with the purpose for which the executive session was held, the material may be withheld from disclosure.

### 101.2.15 MEETING NOTICES

Oregon Public Meetings Law requires that public notice be given of the time and place of all public meetings, including regular, special, and emergency meetings. This requirement applies to all meetings for which a quorum is required even if the meeting is for the sole purpose of gathering information to serve as the basis for a subsequent decision or recommendation by the Board.

The law requires that notice be given to the media and to those who have stated in writing that they wish to be notified of meetings. The notice must include a list of the principal subjects anticipated to be considered at the meeting. A reasonable effort must be demonstrated to be inclusive, but the law does not preclude the addition of items to the agenda that arose after the preparation of the agenda.

## *Board of Directors*

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The Public Meetings Law provides specific detail related to content, timing, and distribution of required notices depending on the nature and type of meeting. The Board and Administrative Staff must be aware of and ensure notices comply with these standards. The State Attorney General's Office publishes and makes available through the Internet the "Attorney General's Public Records and Meetings Manual."

### 101.2.16 EXECUTIVE SESSIONS

"Executive session" is defined by Oregon Law as any meeting or part of a meeting of a governing body, which is closed to certain persons for deliberation on certain matters. An executive session is a type of public meeting and must conform to all applicable provisions of the Public Meetings Law.

The meeting notice requirements for executive sessions are the same as for other public meetings. However, there is an additional requirement that the statutory authority and reason for the session must be set forth. An executive session may be called during a regular, special, or emergency meeting for which notice has already been given.

The Board may not make final decisions during any executive session. The Board may arrive at a consensus during the executive session, but a final vote must be made during the public portion of a meeting. The purpose of this requirement is to allow the public to know the result of the discussions.

Generally, an executive session is closed to all except members of the governing body, persons reporting to it on the subject of the executive session, and the news media (with certain restrictions). The presiding officer must declare that the subject of the executive session is not to be disclosed.

Oregon Revised Statutes identify ten purposes for which an executive session may be conducted. The specific law should be reviewed in each instance to ensure the statutory restrictions and conditions are being met.

1. Employment of Personnel
2. Discipline of Public Officers and Employees
3. Medical Staff of a Public Hospital
4. Consultation with Labor Negotiator
5. Real Property Transactions
6. Exempt Records
7. Trade or Commerce
8. Litigation/Consultation with Legal Counsel
9. Performance Evaluations
10. Labor Negotiations

## *Board of Directors*

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### 101.2.17 PARLIAMENTARY PROCEDURES

Rules of parliamentary procedure provide the means for orderly and expeditious disposition of matters before the Board. They govern the way Directors interact with each other. To facilitate decision-making, a simplified and flexible approach to parliamentary procedure is helpful. The Robert's Rules of Order shall be utilized to ensure a smooth and effective meeting takes place.

The basic principles of parliamentary procedure that apply include:

- All Directors have equal rights, privileges, and obligations
- The majority vote decides all issues.
- The rights of the minority are protected.
- Each Director has the right to understand every proposition presented for decision, and to engage in full and free discussion of the proposition's advantages and disadvantages before taking action.
- The simplest and most direct procedure for accomplishing a purpose shall be observed, as long as it does not violate the rights of Directors or the laws.
- Directors will be protected from abuse by visitors, spectators, and other participating in the Board's activities, by use and enforcement of orderly processes.
- All meetings shall be characterized by fairness and good faith.

A copy of Robert's Rules of Order is available for reference through the District Administrative Office.

### 101.2.18 PUBLIC PARTICIPATION

All Board meetings, except executive sessions, are open to the public. Although State Law only requires the Board to permit public participation during Public Hearings, it is the practice of the Board to accept comments from the public on agenda topics or other related concerns.

Near the beginning of the meeting the Board President or presiding officer will ask if anyone in the audience wishes to comment on any agenda items or would like to address the Board on a different topic. Individuals wishing to speak are given the opportunity to introduce themselves and state the agenda item or topic they wish to address. The presiding officer will then determine when and if the concern will be addressed. Any topic may be postponed to a later meeting to allow time to gather necessary information and/or to ensure adequate public notice of the topic.

The presiding officer has inherent authority to keep order and to impose any reasonable restrictions necessary for the efficient and orderly conduct of a meeting. The presiding officer may regulate the order and length of appearances and limit appearances to presentations of relevant points. Any person who fails to comply with reasonable rules of conduct or who causes a disturbance may be asked or required to leave.

### 101.2.19 PUBLIC MEETINGS

The Oregon form of government requires an informed public aware of the deliberations and decisions of governing bodies and the information upon which decisions are made. The key

## *Board of Directors*

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requirements of the Public Meetings Law apply to all meetings of a governing body for which a quorum is required to make decisions or to deliberate toward a decision. Key requirements of the Law require that all meetings are open to the public, unless an executive session is authorized, to give notice of the meeting, and to take minutes of the meeting.

The Public Meetings Law applies to all meetings. The law does not cover purely social gatherings, but Board members must be cautious to avoid any discussions of official business during such gatherings. Conference calls and other forms of electronic communications are specifically identified in the law. In situations when a Board Member elects to communicate with other Board Members electronically, it is recommended that the message be sent using a blind copy method to avoid unintended group discussions that should be conducted during a public meeting. Notice for such meetings is required and the public must be given at least one location where the meeting may be heard.

The Law also requires that the District recognize and provide special accommodations as may be necessary to provide access for persons with disabilities.

The Law does not require that the public be present and/or be given the opportunity to participate in Board deliberations, but the public must be given notice and meetings must be conducted in locations that afford attendance by the public. The Board and Administrative Staff must be aware of these standards and ensure all meetings comply.

### 101.2.20 SPECIAL AND ADDITIONAL BOARD MEETINGS

Occasionally, the need arises for the Board to meet and discuss a particular topic. These situations are rare but do occur. In these situations, any time a majority of the Board (three Board Members) wants to request an additional Board Meeting it shall be scheduled by the Board President.

Polling of Board Members to determine the need for an additional meeting will occur by a Staff Member. If the polling is done by email, the Staff member shall send it to each Board Member as a Blind Carbon Copy. Board Members who respond should send their reply directly to the Staff Member and not forward their response, questions, or discussion, to any other Board Member.

### **101.3 APPROVALS**

Adopted: (date)

Reviewed: June 22, 2023

## Organizational Structure

### 200.1 PURPOSE AND SCOPE

The purpose of this policy is to establish the organizational structure of the Western Lane Fire and EMS Authority. This policy also provides guidance regarding the authority's reporting process through the chain of command and makes reference to training provided by the Authority (OAR 437-002-0182(4)).

### 200.2 POLICY

It is the policy of the Western Lane Fire and EMS Authority to organize its resources and train personnel in a manner that allows for effective and efficient service delivery to the public. To ensure effective organizational communication, members should generally adhere to the established chain of command unless there is a good faith and reasonable basis for utilizing an alternate channel of communication (OAR 437-002-0182(4)).

### 200.3 DIVISIONS

The Fire & EMS Chief is responsible for managing the Western Lane Fire and EMS Authority. The following Divisions make up the Western Lane Fire and EMS Authority:

- Administration Division
- Fire Suppression Division
- Fire Prevention Division
- Emergency Medical Services Division

#### 200.3.1 ADMINISTRATION DIVISION

The Administration Division is directed by an Office Manager and provides administrative support to the Fire & EMS Chief; prepares and coordinates the authority budget; acts as liaison with the Administration Division regarding recruitment, promotion and performance appraisals; manages information technology systems and payroll functions; and reviews, prepares and presents staff reports to the Authority, the Authority staff and Authority officials.

It is the responsibility of the Fire & EMS Chief to prepare and maintain a current organizational chart.

#### 200.3.2 FIRE SUPPRESSION DIVISION

The Fire Suppression Division is directed by the Operations Chief. The Fire Suppression Division responds to all fire, rescue and medical aid calls for service; manages major disaster responses; and staffs various emergency response apparatus and support units.

#### 200.3.3 FIRE PREVENTION DIVISION

The Fire Prevention Division is directed by a Fire Marshal. The Fire Prevention Division's mission is to engage in investigation, education, prevention and mitigation of fire incidents or accidents.



## *Organizational Structure*

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The Fire Prevention Division performs inspections of businesses and occupancies as mandated by applicable law. In addition, the Division may be the lead agency or act as a support service in the investigation of all major fires occurring within the jurisdiction of the Western Lane Fire and EMS Authority.

### **200.3.4 EMERGENCY MEDICAL SERVICES DIVISION**

The Emergency Medical Services Division is directed by the Operations Chief. The Emergency Medical Services Division responds to all fire, rescue, and medical aid calls for service; manages major disaster responses and staffs various emergency response apparatus and support units.

### **200.4 UNITY OF COMMAND**

The principles of unity of command ensure efficient supervision and control within the Authority. Generally, each member is accountable to a single supervisor at any time for a given assignment or responsibility. Except where specifically delegated or where authority exists by virtue of policy or a special assignment (e.g., emergency incidents), any supervisor may temporarily direct the subordinate of another supervisor if an operational need exists.

### **200.5 CHAIN OF COMMAND**

Respect for rank is essential for administrative and operational efficiency. All members of the Western Lane Fire and EMS Authority shall adhere to the chain of command. All members shall be thoroughly familiar with the National Incident Management System (NIMS) and the Incident Command System (ICS) and operate within their parameters throughout the duration of all emergency incidents.

A supervising or commanding officer will be identified for each authority member. This supervisor/commanding officer is the first step in the organizational chain of command, followed by the next level of commanding officer as set forth in the authority's organizational structure. In the event that no supervisory officer is available, rank will be determined by seniority in rank.

Members of the Western Lane Fire and EMS Authority shall generally conduct authority business through the established chain of command. Members shall consult with and report to their commanding officer/supervisor when making recommendations for changes, alterations or improvements concerning authority matters. Members shall forward all reports and recommendations through the chain of command. The submission should include written comments from the member's immediate supervisor to indicate whether he/she approves of the recommendation. No memo or recommendation should be stopped in the chain of command before it reaches its intended destination/officer.

### **200.6 DIRECTIVES AND ORDERS**

Members shall comply with lawful directives and orders from any authority supervisor or person in a position of authority, absent a reasonable and bona fide justification.

A member who believes any written or verbal order to be unlawful or in conflict with another order shall:

## *Organizational Structure*

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- (a) Immediately inform the supervisor issuing the order, and also the member's immediate supervisor or the Fire & EMS Chief, of the conflict or error of the order.
- (b) Provide details explaining the grounds for believing there is a conflict or error.
- (c) Request clarification, guidance and direction regarding following the order.
- (d) Request the order in writing, absent exigent circumstances, should the conflict or perceived error be unresolved.
- (e) Respectfully inform the supervisor that he/she intends to disobey what he/she reasonably believes to be a conflicting or unlawful order.

A member's decision to disobey an order that he/she believes to be unlawful is not a bar to discipline should the order be determined as lawful.

### **200.7 ALTERNATE CHANNELS OF COMMUNICATION**

All members shall endeavor to keep their supervisors informed of any matters that may affect the safety, welfare or operations of the Authority.

As a general matter, any concern about a workplace situation should first be raised with the member's immediate supervisor. It is recognized, however, that there may be occasions where the use of the established chain of command may not be appropriate. If an issue is of a personal nature, involves a sensitive matter, is of significant importance to the Authority or involves other members or supervisors, the member may consult directly with the Division Chief, the Fire & EMS Chief or a representative of the Administration Division.

All members are free to make or prepare to make, in good faith, any complaint that identifies ethical or legal violations, including fraud, waste, abuse of authority, gross mismanagement, violations of the law or practices that may pose a threat to the health, safety and security of the public or members without fear of actual or threatened discrimination, retaliation or reprisal. Such complaints are not subject to the chain of command and may be made to any supervisor or directly to the Administration Division. Nothing in this policy shall diminish the rights or remedies of a member pursuant to any applicable federal law, provision of the U.S. Constitution, applicable state law, ordinance or collective bargaining agreement.

Any form of reprisal or retaliation against any member for making or filing a complaint in good faith or for participating in the investigation of a complaint is prohibited. Any member engaging in any form or type of reprisal or retaliation is subject to discipline (see the Anti-Retaliation Policy).

### **200.8 TRAINING**

The type, amount and frequency of training provided to authority members shall be provided in accordance with Oregon law (see the Training Policy) (OAR 437-002-0182(11)).

## Emergency Action Plan and Fire Prevention Plan

### 201.1 PURPOSE AND SCOPE

The purpose of this policy is to provide for member safety in the event of an emergency and ensure compliance with Oregon regulations mandating all employers to develop and maintain an Emergency Action Plan (EAP) and Fire Prevention Plan (FPP) to provide for member safety in the event of an emergency.

### 201.2 POLICY

The Western Lane Fire and EMS Authority is committed to preparing for natural or human-created emergency incidents and providing for the safety of its members.

### 201.3 EMERGENCY ACTION PLAN AND FIRE PREVENTION PLAN

The Administration Division Chief will develop and maintain an EAP and FPP to provide for the safety of authority members in the event of an emergency. The EAP and FPP will address the specific requirements contained in OAR 437-002-0042 and OAR 437-002-0043 and will address all building, facilities and regular places of work that are controlled by the Authority. The plan also will address actions that members of the Authority must take to ensure their safety and that of visitors from fire and other emergencies.

- (a) The EAP shall be in writing and at a minimum shall include (OAR 437-002-0042):
  1. Emergency evacuation procedures, including escape procedures and emergency escape route assignments.
  2. Procedures to be followed by members who operate critical plant operations before they evacuate.
  3. Procedures to account for all members and visitors after an emergency evacuation has been completed.
  4. Rescue and medical duties.
  5. The preferred means of reporting fires and other emergencies.
  6. Names and regular job titles of persons or departments that can be contacted for further information or an explanation of duties under the plan.
  7. An alarm system to notify members in the event of a fire or other emergency situation.
  8. The types of evacuations to be used in emergency circumstances.
- (b) The FPP shall be in writing and at a minimum include (OAR 437-002-0043):
  1. A list of major fire hazards, including proper handling and storage procedures for hazardous materials, potential ignition sources and control procedures and the type of fire equipment necessary to control the hazard.

## *Emergency Action Plan and Fire Prevention Plan*

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2. Names or job titles of persons responsible for maintaining the equipment to prevent or control sources of ignition or fires.
3. Names or job titles of persons responsible for control of fuel source hazards.
4. Procedures to control the accumulation of flammable and combustible waste.
5. Maintenance procedures for heat-producing equipment to prevent accidental ignition of combustible materials.

### **201.4 TRAINING**

The Authority will provide state-mandated training supporting the EAP and FPP as described in this policy.

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## Department/Agency Directives

### 202.1 PURPOSE AND SCOPE

The purpose of this policy is to establish a process to make immediate changes to authority policy. An Authority Departmental Directive will immediately modify or change and supersede the sections of this manual to which they pertain.

### 202.2 POLICY

It is the policy of the Western Lane Fire and EMS Authority to make any immediate changes to policy and procedure in accordance with the current collective bargaining agreement and as permitted by applicable law or code. Generally the establishment of authority Departmental Directives is management's prerogative but employee participation may be sought in the development of those Departmental Directives. It is the policy of the Authority to comply with any meet-and-confer requirements between labor groups and authorized authority representatives.

### 202.3 RESPONSIBILITIES

The Fire & EMS Chief shall issue all authority Departmental Directives.

All authority officers and/or supervisors shall be responsible for communicating authority Departmental Directives to all members under their command and/or direct supervision.

Authority Departmental Directives will be rescinded upon incorporation into this manual.

All Departmental Directives shall be reviewed periodically to authenticate or determine if they are currently applicable to the mission of the Authority.

# Western Lane Fire and EMS Authority Strategic Plan 2022-2027

*“Working Together for Our Community”*



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## 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<br>Fire Marshal | Ongoing   |
| <i>Prioritize emergency services sponsored events and presence at community events.</i>  | Deputy Chief<br>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

# Standing / Ad Hoc Board Committees Board Positions / Board Appointments

## Board Committees

- ▶ *Policy*
- ▶ *Job Description*
- ▶ **Station Feasibility**
- ▶ *Apparatus*
- ▶ *Labor Negotiation*
- ▶ **Awards**

## Board positions

- ▶ President
- ▶ Vice-President
- ▶ Secretary-Treasurer

## Board appointments

- ▶ Budget Committee
- ▶ Civil Service Commission



## Western Lane Fire and EMS Authority

2625 Highway 101  
 Florence, OR 97439-9702  
 (541) 997-3212

| Due Date  | Action Item  | Completed<br>By    | Completed |
|---|--|--------------------|-----------|
| January 25, 2024                                  | Approve budget calendar  | Board of Directors |           |
| January 25, 2024                                  | Appoint budget officer   | Board of Directors |           |
| February 22, 2024                                 | Appoint budget committee   | Board of Directors |           |
|   | Prepare proposed budget  | Staff              |           |
| February 5, 2024-<br>April 1, 2024<br>(Mondays)   | Budget prep meetings   |                    |           |
| March 6, 2024                                     | Publish budget committee notice<br>(Newspaper) 5-30 days before meeting                        | Office Manager     |           |
| March 20, 2024<br>(no later than<br>March 25th)   | Publish budget committee notice<br>(online) 10 days before meeting                             | Office Manager     |           |
| April 4, 2024<br>April 11, 2024<br>April 18, 2024 | Budget committee 1 <sup>st</sup> meeting<br>WLFEA<br>SVFR<br>WLAD                              | Budget Committee   |           |
| May 2, 2024<br>May 9, 2024<br>May 16, 2024        | Budget committee 2 <sup>nd</sup> Meeting:<br>WLFEA<br>SVFR<br>WLAD                             | Budget Committee   |           |
|   | Budget committee approves budget   | Budget Committee   |           |
| May 1, 2024                                       | Publish budget summary and notice of<br>budget hearing (newspaper) 5-30 days<br>before hearing | Office Manager     |           |
| May 23, 2024                                      | Budget hearing   | Board of Directors |           |
| May 23, 2024                                      | Adopt budget, make appropriations,<br>impose taxes, and categorize taxes                       | Board of Directors |           |
| July 15, 2024                                     | Certify taxes – Submit tax certification<br>documents to Lane and Douglas counties             | Office Manager     |           |
| September 30,<br>2024                             | Send copy of all budget documents to<br>each county clerk                                      | Office Manager     |           |

**Western Lane Fire & EMS Authority (WLFEA)**  
**Siuslaw Valley Fire & Rescue (SVFR)**  
**Western Lane Ambulance District (WLAD)**

**POLICY ON CONFIDENTIALITY & DISSEMINATION OF PATIENT INFORMATION**

Given the nature of our work, it is imperative that we maintain the confidence of patient information that we receive in the course of our work. The Districts prohibit the release of any patient information to anyone outside the organization unless required for purposes of treatment, payment, or health care operations and discussions of Protected Health Information (PHI) within the organization should be limited. Acceptable uses of PHI within the organization include, but are not limited to, exchange of patient information needed for the treatment of the patient, billing, and other essential health care operations, peer review, internal audits, and quality assurance activities.

I understand that WLFEA, WLAD, and SVFR provide services to patients that are private and confidential and that I am a crucial step in respecting the privacy rights of the Districts' patients. I understand that it is necessary, in the rendering of Districts services, that patients provide personal information and that such information may exist in a variety of forms such as electronic, oral, written or photographic and that all such information is strictly confidential and protected by federal and state laws.

I understand that I may hear and/or see information on the scene of an incident I respond to. I understand that I will not talk to anyone from the media or public about such information, take pictures, and/ or post any information of an incident on any social media sites. I understand that any requests for information should be referred to the Fire & EMS Chief or the Deputy Chief of WLFEA.

I agree that I shall comply with all confidentiality policies and procedures set in place by WLFEA during my entire employment or association with the District(s). If I, at any time, knowingly or inadvertently breach the patient confidentiality policies and procedures, I agree to notify the District's Fire & EMS Chief or the Deputy Chief immediately. In addition, I understand that a breach of patient confidentiality may result in suspension or termination of my employment or association with WLFEA, WLAD and/or SVFR. Upon termination of my employment or association for any reason, or at any time upon request, I agree to return any and all patient confidential information in my possession. This is not a contract for continued employment.

I have read and understand all privacy policies and procedures that have been provided to me by WLFEA, WLAD and/or SVFR. I agree to abide by all policies or be subject to disciplinary action, which may include verbal or written warning, suspension, or termination of employment or any membership or association with the WLFEA, WLAD and/or SVFR. This is not a contract of employment and does not alter the nature of the existing relationship between WLFEA, WLAD and/or SVFR and me.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_



# Western Lane Fire and EMS Authority

|                         |                                      |                     |
|-------------------------|--------------------------------------|---------------------|
| <b>Revised 7/1/2023</b> | <b>Standard Operating Guidelines</b> | <b>Section A.11</b> |
|-------------------------|--------------------------------------|---------------------|

## Check off List for Riders

- 1. Senior Tech is in charge.
- 2. Rider properly dressed
- 3. Rider Policy reviewed.
- 4. Rider advised of patient confidentiality.
- 5. Rider advised of assigned duties during shift, if applicable.
- 6. Rider assigned proper district clothing, if applicable.
- 7. Rider Familiarized with District facilities.
- 8. Rider oriented to Units in Service.
- 9. Waiver of Liability Signed by Rider.

\_\_\_\_\_  
Rider's Signature

\_\_\_\_\_  
Sr. Officer Signature

\_\_\_\_\_  
Approved by

\_\_\_\_\_  
Date

## RELEASE AND WAIVER OF LIABILITY

I, \_\_\_\_\_, acknowledge that I have voluntarily requested to participate as a rider with the Western Lane Fire and EMS Authority ("WLFEA"). I am aware of the emergency and hazardous work that WLFEA may undertake, and I understand that participating as a rider involves certain risks, such as injury and other causes of action that may arise related to such work. I also understand that, in the capacity of a rider, I may be allowed to function as an EMT or helper under the supervision of the Senior officer, and in accordance with the appropriate rules and regulations of the State of Oregon. I am fully cognizant of the risks involved, and I willing assume the risk of injury or other causes of action that may arise while I am participating as a rider, whether such risks are obvious or not.

Participating as a rider is of personal benefit to me. As lawful consideration for being permitted to participate as a rider with WLFEA, I release from any legal liability WLFEA, its associated facilities, directors, officers, agents, and employees, for any injury or other causes of action caused by or resulting from my participation as a rider with WLFEA, whether or not such injury or other cause of action resulted from their negligence or any other cause. I further agree not to sue or make any claim against WLFEA, its associated facilities, directors, officers, agents, and employees, for any injury or other causes of action caused by or resulting from my participation as a rider with WLFEA, whether or not such injury or other cause of action resulted from their negligence or any other causes. I also agree to defend, indemnify, and hold harmless WLFEA, its associated facilities, directors, officers, agents, and employees, for any injury or other causes of action caused by or resulting from my participation as a rider with WLFEA.

This release and waiver shall be legally binding upon me, my heirs, my estate, assigns, legal guardians, and personal representatives.

This release and waiver is intended to cover all liability, which may arise from my activities as a rider with WLFEA, regardless of the number of times I may participate as a rider.

I have carefully read this RELEASE AND WAIVER OF LIABILITY and fully understand its contents. I am aware that I am releasing certain legal rights that I might otherwise have, and I enter into this agreement of my own free will.

**THIS IS A RELEASE AND WAIVER OF LIABILITY. DO NOT SIGN THE RELEASE IF YOU DO NOT UNDERSTAND ITS TERMS.**

Dated this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_  
Rider Signature

\_\_\_\_\_  
Witness

\_\_\_\_\_  
District Supervisor

\_\_\_\_\_  
Witness



**Siuslaw Valley Fire & Rescue (SVFR)**  
**Western Lane Ambulance District (WLAD)**  
**Western Lane Fire & EMS Authority**

**POLICY ON CONFIDENTIALITY & DISSEMINATION OF PATIENT INFORMATION**

Given the nature of our work, it is imperative that we maintain the confidence of patient information that we receive in the course of our work. The Districts prohibit the release of any patient information to anyone outside the organization unless required for purposes of treatment, payment, or health care operations and discussions of Protected Health Information (PHI) within the organization should be limited. Acceptable uses of PHI within the organization include, but are not limited to, exchange of patient information needed for the treatment of the patient, billing, and other essential health care operations, peer review, internal audits, and quality assurance activities.

I understand that WLAD, SVFR, and WLFEA provide services to patients that are private and confidential and that I am a crucial step in respecting the privacy rights of the Districts' patients. I understand that it is necessary, in the rendering of Districts services, that patients provide personal information and that such information may exist in a variety of forms such as electronic, oral, written or photographic and that all such information is strictly confidential and protected by federal and state laws.

I understand that I may hear and/or see information on the scene of an incident I respond to. I understand that I will not talk to anyone from the media or public about such information, take pictures, and/ or post any information of an incident on any social media sites. I understand that any requests for information should be referred to the Fire & EMS Chief or the Operations Chief.

I agree that I shall comply with all confidentiality policies and procedures set in place by WLAD, SVFR, WLFEA during my entire employment or association with the District(s). If I, at any time, knowingly or inadvertently breach the patient confidentiality policies and procedures, I agree to notify the District's Operations Chief and/or Fire & EMS Chief immediately. In addition, I understand that a breach of patient confidentiality may result in suspension or termination of my employment or association with WLAD, SVFR, and/or WLFEA. Upon termination of my employment or association for any reason, or at any time upon request, I agree to return any and all patient confidential information in my possession. This is not a contract for continued employment.

I have read and understand all privacy policies and procedures that have been provided to me by WLAD, SVFR, and/or WLFEA. I agree to abide by all policies or be subject to disciplinary action, which may include verbal or written warning, suspension, or termination of employment or any membership or association with the WLAD, SVFR, and/or WLFEA. This is not a contract of employment and does not alter the nature of the existing relationship between WLAD, SVFR, and/or WLFEA and me.

Rider's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

**SIUSLAW VALLEY FIRE & RESCUE**

**RESOLUTION NO. 2024-01**

**RESOLUTION TO MOVE FUNDS TO THE WESTERN LANE FIRE AND EMS AUTHORITY**

**WHEREAS**, the Siuslaw Valley Fire and Rescue received \$15,000 from the Catherine Anne Administrative Trust for employee recognition; and,

**WHEREAS**, the employees have moved over to the Western Lane Fire and EMS Authority,

**THEREFORE, BE IT RESOLVED**, that at the regular board meeting of the Siuslaw Valley Fire and Rescue Board of Directors, \$15,000 will be transferred from SVFR’s General Fund 4850 Other Income to the WLFEA General Fund as follows:

| General Fund         | Current Budget | Budget Change | Adjusted amount |
|----------------------|----------------|---------------|-----------------|
| Donation             | \$0            | \$15,000      | \$15,000        |
| Employee Recognition | \$12,000       | \$15,000      | \$27,000        |

Adopted on this 25th day of January 2024.

By: \_\_\_\_\_  
Laurie Heppel, SVFR President

Attest: \_\_\_\_\_  
Tim Mendolia, SVFR Secretary/Treasurer



# Siuslaw Valley Fire and Rescue

2625 Highway 101  
Florence, OR 97439-9702  
(541) 997-3212

January 25, 2024

Oregon Secretary of State,  
Audits Division  
255 Capitol St. NE, Suite #500  
Salem, OR 97310

## Plan of Action

Siuslaw Valley Fire and Rescue respectfully submits the following corrective action plan in response to deficiencies reported in our audit of fiscal year ended June 30, 2023. The audit was completed by the independent auditing firm Accuity, LLC and reported the deficiencies listed below. The plan of action was adopted by the governing body at their meeting on January 25, 2024, as indicated by signatures below.

The deficiencies are listed on the subsequent page, the adopted plan of action and timeframe for each are listed below.

1. Deficiency #2301-1: Authority staff lacks the ability to draft financial statements.

a. Plan of action:

- i. The Authority has hired a new Office Manager.
- ii. Training of office staff.
- iii. Change from an accrual to modified cash basis accounting.

b. Timeframe for (or date of) implementation:

Items 1 and 2 are already in process. Item 3 will need to go through the budget process and audit. Implementation should be complete by December 31, 2024.

\_\_\_\_\_  
Laurie Heppel  
Governing Body Chair

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Michael Schick  
Fire and EMS Chief  
Print Name and Title

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Trish Lutgen  
Office Manager

\_\_\_\_\_  
Signature

*Findings:*

**1. *Preparation of Financial Statements in Accordance with Generally Accepted Accounting Principles (GAAP)***

District employees appear to be fulfilling accounting and reporting duties as assigned; however, the District lacks personnel with the ability to prepare financial statements in accordance with accounting principles generally accepted in the United States of America. The District's internal control system does not reliably and consistently produce adjustments to bring the accounting records into alignment with generally accepted accounting principles for government-wide financial statements. Examples are the prepaid expenses, long-term debt and depreciation calculations. Due to the size of the District, this control deficiency will most likely remain in subsequent years. The State of Oregon has adopted statutes that mitigate the identified deficiency by requiring municipal auditing firms to assist with and/or prepare financial statements for audit clients in accordance with GAAP.



# Western Lane Ambulance District

2625 Highway 101  
410 9<sup>th</sup> Street  
Florence, OR 97439-9702  
(541) 997-9614

January 25, 2024

Oregon Secretary of State,  
Audits Division  
255 Capitol St. NE, Suite #500  
Salem, OR 97310

## **Plan of Action**

Western Lane Ambulance District respectfully submits the following corrective action plan in response to deficiencies reported in our audit of fiscal year ended June 30, 2023. The audit was completed by the independent auditing firm Accuity, LLC and reported the deficiencies listed below. The plan of action was adopted by the governing body at their meeting on January 25, 2024, as indicated by signatures below.

The deficiencies are listed on the subsequent page, the adopted plan of action and timeframe for each are listed below.

1. Deficiency #2023-1: Authority staff lacks the ability to draft financial statements.
  - a. Plan of action:
    - i. The Authority has hired a new Office Manager.
    - ii. Training of office staff.
    - iii. Change from an accrual to modified cash basis accounting.
  - b. Timeframe for (or date of) implementation: Items 1 and 2 are already in process. Item 3 will need to go through the budget process and audit. Implementation should be complete by December 31, 2024.
2. Deficiency #2023-2: The District lacked adequate reconciliation of ambulance revenues per the general ledger to the third-party billing service.
  - a. Plan of action:
    - i. Training of office staff.
    - ii. Implementation of reconciliation procedures.
    - iii. Implementation of a procedural checklist so employees do not miss step associated with the process.
  - b. Timeframe for (or date of) implementation: Items are in process. Complete implementation by June 30, 2024.

Cindy Russell  
Governing Body Chair

Signature

Michael Schick  
Fire and EMS Chief  
Print Name and Title

Signature

Trish Lutgen  
Office Manager

Signature



|  |  |
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| <b>WESTERN LANE AMBULANCE DISTRICT</b> |  |
| <b>Lane County, Oregon</b>             |  |
| June 30, 2023                          |  |
| <b>Finding Number</b>                  | <b>2023-001</b>  |
| <b>Finding Title</b>                   | District staff lacks the ability to draft financial statements in accordance with generally accepted accounting principles, including note disclosures and required schedules,   |
| <b>Type of Finding</b>                 | Significant Deficiency   |
| <b>Criteria</b>                        | Preparing the financial statements prior to the commencement of a financial audit can be a valuable internal control to prevent misstatements in the preparation and disclosure of the financial statements.   |
| <b>Condition</b>                       | Finance staff does not prepare their own financial statements, and instead has contracted with our office to prepare the financial statements.   |
| <b>Cause of Condition</b>              | Finance staff is competent, capable and performs daily and monthly functions very well. However, their experience in preparing generally accepted accounting principles financial statements and related disclosures is limited.   |
| <b>Potential Effect of Condition</b>   | Finance staff may not be able to prevent or detect a material misstatement in the preparation and disclosure of the financial statements. Misstatements in financial statements may include not only misstated financial amounts, but also the omission of disclosures required by generally accepted accounting principles. |
| <b>Prevalence</b>                      | Systemic   |
| <b>Recommendation</b>                  | We do not recommend any changes in the preparation and disclosure of the financial statements, but the Board of Directors and management of the district should be aware of this deficiency and stress the importance of a thorough review of the financial statements prior to approval of the audit.                       |

|  |   |
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| <b>WESTERN LANE AMBULANCE DISTRICT</b> |   |
| <b>Lane County, Oregon</b>             |   |
| June 30, 2023                          |   |
| <b>Finding Number</b>                  | <b>2023-002 (Repeat finding)</b>  |
| <b>Finding Title</b>                   | The District lacked adequate reconciliation of ambulance revenues per the general ledger to the third-party billing service.  |
| <b>Type of Finding</b>                 | Significant Deficiency  |
| <b>Criteria</b>                        | Reconciliation, review, and approval of ambulance revenues between the District's general ledger and the third-party billing service should take place routinely in order to identify errors.   |
| <b>Condition</b>                       | Currently, there is no control for reconciliation of ambulance revenues in place.   |
| <b>Cause of Condition</b>              | Lack of awareness of the need for reconciliation, review, and approval.   |
| <b>Potential Effect of Condition</b>   | Material misstatement of the financial statements due to fraud or error.  |
| <b>Prevalence</b>                      | Systemic  |
| <b>Recommendation</b>                  | We recommend the District implement and adhere to an ambulance reconciliation policy, including routine reconciliation, review, and approval of monthly ambulance revenues to collections per the third-party billing service, in order to mitigate future reoccurrences. |



# Western Lane Fire & EMS Authority

2625 Highway 101 North  
Florence, OR 97439-9702  
(541) 997-3212

January 25, 2024

Oregon Secretary of State,  
Audits Division  
255 Capitol St. NE, Suite #500  
Salem, OR 97310

## **Plan of Action**

Western Lane Fire and EMS Authority respectfully submits the following corrective action plan in response to deficiencies reported in our audit of fiscal year ended June 30, 2023. The audit was completed by the independent auditing firm Accuity, LLC and reported the deficiencies listed below. The plan of action was adopted by the governing body at their meeting on January 25, 2024, as indicated by signatures below.

The deficiencies are listed on the subsequent page, the adopted plan of action and timeframe for each are listed below.

1. Deficiency #2023-1: Unrecorded Prepaid Expenses
  - a. Plan of action:
    - i. Training – Staff responsible for recording expenses will receive training on general accounting procedures.
    - ii. Procedural Checklists – Implementation of procedural checklists so employees do not miss steps associated with the process.
    - iii. If the training and procedural checklist do not work, we will look at changing from an accrual to modified cash basis accounting.
  - b. Timeframe for (or date of) implementation: Items 1 and 2 are already occurring. Item 3 will need to go through the budget process and audit. Implementation should be complete by December 31, 2024.
2. Deficiency #2023-2: Unrecorded interagency receivables
  - a. Plan of action:
    - i. Training – Staff responsible for recording expenses will receive training on general accounting procedures.

3. Procedural Checklists – Implementation of procedural checklists so employees do not miss steps associated with the process.
  - a. Timeframe for (or date of) implementation: Both items are in process.
4. Deficiency #2023-3: Authority staff lacks the ability to draft financial statements.
  - a. Plan of action:
    - i. The Authority has hired a new Office Manager.
    - ii. Training of office staff.
    - iii. Change from an accrual to modified cash basis accounting.
  - b. Timeframe for (or date of) implementation: Items 1 and 2 are already in process. Item 3 will need to go through the budget process and audit. Implementation should be complete by December 31, 2024.
5. Deficiency #2023-4: Lack of review and approval of journal entries
  - a. Plan of action:
    - i. Training of office staff.
    - ii. A process for review has been established.
  - b. Timeframe for (or date of) implementation: Both items are in process.

\_\_\_\_\_  
 Jim Palisi  
 Governing Body Chair

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Michael Schick  
 Fire and EMS Chief

\_\_\_\_\_  
 Signature

\_\_\_\_\_  
 Trish Lutgen  
 Office Manager

\_\_\_\_\_  
 Signature

|  |   |
|--|---|
| <b>WESTERN LANE FIRE &amp; EMS AUTHORITY</b> |   |
| <b>Lane County, Oregon</b>                   |   |
| June 30, 2023                                |   |
| <b>Finding Number</b>                        | <b>2023-001 (Repeat finding)</b>  |
| <b>Finding Title</b>                         | Unrecorded prepaid expenses.  |
| <b>Type of Finding</b>                       | Material Weakness   |
| <b>Criteria</b>                              | Expenses should be recorded in the proper period. Any prepayments should be recorded as prepaid expenses.   |
| <b>Condition</b>                             | Unrecorded prepaid expenses.  |
| <b>Cause of Condition</b>                    | Lack of understanding of general accounting and cutoff procedures.  |
| <b>Potential Effect of Condition</b>         | Overstated expenses and understated prepaid expenses causing a material misstatement to the financial statements.   |
| <b>Prevalence</b>                            | Systemic  |
| <b>Recommendation</b>                        | We recommend that Authority management implement stronger review procedures, specifically near year end, to capture expenses in the proper period, in order to mitigate future reoccurrences. |

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| <b>WESTERN LANE FIRE &amp; EMS AUTHORITY</b> |   |
| <b>Lane County, Oregon</b>                   |   |
| June 30, 2023                                |   |
| <b>Finding Number</b>                        | <b>2023-002</b>   |
| <b>Finding Title</b>                         | Unrecorded interagency receivables.   |
| <b>Type of Finding</b>                       | Material Weakness   |
| <b>Criteria</b>                              | Intergovernmental receivables should be recorded and should match the interagency payable in the related agencies' general ledgers.   |
| <b>Condition</b>                             | Unrecorded intergovernmental receivables.   |
| <b>Cause of Condition</b>                    | Lack of understanding of general accounting procedures. Lack of reconciliation between related agencies' general ledgers.   |
| <b>Potential Effect of Condition</b>         | Understated intergovernmental receivables causing a material misstatement to the financial statements.  |
| <b>Prevalence</b>                            | Systemic  |
| <b>Recommendation</b>                        | We recommend that Authority management implement stronger review procedures, specifically near year end, to reconcile intergovernmental receivables and payables between related agencies, in order to mitigate future reoccurrences. |

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| <b>WESTERN LANE FIRE &amp; EMS AUTHORITY</b> |  |
| <b>Lane County, Oregon</b>                   |  |
| June 30, 2023                                |  |
| <b>Finding Number</b>                        | <b>2023-003</b>  |
| <b>Finding Title</b>                         | Authority staff lacks the ability to draft financial statements in accordance with generally accepted accounting principles, including note disclosures and required schedules,  |
| <b>Type of Finding</b>                       | Significant Deficiency   |
| <b>Criteria</b>                              | Preparing the financial statements prior to the commencement of a financial audit can be a valuable internal control to prevent misstatements in the preparation and disclosure of the financial statements.   |
| <b>Condition</b>                             | Finance staff does not prepare their own financial statements, and instead has contracted with our office to prepare the financial statements.   |
| <b>Cause of Condition</b>                    | Finance staff is competent, capable and performs daily and monthly functions very well. However, their experience in preparing generally accepted accounting principles financial statements and related disclosures is limited.   |
| <b>Potential Effect of Condition</b>         | Finance staff may not be able to prevent or detect a material misstatement in the preparation and disclosure of the financial statements. Misstatements in financial statements may include not only misstated financial amounts, but also the omission of disclosures required by generally accepted accounting principles. |
| <b>Prevalence</b>                            | Systemic   |
| <b>Recommendation</b>                        | We do not recommend any changes in the preparation and disclosure of the financial statements, but the Board of Directors and management of the Authority should be aware of this deficiency and stress the importance of a thorough review of the financial statements prior to approval of the audit.                      |

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| <b>WESTERN LANE FIRE &amp; EMS AUTHORITY</b> |  |
| <b>Lane County, Oregon</b>                   |  |
|  |  |
| June 30, 2023                                |  |
|  |  |
| <b>Finding Number</b>                        | <b>2023-004</b>  |
|  |  |
| <b>Finding Title</b>                         | Lack of review and approval of journal entries   |
|  |  |
| <b>Type of Finding</b>                       | Significant Deficiency   |
|  |  |
| <b>Criteria</b>                              | Journal entries should be reviewed and approved by a staff member not doing the adjustments.   |
|  |  |
| <b>Condition</b>                             | Currently, there is no control in place for review and approval of journal entries.  |
|  |  |
| <b>Cause of Condition</b>                    | Lack of awareness of the need for review and approval.   |
|  |  |
| <b>Potential Effect of Condition</b>         | There is a greater opportunity for misstatements in financial records, whether from fraud or error, to occur.  |
|  |  |
| <b>Prevalence</b>                            | Systemic   |
|  |  |
| <b>Recommendation</b>                        | We recommend the Agency implement a process for review and approval of all non-standard journal entries, either monthly or quarterly, in order to mitigate future reoccurrences. |