



CROOKED RIVER RANCH FIRE & RESCUE

6971 SW Shad Road, Crooked River Ranch, OR 97760
Phone: (541) 923-6776 | Fax: (541) 923-5247
www.crrfire-or.gov

Notice of Board Meeting

The Crooked River Ranch Rural Fire Protection District Board of Directors will hold a Board of Directors meeting on Thursday, April 16, 2026. The Board meeting will start at 6:00 pm and will be held at the fire station, which is located at 6971 SW Shad Road, Terrebonne, Oregon. Virtual access to the meeting can be found through the Zoom platform, by accessing our website, www.crrfire-or.gov/publicmeetings. The meeting is accessible to people with disabilities and will be recorded. Requests for other accommodations should be made to Crooked River Ranch Fire & Rescue at 541-923-6776 at least 48 hours before the meeting.

Board of Directors

David Palmer, President (Position 3)
Rodney Cross, Vice President (Position 5)
Brad Pahl, Secretary (Position 1)
Joseph Costigan, Treasurer (Position 4)
Mike Fletcher (Position 2)

District Staff

Fire Chief, Sean Hartley
Admin. Assistant, Dana Schulke

Board Meeting Agenda

1. Call to Order – Director Palmer
 - 1.1 Flag Salute – Director Cross
 - 1.2 Roll Call – Director Pahl
2. Review of Agenda – Director Palmer
3. Approval of meeting minutes – Director Palmer
 - 3.1 Approval of Board Meeting minutes from Thursday, March 19th, 2026
4. Acknowledge receipt and approval of the financial reports for March 2026 – Director Costigan
 - 4.1 Appointment of Board members to sign checks for Monday, May 11th and Tuesday, May 26th, 2025 - Director Palmer
 - 4.2 Review of potential/additional Levy for the District – Director Costigan

5. Unfinished business (consideration, discussion, and possible action on the following items):
 - 5.1 Discussion/Action on Sale of Apparatus to Warm Springs Fire – Fire Chief, Sean Hartley
 - 5.2 Discussion on policy for interview questions for staff/constituents on Fire Chief performance review – Director Palmer
6. New Business (consideration, discussion, and possible action on the following items):
 - 6.1 Review of Ambulance Billing fees and current fee schedule for the District – Director Palmer / Fire Chief, Sean Hartley
 - 6.2 Review of Ordinance for Cost Recovery Fees and date for 1st public hearing – Fire Chief, Sean Hartley
 - 6.3 Review of Strategic Plan – Director Palmer, Fire Chief Sean Hartley
7. Fire Chief's Report - submitted by Fire Chief, Sean Hartley in Board packet
8. CERT Report – Linda Kay Widmer
9. Comment/Questions – Director Palmer
 - 9.1 Public input on the current agenda topics
 - 9.2 Public input on future agenda topics – (Please limit to one topic)
10. Correspondence / Recognitions / Good of the Order – Director Palmer
11. Adjournment – Director Palmer

Crooked River Ranch RFPD

6971 SW Shad Rd

Terrebonne, OR 97760

March 19, 2026

A Board Meeting of the Crooked River Ranch Rural Fire Protection District Board of Directors took place on Thursday, March 19, 2026, at 6:00 pm, at the Crooked River Ranch Fire District Fire Station, located at 6971 SW Shad Road Crooked River Ranch, Oregon.

Board Meeting Minutes

- 1. Roll Call-** Taken by Director Pahl and the following were in attendance: Directors Palmer, Cross, Pahl, Costigan, and Fletcher. Also in attendance were Administrative Assistant Dana Schulke, Fire Marshal Dennis Senko, and Firefighter Alan Smoke. Fire Chief Sean Hartley joined the meeting via the Zoom platform. Members of the public were Mike Dries, Eddie Chancy, Darren Squier, John and Carol Stevens, Bill Burt, Linda Kay Widmer, Kay Limbaugh, Susan Holt and Robin Huber.
- 2. Review of the Agenda –** Director Palmer reviewed the agenda. There were no new topics to add or any deleted topics.
- 3. Approval of the minutes –**
 - 3.1 Board Meeting minutes from Thursday, February 19, 2026 –** Director Fletcher made a motion to approve meeting minutes from February 19th as presented. Director Costigan seconded the motion. All were in favor by stating “Aye”; motion carried (5-0).
 - 3.2 Board Workshop minutes from Thursday, March 5, 2026 –** Director Fletcher made a motion to approve the board workshop minutes from March 5th as presented. Director Costigan seconded the motion. All were in favor by stating “Aye”; motion carried (5-0).
- 4. Acknowledge receipt and approval of the financial reports for February 2026 –** Director Costigan referred to the Budget Variance from February, noting that the ambulance billing income is still a little behind from last year at this time. He further reported that the amounts collected from previous levied taxes were greater than expected, and there are sufficient funds in the Bond Fund to pay the June interest on the interfund loan taken to cover the bond payment. It was also noted that there are currently problems with the financial management software that are being worked on. Director Palmer asked for clarification on the increase in Jefferson County tax revenue, and Director Costigan explained that the anticipated amount in the budget did not include

funds that were previously held back due to an error by the County. Director Pahl made a motion to approve the February 2026 financials as presented. Director Cross seconded the motion. All were in favor by stating “Aye”; motion carried (5-0).

4.1 Appointment of Board members to sign checks for Thursday, April 9th and Monday, April 27, 2026 – Directors Fletcher and Pahl will sign on Thursday, April 9th, and Directors Palmer and Cross will sign on Monday, April 27th.

5. Unfinished Business –

5.1 Discussion/Action on Sale of Apparatus to Warm Springs Fire – Chief Hartley reported that information was sent to Chief Spaulding, who will present it to the Tribal Council. There has been no response to date, so this item was tabled. Director Costigan asked about the current value of the old engine 521, and Chief Hartley replied that it is being offered for \$30,000, and the original purchase price was \$25,000.

5.2 Discussion on Board policy for Fire Chief’s Performance Review, interviewing of personnel for consistency – Director Palmer provided Board members with a draft policy, and Director Costigan presented an example of a self-evaluation document from a different agency, and he noted that it contained objective terminology that could be adapted for this Department’s use. Directors Cross and Costigan presented examples from other agencies. After reviewing all the documents, Director Cross felt the simplicity of the draft done by Director Palmer was best suited for this Fire Chief’s review process. Director Palmer will continue to refine the draft and will include the self-evaluation piece. Director Cross suggested that if public input was going to be included in the process, wording would have to be different due to the complicated questions that are specific to the inner workings of the Department. Director Costigan indicated that there should be three different evaluation tools: one for staff, one for other allied agencies, one for public input. There was discussion about choosing who will be surveyed, and it was determined that different agencies or residents might be selected each year. Director Palmer further clarified that this issue is about formalizing the review process for the position of Fire Chief.

6. New Business –

6.1 Discussion/Approval of Resolution 2026-03 for the purchase of new dining table and chairs with grant funds received – Chief Hartley explained that this resolution will authorize use of some of the funds from the \$7500 Jefferson County grant to replace the dining table and chairs, an expenditure that has been repeatedly postponed for higher priority items. Chief Hartley also noted that the staff suggested purchasing two more pre-loaded pre-connect trays for the new engine, which will provide an operational benefit. Director Palmer asked about the age of the current dining room table and chairs, and

Chief Hartley replied that they were purchased in 2008. The total replacement cost would be about \$5200. The table will be purchased from Oregon Corrections Enterprises at a cost of \$1900. It will be 12 feet long by 40 inches wide and will seat ten people. Director Pahl made a motion to approve Resolution 2026-03 to receive unanticipated grant funds from Jefferson County in the amount of \$7500. Director Costigan seconded the motion. All were in favor by stating "Aye"; motion carried (5-0).

7. Fire Chief's Report – Chief Hartley reported that Senator Merkley's Town Hall meeting has been postponed. Director Palmer asked about the Limb Dump burn, and Chief Hartley explained that weather has been the main issue preventing the burn. He also noted there is a possibility that burn season will close earlier than normal this year.

8. CERT Report – Linda Kay Widmer reported that February training included CPR, and the next training will be on March 30th where a representative from ODOT will offer a refresher on traffic management. CERT was activated for a motor vehicle accident on March 4th on Shad Road. There are now three prospective new members who need to turn in their applications, and some of the snowbird members are beginning to return to the Ranch. She also stated she will need volunteers for the Easter Egg hunt for that day.

9. Comment/Questions –

9.1 Public input on the current agenda topics – There was none.

9.2 Public input on future agenda topics – Director Costigan was asked to prepare an explanation of how a potential/additional tax levy would work.

10. Correspondence/Recognitions/Good of the Order – Director Palmer was recognized for the article in the Bend Bulletin about his "Target Cancer" program. Director Palmer reported that all PERS reporting requirements for 2025 were met. The April calendar includes the Easter Egg Hunt at the ballfield on April 4th at 10 AM, Coffee and Conversation with the Chief and the Sheriff on April 9th at the Over the Edge Taphouse from 10 AM to Noon, Budget Committee training and current financial review on April 9th. Proposed first draft ordinance for the recovery costs will be April 16th, and April 25th is the Wildfire Preparedness Open House from 10 AM to 1 PM.

11. Adjournment – Director Palmer adjourned the meeting at 6:50 PM.

Respectfully submitted,

Dana Schulke, Administrative Assistant

Balance Sheet

Crooked River Ranch Fire & Rescue
As of March 31, 2026

<u>Account</u>	<u>Mar 31, 2026</u>
Assets	
Current Assets	
Cash and Cash Equivalents	
Bond Fund	25,665.56
Capital Reserve Fund	302,039.38
Chase Business	34,953.37
Chase Payroll	4,531.05
Chase Savings	113,019.48
General Fund	615,672.60
Local Option Levy Fund	1,106,072.21
Stripe USD	60.00
Total Cash and Cash Equivalents	2,202,013.65
Total Current Assets	2,202,013.65
Total Assets	2,202,013.65
Liabilities and Equity	
Liabilities	
Current Liabilities	
A. DELORTO	1,660.06
A. WILEY	298.34
D. MCDONALD	420.26
D. SCHULKE	1,139.54
S. HARTLEY	(1,285.44)
Payroll Liabilities	(11,241.69)
Rounding2	0.04
Total Current Liabilities	(9,008.89)
Total Liabilities	(9,008.89)
Equity	
Current Year Earnings	2,211,082.54
Unrestricted Net Assets	(60.00)
Total Equity	2,211,022.54
Total Liabilities and Equity	2,202,013.65
	1,874,308.71
	(9,008.89)
General Fund Net Income	1,883,317.60

Budget Variance

Crooked River Ranch Fire & Rescue
For the month ended March 31, 2026
Cash Basis



Fund Name is General Fund.

Account	Actual March 2026	July 2025- Mar-26	Budget	Variance	Variance %
Revenue					
Ambulance Revenue	29,532.90	208,430.66	325,000.00	(116,569.34)	-35.87%
Beginning Fund Balance	0.00	1,467,086.42	1,100,000.00	367,086.42	33.37%
Conflagration Revenue	0.00	31,622.01	31,623.00	(0.99)	0.00%
Contractual Income	0.00	0.00	400.00	(400.00)	-100.00%
Emergency Address Signs	0.00	225.00	250.00	(25.00)	-10.00%
FireMed	1,200.00	12,240.00	16,800.00	(4,560.00)	-27.14%
Grant Funds	0.00	61,467.93	111,476.00	(50,008.07)	-44.86%
Interest	5,410.70	40,371.62	20,000.00	20,371.62	101.86%
Misc. Income	1,040.85	8,119.91	5,000.00	3,119.91	62.40%
Previously Levied Taxes	1,463.13	31,784.68	27,501.00	4,283.68	15.58%
Sale of Assets/Apparatus	0.00	0.00	50,000.00	(50,000.00)	-100.00%
Taxes Collected in Year Levied	7,199.68	1,291,880.14	1,264,577.00	27,303.14	2.16%
Training Income	0.00	0.00	500.00	(500.00)	-100.00%
Total Revenue	45,847.26	3,153,228.37	2,953,127.00	200,101.37	6.78%
Gross Profit	45,847.26	3,153,228.37	2,953,127.00	200,101.37	6.78%
Operating Expenses					
Debt Service:Apparatus Payment	0.00	60,495.56	60,497.00	(1.44)	0.00%
Debt Services & Contingency:Contingency	0.00	0.00	78,458.00	(78,458.00)	-100.00%
Materials & Services					
Administration	1,012.94	15,898.16	19,750.00	(3,851.84)	-19.50%
Building Maintenance & Supplies	255.72	19,876.83	30,000.00	(10,123.17)	-33.74%
CERT Program	0.00	793.04	3,000.00	(2,206.96)	-73.57%
Department Services	378.04	2,969.50	15,000.00	(12,030.50)	-80.20%
Dispatch	0.00	72,176.52	74,377.00	(2,200.48)	-2.96%
EMS Operations	383.50	19,481.09	35,000.00	(15,518.91)	-44.34%
Fire Operations	742.33	12,687.60	33,200.00	(20,512.40)	-61.78%
Fuel	921.78	11,993.71	20,000.00	(8,006.29)	-40.03%
Insurance	0.00	50,269.00	50,000.00	269.00	0.54%
OSFM OFSCP - PPE/Uniform	0.00	3,452.95	5,300.00	(1,847.05)	-34.85%
Prevention	0.00	899.87	2,000.00	(1,100.13)	-55.01%
Professional Services	3,463.11	46,924.17	49,200.00	(2,275.83)	-4.63%
Radios & Communications	0.00	2,060.56	8,000.00	(5,939.44)	-74.24%
Rope Rescue Operations	0.00	1,146.35	3,000.00	(1,853.65)	-61.79%
SAFER Grant Expenditures	0.00	53,955.41	63,727.00	(9,771.59)	-15.33%
Training	490.00	13,394.67	18,572.00	(5,177.33)	-27.88%
Travel	0.00	40.02	2,500.00	(2,459.98)	-98.40%
Tuition Reimbursement	0.00	16,302.25	31,500.00	(15,197.75)	-48.25%
Uniforms	0.00	5,389.48	10,000.00	(4,610.52)	-46.11%
Utilities	3,974.86	27,974.54	40,000.00	(12,025.46)	-30.06%
Vehicle/Equipment Maintenance	1,931.47	45,991.91	42,074.00	3,917.91	9.31%
Volunteer Incentive Program	0.00	13,360.00	21,000.00	(7,640.00)	-36.38%
Wellness Program	0.00	87.00	10,000.00	(9,913.00)	-99.13%
Total Materials & Services	13,553.75	437,124.63	587,200.00	(150,075.37)	-25.56%
Personnel Services					
Administrative Assistant	3,486.40	34,875.58	47,941.00	(13,065.42)	-27.25%
Administrative Assistant Overtime	122.57	1,302.99	3,269.00	(1,966.01)	-60.14%
Employee Benefits	15,808.74	150,604.00	259,898.00	(109,294.00)	-42.05%
Fire Chief	7,210.65	67,562.51	91,520.00	(23,957.49)	-26.18%
Part-Time Personnel	3,460.00	50,828.85	53,720.00	(2,891.15)	-5.38%
Payroll Taxes	2,961.47	35,808.85	56,930.00	(21,121.15)	-37.10%
PERS	9,917.90	121,769.08	231,118.00	(109,348.92)	-47.31%
Shift Personnel Overtime	0.00	35,796.87	57,994.00	(22,197.13)	-38.27%

Shift Personnel Wages	12,799.75	140,171.44	224,325.00	(84,153.56)	-37.51%
Shift Firefighter/Paramedic OT	2,470.04	6,526.53	25,949.00	(19,422.47)	-74.85%
Shift Firefighter/Paramedic Wage	4,131.78	57,493.54	102,662.00	(45,168.46)	-44.00%
Student Volunteer Stipends	1,200.00	7,400.00	10,800.00	(3,400.00)	-31.48%
Volunteer Conflag Reimbursement	0.00	15,753.60	21,091.00	(5,337.40)	-25.31%
Volunteer Stipends & Benefits	0.00	25,100.00	45,000.00	(19,900.00)	-44.22%
Workers Comp. & Group Accident Insurance	0.00	21,296.74	25,000.00	(3,703.26)	-14.81%
Total Personnel Services	63,569.30	772,290.58	1,257,217.00	(484,926.42)	-38.57%
Total Operating Expenses	77,123.05	1,269,910.77	1,983,372.00	(713,461.23)	-35.97%
Net Profit	(31,275.79)	1,883,317.60	969,755.00	913,562.60	94.21%

Budget Variance

Crooked River Ranch Fire & Rescue
For the month ended March 31, 2026
Cash Basis



Fund Name is Capital Reserve Fund.

Account	Actual for Mar 2026	July 2025 - Mar-26	Budget	Variance	Variance %
Revenue					
Beginning Fund Balance	0.00	318,817.27	318,659.00	158.27	0.05%
Interest	889.47	9,210.20	7,500.00	1,710.20	22.80%
Misc. Income	0.00	11,365.05	11,365.00	0.05	0.00%
Total Revenue	889.47	339,392.52	337,524.00	1,868.52	0.55%
Gross Profit					
	889.47	339,392.52	337,524.00	1,868.52	0.55%
Operating Expenses					
Capital Outlay & Grant Awards: Building Purchases	0.00	34,818.05	41,365.00	(6,546.95)	-15.83%
Interfund Loan - Transfer Out	0.00	2,535.09	0.00	2,535.09	0.00%
Total Operating Expenses	0.00	37,353.14	41,365.00	(4,011.86)	-9.70%
Net Profit	889.47	302,039.38	296,159.00	5,880.38	1.99%

Budget Variance

Crooked River Ranch Fire & Rescue
For the month ended March 31, 2026
Cash Basis



Fund Name is Bond Fund.

Account	Actual for Mar 2026	July 2025 - 26-Mar	Budget	Variance	Variance %
Revenue					
Beginning Fund Balance	0.00	8,948.22	7,118.00	1,830.22	25.71%
Interest	68.07	1,151.06	1,000.00	151.06	15.11%
Previously Levied Taxes	235.47	5,050.65	3,500.00	1,550.65	44.30%
Taxes Collected in Year Levied	1,095.54	196,580.54	212,875.00	(16,294.46)	-7.65%
Total Revenue	1,399.08	211,730.47	224,493.00	(12,762.53)	-5.69%
Gross Profit	1,399.08	211,730.47	224,493.00	(12,762.53)	-5.69%
Other Income					
Interfund Loan - Transfer In	0.00	2,535.09	0.00	2,535.09	0.00%
Total Other Income	0.00	2,535.09	0.00	2,535.09	0.00%
Operating Expenses					
Debt Service: Bond Payment	0.00	188,600.00	205,092.00	(16,492.00)	-8.04%
Total Operating Expenses	0.00	188,600.00	205,092.00	(16,492.00)	-8.04%
Net Profit	1,399.08	25,665.56	19,401.00	6,264.56	32.29%

Payable Invoice Detail

Crooked River Ranch Fire & Rescue For the period March 1, 2026 to March 31, 2026

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Aflac							
Mar 18, 2026	Payable Invoice	K6J61 - ACH	March Premiums from staff for policis	1	434.24	Paid	Payroll Liabilities
Total Aflac				1	434.24		
Blue Mountain Networks							
Mar 16, 2026	Payable Invoice	323184 - ACH	Internet and phone charges	1	682.23	Paid	Materials & Services:Utilities: Telecommunicati ons
Total Blue Mountain Networks				1	682.23		
Carson Oil Company, Inc.							
Mar 2, 2026	Payable Invoice	CP-00627072 - EFT	Fuel for all apparatus	1	422.27	Paid	Materials & Services:Fuel
Mar 18, 2026	Payable Invoice	CP-00629900- EFT	Fuel for all apparatus	1	452.55	Paid	Materials & Services:Fuel
Total Carson Oil Company, Inc.				2	874.82		
Crooked River Ranch Water Company							
Mar 1, 2026	Payable Invoice	002563-000 - ACH	Water usage	1	235.62	Paid	Materials & Services:Utilities: Water
Total Crooked River Ranch Water Company				1	235.62		
Crooked River Sanitary							
Mar 2, 2026	Payable Invoice	00014- ACH	Sanitation services for February	1	79.22	Paid	Materials & Services:Utilities: Sanitation
Total Crooked River Sanitary				1	79.22		
Dana Schulke							
Mar 9, 2026	Payable Invoice	MERP reimbursement	2025 MERP reimbursement	1	875.64	Paid	Personnel Services:Employee Benefits:HRA Reimbursements
Total Dana Schulke				1	875.64		
Deluxe							
Mar 9, 2026	Payable Invoice	XXXX	Purchase of Checks for Payables	1	392.01	Paid	Materials & Services:Adminis tration:Supplies
Total Deluxe				1	392.01		
First Citizens Bank							
Mar 18, 2026	Payable Invoice	48782637 - EFT	Copier Lease	1	138.43	Paid	Materials & Services:Adminis tration:Copier Expenses

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Mar 18, 2026	Payable Invoice	48782637 - EFT	B & W Copies	1	12.66	Paid	Materials & Services:Administration:Copier Expenses
Mar 18, 2026	Payable Invoice	48782637 - EFT	Color Copies	1	80.53	Paid	Materials & Services:Administration:Copier Expenses
Total First Citizens Bank				3	231.62		
HR Answers							
Mar 23, 2026	Payable Invoice	109343- ACH	Salary Survey request for Central Oregon	1	470.00	Paid	Materials & Services:Professional Services
Total HR Answers				1	470.00		
HRA VEBA Trust							
Mar 18, 2026	Payable Invoice	ACH	Monthly contributions for staff	1	1,750.00	Paid	Personnel Services:Employee Benefits:HRA VEBA
Total HRA VEBA Trust				1	1,750.00		
Hughes Fire Equipment							
Mar 23, 2026	Payable Invoice	639290 - ACH	Travel, Labor, and Parts to inspect and adjust the valves on 532	1	503.20	Paid	Materials & Services:Vehicle/Equipment Maintenance:516092
Mar 23, 2026	Payable Invoice	639293 - ACH	Traveled to do labor on Transfe Case Fluid Service on 541 (Labor & Parts and Travel)	1	369.43	Paid	Materials & Services:Vehicle/Equipment Maintenance:517125
Total Hughes Fire Equipment				2	872.63		
IAFF 3650 - Redmond Firefighters Union							
Mar 2, 2026	Payable Invoice	Union Dues - ACH	Union Dues from staff	3	102.00	Paid	Payroll Liabilities
Mar 2, 2026	Payable Invoice	PAC Donations - ACH	PAC donations to Union from staff	1	12.00	Paid	Payroll Liabilities
Mar 18, 2026	Payable Invoice	Union Dues - ACH	Union Dues from staff	3	102.00	Paid	Payroll Liabilities
Mar 18, 2026	Payable Invoice	PAC Donations - ACH	PAC donations from staff	1	12.00	Paid	Payroll Liabilities
Total IAFF 3650 - Redmond Firefighters Union				8	228.00		
L.N. Curtis & Sons							
Mar 9, 2026	Payable Invoice	1045472 - ACH	Calibration gas	1	458.85	Paid	Materials & Services:Fire Operations:Supplies/Equipment

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Mar 9, 2026	Payable Invoice	1045472 - ACH	Shipping	1	63.54	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Total L.N. Curtis & Sons				2	522.39		
Life Flight Network							
Mar 2, 2026	Payable Invoice	Renewal of Membersihp	Annual renewal for Volunteers / Board memberships	1	1,950.00	Paid	Personnel Services:Employee Benefits
Total Life Flight Network				1	1,950.00		
Life-Assist							
Mar 16, 2026	Payable Invoice	2080546 - ACH	Instakool Cold Pack	1	39.12	Paid	Materials & Services:EMS Operations:Supplies
Mar 16, 2026	Payable Invoice	2080546 - ACH	Saline Flush Pre-Filled Syringe, 10 ml	1	41.10	Paid	Materials & Services:EMS Operations:Supplies
Mar 16, 2026	Payable Invoice	2080546 - ACH	Ambu Blue Sensor SP Electrode w/Wet Gel (pack of 50)	4	54.64	Paid	Materials & Services:EMS Operations:Supplies
Mar 16, 2026	Payable Invoice	2080546 - ACH	Sodium Chloride. 9%, 1000 ml bag	3	248.64	Paid	Materials & Services:EMS Operations:Supplies
Total Life-Assist				9	383.50		
Local Government Law Group							
Mar 9, 2026	Payable Invoice	73745	Services rendered for: Question from Dana/Chief on planning of 50th Anniversary celebrations and consulting with Chief on charging fees for deceased recoveries.	1	1,320.00	Paid	Materials & Services:Professional Services:Legal
Total Local Government Law Group				1	1,320.00		
National Fire Protection Assoc. (NFPA)							
Mar 2, 2026	Payable Invoice	306374M	Annual membership	1	225.00	Paid	Materials & Services:Administration:Memberships
Total National Fire Protection Assoc. (NFPA)				1	225.00		
Nationwide Retirement Solutions							
Mar 2, 2026	Payable Invoice	Deferred Comp - EFT	Deferred Compensation contributions from staff	1	420.00	Paid	Payroll Liabilities

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Mar 18, 2026	Payable Invoice	Deferred Comp - EFT	Deferred Compensation contributions from staff	1	420.00	Paid	Payroll Liabilities
Total Nationwide Retirement Solutions				2	840.00		
Oregon PERS							
Mar 5, 2026	Payable Invoice	PERS - EFT	Employer contributions	1	4,077.67	Paid	Personnel Services:PERS
Mar 5, 2026	Payable Invoice	PERS - EFT	Employee contributions, paid by Employer	1	867.15	Paid	Personnel Services:PERS
Total Oregon PERS				2	4,944.82		
Pacific Power							
Mar 18, 2026	Payable Invoice	24712171-001 3 - EFT	Basic Charges, Load Size, Demand Charges, Delivery Charges, Kilowatt Usage	1	2,753.32	Paid	Materials & Services:Utilities: Electric
Total Pacific Power				1	2,753.32		
Smith Rock Auto Body & Paint							
Mar 3, 2026	Payable Invoice	Balance Due from repairs	Balance Due from repairs on 572	1	1,040.85	Paid	Materials & Services:Vehicle/ Equipment Maintenance:516 001
Total Smith Rock Auto Body & Paint				1	1,040.85		
Special Districts Insurance Services							
Mar 4, 2026	Payable Invoice	03-0052514 - ACH	April Health Premiums for staff	1	10,061.00	Paid	Personnel Services:Employee Benefits:Health Insurance
Mar 4, 2026	Payable Invoice	03-0052514 - ACH	April Dental Premiums for staff	1	837.25	Paid	Personnel Services:Employee Benefits:Dental Insurance
Mar 4, 2026	Payable Invoice	03-0052514 - ACH	April Long-Term Premiums for staff	1	109.85	Paid	Personnel Services:Employee Benefits:Long Term Disability Insurance
Total Special Districts Insurance Services				3	11,008.10		
Streamline							
Mar 2, 2026	Payable Invoice	41F663CA-0064 - ACH	Monthly Fee for Website platform	1	200.00	Paid	Materials & Services:Professional Services:Computer Services
Total Streamline				1	200.00		

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Tactical Business Group							
Mar 18, 2026	Payable Invoice	OR-CRR-2026-002 - ACH	Monthly Ambulance/EMS billing services for the month of February 2026	37	1,110.00	Paid	Materials & Services:Professional Services
Total Tactical Business Group				37	1,110.00		
Terminix							
Mar 23, 2026	Payable Invoice	304358	Routine spraying for spiders, rodents, etc.	1	114.00	Paid	Materials & Services:Building & Maintenance:Maintenance
Total Terminix				1	114.00		
Verizon Wireless							
Mar 9, 2026	Payable Invoice	6136813922	Monthly data charges for all iPads in Apparatus	1	224.47	Paid	Materials & Services:Utilities:Telecommunications
Total Verizon Wireless				1	224.47		
VISA - Chase							
Mar 2, 2026	Payable Invoice	WN50430533	toilet repair parts	1	120.73	Paid	Materials & Services:Building & Maintenance:Supplies
Mar 2, 2026	Payable Invoice	XXXX	Registration Fee for Joe Costigan & Mike Fletcher for Regional Training Summit @ Eagle Crest, August 18 & 19, 2026	2	140.00	Paid	Materials & Services:Training
Mar 3, 2026	Payable Invoice	112-9469190-1775462	Storage tote for hazmat booms and absorbent bags	1	131.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Mar 3, 2026	Payable Invoice	112-9469190-1775462	Replacement ignition switch for Champion generator	1	17.99	Paid	Materials & Services:Vehicle/Equipment Maintenance:
Mar 3, 2026	Payable Invoice	HD 885997347	Totes for storing event materials	1	59.92	Paid	Materials & Services:Department Services:Events
Mar 5, 2026	Payable Invoice	XXXX	Annual Subscription to Adobe	1	239.88	Paid	Materials & Services:Professional Services:Computer Services
Mar 9, 2026	Payable Invoice	HD 892333930	Batteries AAA	1	18.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
Mar 9, 2026	Payable Invoice	HD 892333930	Batteries AA	1	18.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Mar 9, 2026	Payable Invoice	HD 892333930	Batteries 9V	1	17.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Mar 9, 2026	Payable Invoice	HD 892333930	Batteries C	1	15.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Mar 9, 2026	Payable Invoice	HD 892333930	Batteries D	1	15.99	Paid	Materials & Services:Fire Operations:Supplies/Equipment
Mar 10, 2026	Payable Invoice	07468	OFCA Member Renewal (Active Member)	1	350.00	Paid	Materials & Services:Training
Mar 10, 2026	Payable Invoice	1874046366	domain renewal fee	1	36.19	Paid	Materials & Services:Professional Services:Computer Services
Mar 11, 2026	Payable Invoice	XXXX	Easter Banner revision and vinyl square from Dana Signs	1	55.00	Paid	Materials & Services:Department Services:Events
Mar 18, 2026	Payable Invoice	HD 893658724	Fire Rehab snacks	1	263.12	Paid	Materials & Services:Department Services:Rehab Supplies
Mar 18, 2026	Payable Invoice	HD 893659026	shipping of box for David	1	10.52	Paid	Materials & Services:Administration:Postage & Shipping
Mar 19, 2026	Payable Invoice	XXXX	Monthly fee for Xero Accounting Platform	1	41.25	Paid	Materials & Services:Professional Services:Accounting/Payroll Services
Mar 19, 2026	Payable Invoice	HD 898569639	Shipping fee for return item	1	86.16	Paid	Materials & Services:Administration:Postage & Shipping
Mar 25, 2026	Payable Invoice	113-9115067-6689021	Office Supplies and Copy Paper	1	67.63	Paid	Materials & Services:Administration:Supplies
Total VISA - Chase				20	1,708.33		
Waystar Merchant Services							
Mar 2, 2026	Payable Invoice	CC Fees	Credit Card fees for use of CC for ambulance billing	1	21.32	Paid	Materials & Services:Professional Services:Credit Card Fees
Total Waystar Merchant Services				1	21.32		

Payable Invoice Detail

INVOICE DATE	SOURCE	REFERENCE	DESCRIPTION	QUANTITY	GROSS	STATUS	ACCOUNT
WHA Insurance							
Mar 18, 2026	Payable Invoice	Admin Fee	Administration Fee for processing MERP for Dana S.	1	25.00	Paid	Personnel Services:Employee Benefits:HRA Reimbursements
Total WHA Insurance				1	25.00		
Total				108	35,517.13		

(9.03) Evaluation of the Fire Chief

A complete Standard Operating Procedure (SOP) for and annual Fire Chief review works best when it is formal, repeatable, and defensible.

1. **Purpose** – This SOP establishes a consistent, transparent, and objective process for conducting the annual performance review of the Fire Chief. It ensures accountability, supports professional development, aligns leadership performance with organizational goals, and provides governing authorities with a structured evaluation framework.
2. **Scope** – This procedure applies to the governing body responsible for oversight of the Fire Chief. It covers all phases of the annual review cycle, from preparation through documentation and follow-up.
3. **Performance Metrics** – Evaluators will assess the Fire Chief using the following Criteria;
 - a. **Leadership & Management:** Developing and implementing strategic plan, fostering a culture of teamwork, accountability, and inclusivity.
 - b. **Emergency Management:** Expertise in incident command, fire tactics, and emergency service delivery.
 - c. **Communication & Relationships:** Strong interpersonal skills, public affairs capability, and ability to build community partnerships.
 - d. **Operational Management:** Experience with budget management, data-driven analysis, and administrative oversight.
 - e. **Personal Attributes:** Integrity, trust, approachability, and high composure during crises.

Review the Fire Chiefs Job Description for amplifying information –
Attachment A

4. **Responsibilities**
 - a. **Board President** – Coordinates the review process, ensures timelines are met, and facilitates meetings.
 - b. **Board Members** – Complete evaluations, provide feedback, and participate in review discussions.
 - c. **Fire Chief** – Provides any required documentation, participates in self-assessment, and collaborates on performance goals.
 - d. **Survey participants** – Complete provided evaluations, provide feedback.
5. **Timeline**

-
- a. **September** – Initiate review cycle and distribute evaluation materials.
 - b. **October** – Fire Chief submits self-assessment and any supporting documentation required/requested.
 - c. **November** – Board complete individual evaluations as outlined in Appendix B. Anonymous surveys sent out.
 - i. **Surveys** –
 1. Annually Members of the staff selected by the Board of Directors will receive an anonymous survey as outlined in Attachment B.
 2. Biannually (or at the time of the Fire Chiefs contract renewal) members of the surrounding jurisdictions and the community will receive an anonymous survey also as outlined in Attachment B. These members MAY include (these could be in part, in whole, or additional to this); Jefferson County Sherrif, Jefferson County Emergency Manager, Deschutes County Sherrif, Deschutes County Emergency Manager, Jefferson County Fire and Emergency – Fire Chief, Redmond Fire – Fire Chief, Cloverdale Fire – Fire Chief, Crooked River Ranch HOA – Manager.
 - d. **December** – Conduct formal review meeting and finalize evaluation. Approve performance goals and compensation adjustments (if applicable).
 - e. **Ongoing** – Quarterly check-ins with two board members to monitor progress.
- 6. Fire Chiefs self-assessment**
- a. The Fire Chiefs Self-Assessment will utilize Attachment C.
 - b. The Fire Chief shall undergo a physical examination during the calendar year.
 - i. The cost of the physical examination shall be borne by the District.
- 7. Board Members Evaluation**
- a. Utilize Attachment B
- 8. Survey Members**
- a. Utilize Attachment B
- 9. Consolidation of Evaluations**
- a. By the end of November, the Board President will consolidate all received surveys and evaluations.
 - i. Scoring is as follows; Excellent = 5, Good = 4, Satisfactory =3, Fair = 2, Poor = 1. An answer of N/A receives no score and is not included in the total numbers of answers.
 - ii. Definition of scoring answers-

-
1. **Excellent** – Exceptional quality, exceeding all expectations and requirements. Performs at the highest level.
 2. **Good** – Above average or high quality. Meets all requirements and sometimes exceeds them.
 3. **Satisfactory** – acceptable or average quality. Meets the minimum expectation and requirements but does not exceed them.
 4. **Fair** – Below average quality. Falls short of expectations, indicating a need for improvement.
 5. **Poor** – Lowest quality, significantly below expectations. Fails to meet the required standards.
 6. **N/A** – The question or criteria does not apply, or the answering party has no knowledge of the question as it applies to the Fire Chief.
- b. The Board President will write a complete review of the received evaluations/surveys, note common themes, and send a draft copy to the rest of the Board (email individually) at least one week prior to December's Board Meeting.
- 10. Final Review** – at the December Board Meeting the Board of Directors will meet with the Fire Chief in Executive Session per ORS 192.660 (2)(i).
- a. After discussion a final report will be created and signed by the Board President and Fire Chief.
- 11. Follow-Up**
- a. Through-out the following year on a quarterly basis the Board President, one additional board member, and the Fire Chief will meet to discuss progress towards goals and allow for mid-year adjustments.
- 12. Confidentiality**
- a. All evaluation materials, discussions, and documents are confidential and handled in accordance with all Local, State, and Federal laws. State public record laws apply.
- 13. Record Retention**
- a. Evaluation documents are retained according to the jurisdiction's records retention policy and schedule.
- 14. Review and Revision of SOP**
- a. This SOP will be reviewed in accordance with Board Policy or sooner if;
 - i. Applicable laws and regulations change
 - ii. Governance structure changes

-
- iii. Best practices evolve
 - iv. Board discretion

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Attachment A

FIRE CHIEF

DIVISION:	EXECUTIVE
DEPARTMENT:	ADMINISTRATION
SUPERVISOR:	BOARD OF DIRECTORS
SUPERVISION EXERCISED:	The Fire Chief supervises the department's staff, including all full and part-time employees and volunteers in all aspects of District operations, according to the District Organizational Chart
SALARY/WAGE STATUS:	\$75,000 - \$90,000 annual, 40 HOURS PER WEEK
CIVIL SERVICE STATUS:	NO
PERS STATUS:	YES, FIRE & POLICE, 6 % EMPLOYEE PICK-UP PAID BY DISTRICT
BARGAINING UNIT:	NO / PERSONAL CONTRACT
HEALTH INSURANCE PACKAGE:	YES, FULL FAMILY COVERAGE
SICK LEAVE:	YES, ACCUMULATED ON A MONTHLY BASIS
VACATION HOURS:	YES, ACCUMULATED BASED ON YEARS OF SERVICE
EXTRA BENEFITS:	<ul style="list-style-type: none"> • HRA/VEBA 100% EMPLOYER PAID CONTRIBUTION • LIFE, ACCIDENTAL DEATH DISMEMBERMENT INSURANCE COVERAGE • AFLAC INSURANCE • DEFERRED COMPENSATION
PAID HOLIDAYS	CURRENT PER YEAR, ONE FLOATING DAY
REVISION DATE	9/2022

JOB SCOPE

The Fire Chief is the executive administrative officer for the District, responsible for directing and coordinating the effective management and efficient functioning of all aspects of a modern fire district, operating within a combination volunteer/career fire service staffing model. The Fire Chief represents the District in promoting the public understanding and support of Fire, Emergency Medical Services, Code Enforcement, and Public Education throughout the District. Within limits established

by the State, the Fire Chief shall have complete authority over the organization, its management, direction and employees and shall be the final authority in the assignment of personnel. The Fire Chief serves at the direction of the Board of Directors.

PRIMARY PURPOSE

Provides and develops leadership, morale, and vision throughout the ranks of Crooked River Ranch Fire and Rescue; is a good steward of the District's resources; and assures excellent service is provided to the residents of, and visitors of the Crooked River Ranch Fire and Rescue.

The Fire Chief is the recognized leader of the district who inspires each member to achieve the District's mission, values, and vision.

ESSENTIAL FUNCTIONS

The Fire Chief is expected to exercise independent judgment in carrying out district policy, programs, orders, and in the best of interest of the District, to hire, promote, evaluate, counsel, assign, recall, transfer, reward, discipline, suspend, and discharge any District personnel as may be required.

The following examples do not include all of the tasks that the employee may be expected to perform. This list is not to be construed as a detailed, all-encompassing description, but rather a representative listing of the essential functions and responsibilities of the Fire Chief's position.

-
- Provides for the supervision of the overall operation, planning and managing of the District;
including fire prevention, fire suppression, emergency medical services, hazardous materials response, technical rescue, code enforcement, public education, training programs, station and equipment maintenance, district purchasing, and administration to ensure maximum service to the community.
 - Determines fire problems, levels and types of services rendered by the District; analyzes and develops plans to ensure adequate fire protection for the District.
 - Prepares and presents the annual budget to the Board of Directors and tracks all budget expenditures and revenues for compliance with applicable federal, state and local laws.
 - Attends all Board of Directors meetings, budget meetings, and other special meetings as required and shall make such recommendations to the Board of Directors concerning the affairs of the District as necessary.
 - When available must respond to major emergencies and direct activities, as needed, at the scene.
 - May be required to respond to emergency medical calls and render care within their scope of training.
 - Determines the overall organization of the fire department and prescribes the necessary duties, qualifications, and functions of various firefighting and EMS positions to maintain that organization properly.
 - Enhance public relations and collaboration with the District's residents and businesses; neighboring agencies; elected officials; and county, state and federal administrators.
 - Promotes and maintains working relationships with the Crooked River Ranch Homeowner's Association, Crooked River Ranch Water Company, Special Roads District etc.
 - Promotes and maintains relationships with neighboring and regional fire agencies.
 - Develops Strategic Plan, District rules, procedures, and policies for the District for submission to the Board of Directors for review. Interprets, maintains, and administers regulations, rules, guidelines, policies, procedures, and resolutions as set by the Board of Directors.
 - Maintains the District disciplinary policy, handles grievances, and oversees conduct and general behavior of personnel and volunteers, and shall be responsible for all personnel functions of the District including hiring, evaluating, training, disciplining, and terminating subordinate employees. Ensures performance reviews are timely.
 - Shall have the power to prescribe action or issue such orders not specifically mentioned in the standard operation guidelines and policies which in his opinion are urgently necessary to ensure the welfare and safety of the general public.
 - Prepares and presents reports and records as necessary to properly document District activities and comply with applicable federal, state and local laws and makes available to the public usual and customary information concerning the District's operation.
 - *Identifies and actively pursues alternate funding opportunities. (i.e.; grants)*
 - Perform such other and further duties as from time to time may be directed to be performed by resolution or motion of the Board of Directors.

-
- Oversee coaching, mentoring, training of all District personnel using delegation as much as possible for the success of all volunteer and paid staff for optimum retention.

SECONDARY DUTIES

- Attends administrative level conferences, schools, and seminars related to enhancement of the position and the District to deliver effective fire and life safety services to the public.
- May represent the District by active participation and membership in state, national, and international organizations as authorized by the Board of Directors.
- May represent the District by participation and membership in local service organizations as required, in an effort to accomplish the District's Mission.
- Drives and operates vehicles as necessary.
- Must be prepared to report/remain at work during major emergencies, disasters, and some large emergency exercises with little or no notice. Must be able to meet this requirement without substantial delay by taking appropriate steps for individual and family preparedness.
- May receive assignments well outside of job description or normal chain of command during major emergencies, disasters, and some emergency exercises.
- Performs other duties as assigned.

JOB SPECIFICATIONS

- Must have demonstrated and documented physical and visual ability to respond on short notice, to emergency incidents.
- Experience with Fire/EMS training.
- Fire prevention/public education experience.
- Previous management/supervisory experience and training beyond minimum requirements.
- Ability to interpret Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR).
- Knowledge and experience in fiscal fund management and accounting procedures.
- Demonstrated knowledge of Federal guidelines pertaining to public fire protection, public administration, and fire related criminal activities.
- Experience with Fire Code enforcement.

-
- Comprehensive knowledge of Oregon Civil Service rules and process.
 - Experience with employee organizations, department associations and/or employee unions.
 - Comprehensive understanding of applicable labor law.
 - Experience in risk management/safety programs.
 - Experience with fire cause investigation in both wild land and structural fires.
 - Work experience with fire department ISO rating.
 - History of positive working relationship with volunteer personnel.
 - Administrative or supervisory experience in an ambulance transporting agency and experience with ambulance billing, or the supervision of ambulance billing personnel.
 - Working knowledge of municipal fire department policies, rules and regulations, standard operating procedures and directives through a history of administrative work with a fire district or city fire department.
 - Demonstrate ability to create documents, spreadsheets and databases using computers as well as ability to use radios, pagers, GPS, personal computers, phones and other general office equipment. Must also demonstrate the ability to drive Ambulances, use medical aid equipment, fire apparatus, fire pumps, hoses, ladders, and other firefighting equipment.
 - Develop, implement and administer a fire department budget per Oregon Law and understand fiscal accountability of a fire department through a history of administrative work.
 - Possess skills and experience in public speaking and dealing with the media.
 - Must be in good physical and mental health as determined by an independent medical evaluation.
 - Reasonable accommodations will be provided to enable individuals with disabilities to perform the essential functions.
 - Individual will be required to sit; talk and hear; walk; use hands to touch, handle or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to climb, balance, stoop, kneel, crawl and smell.
 - Individual must lift and move up to 10 pounds and occasionally move up to 165 pounds. Vision abilities required are close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus. The individual must pass a hearing test within normal range. Noise level is usually quiet in the office settings and loud at the emergency scene.
 - Work is primarily performed in offices, vehicles and outdoor settings in all weather conditions including temperature extremes during day and night. Work is often performed in emergency and stressful situations. The individual is exposed to hearing alarms and hazards associated with fighting fires and rendering emergency medical assistance including smoke, noxious odors, fumes, chemicals, liquid chemicals, solvents or oils. During firefighting activities, the individual is exposed to restricted environment with temperature variance and periods of extreme physical exertion.

-
- Individual will be near moving mechanical parts and in highly precarious places and is exposed to wet or very dry conditions, fumes, airborne particles, toxic or caustic chemicals and a risk of electrical shock and vibration.
 - Has a thorough knowledge of all aspects of firefighting, Haz-Mat, EMS, and emergency scene tactics, policies, procedures and operating guidelines.
 - Has proven skills to supervise employees and volunteers.
 - Has the ability to interpret codes, ordinances and applicable laws.
 - Has the ability to exercise independent judgment in the supervision of personnel, fleet management, training programs and public relations.
 - Actively mentors' subordinates as part of the District's Career Development Program.
 - Has ability to function effectively in an Emergency Operations Center or Incident Management Team during major emergencies.

EXPERIENCE AND TRAINING

Minimum Qualifications:

- A minimum of an Associate's degree in fire science, fire service administration, public administration, management, business, or related field, or
- Equivalent education and experience in supervision and management
- Minimum of seven (7) years of experience in the Fire Service
- Minimum of three (3) years of leadership experience within the fire service.
- Minimum of a licensed Oregon Emergency Medical Technician or able to obtain reciprocity within 90 days.
- NFPA Certified Fire Officer 1 or higher within first year of hire.
- NFPA Certified Instructor 1 or higher
- NFPA Apparatus Operator (Pumper Operator)
- Wildland fire knowledge & experience (Wildland Firefighter 1)
- NIMS Compliant to ICS-400 within 6 months of hire
- Or ability to demonstrate skills and experience in lieu of minimum qualifications

Desirable Qualifications:

- Bachelor's degree in fire science, fire service administration, public administration, management, business, or related field.
- Graduate of National Fire Academy - Executive Fire Officer Program
- Fire Officer II or higher
- Hazardous Materials On Scene Incident Commander
- Strike team Task force leader qualified or higher

Special Requirements:

- Possess or be able to obtain by time of hire, a valid Oregon Driver's License, insurable by Districts carrier.
- Successful completion of a medical exam (NFPA 1582).
- Must have no felony or disqualifying convictions as determined by a comprehensive background investigation.
- Must have the ability to pass a language skills assessment in English.
- Must reside within the District boundaries of Crooked River Ranch Fire & Rescue.

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Attachment B

Evaluation of the Fire Chief

1. Instructions.
 - a. The following is a list of questions to be answered on a 6-point scale as follows: Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, and N/A ____
 - b. The criteria for each are as follows.
 1. **Excellent** – Exceptional quality, exceeding all expectations and requirements. Performs at the highest level.
 2. **Good** – Above average or high quality. Meets all requirements and sometimes exceeds them.
 3. **Satisfactory** – acceptable or average quality. Meets the minimum expectation and requirements but does not exceed them.
 4. **Fair** – Below average quality. Falls short of expectations, indicating a need for improvement.
 5. **Poor** – Lowest quality, significantly below expectations. Fails to meet the required standards.
 6. **N/A** – The question or criteria does not apply, or the answering party has no knowledge of the question as it applies to the Fire Chief.

Evaluation

These questions may be used completely, in part, or added to at the discretion of the Board.

1. **Leadership & Management:** Developing and implementing strategic plans, fostering a culture of teamwork, accountability, and inclusiveness.
 - a. **Does the Fire Chief develop and communicate strategic plans that guide the organization's long-term direction?**
Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
 - b. **Does the Fire Chief foster a culture of teamwork, collaboration, and shared accountability within the department?**
Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
 - c. **Does the Fire Chief promote inclusivity and ensure that all members feel respected and valued?**
Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

BOARD POLICY – Evaluation of the Fire Chief

(9.03)

Comments:

2. **Emergency Management:** Expertise in incident command, fire tactics, and emergency service delivery.

a. **Does the Fire Chief apply incident command principles during emergency operations?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

b. **Is the Fire Chief proficient in fire tactics and decision-making during complex or high-pressure incidents?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

c. **Does the Fire Chief ensure high-quality, efficient emergency service delivery across the organization?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

Comments:

3. **Communication & Relationships:** Strong interpersonal skills, public affairs capability, and ability to build community partnerships.

a. **Does the Fire Chief communicate with internal staff across all levels of the organization?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

b. **The Fire Chief maintains a strong and positive relationship with community partners, public-safety stakeholders, and local officials?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

BOARD POLICY – Evaluation of the Fire Chief

(9.03)

- c. **Does the Fire Chief positively and proactively represent the department in public or media-facing environments?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

Comments:

- 4. **Operational Management:** Experience with budget management, data-driven analysis, and administrative oversight.

- a. **Does the Fire Chief manage budgets and allocate resources to meet organizational goals?**

5. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

- a. **Does the Fire Chief use data and analysis to guide operational decisions and improvements?**

6. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

- a. **Does the Fire Chief oversee administrative functions such as policy development, reporting, and compliance?**

7. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

Comments:

- 8. **Personal Attributes:** Integrity, trust, approachability, and high composure during crises.

- a. **Does the Fire Chief demonstrate integrity, honesty, and ethical decision-making?**

BOARD POLICY – Evaluation of the Fire Chief

(9.03)

9. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

a. **Is the Fire Chief approachable and supportive when staff seek guidance or express concerns?**

10. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

a. **Does the Fire Chief maintain composure and sound judgment during crises or high-stress situations?**

11. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

Comments:

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Attachment C

Fire Chief Self-Evaluation

Date of Evaluation _____

Fire Chief Being Evaluated _____

Evaluation Period _____

1. Definition of scoring answers-

1. **Excellent** – Exceptional quality, exceeding all expectations and requirements. Performs at the highest level.
2. **Good** – Above average or high quality. Meets all requirements and sometimes exceeds them.
3. **Satisfactory** – acceptable or average quality. Meets the minimum expectation and requirements but does not exceed them.
4. **Fair** – Below average quality. Falls short of expectations, indicating a need for improvement.
5. **Poor** – Lowest quality, significantly below expectations. Fails to meet the required standards.
6. **N/A** – The question or criteria does not apply, or the answering party has no knowledge of the question as it applies to the Fire Chief.

2. **Leadership & Management:** Developing and implementing strategic plans, fostering a culture of teamwork, accountability, and inclusiveness.

- a. **Does the Fire Chief develop and communicate strategic plans that guide the organization’s long-term direction?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

- b. **Does the Fire Chief foster a culture of teamwork, collaboration, and shared accountability within the department?**

Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

-
- c. **Does the Fire Chief promote inclusivity and ensure that all members feel respected and valued?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
3. **Emergency Management:** Expertise in incident command, fire tactics, and emergency service delivery.
- d. **Does the Fire Chief apply incident command principles during emergency operations?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
- e. **Is the Fire Chief proficient in fire tactics and decision-making during complex or high-pressure incidents?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
- f. **Does the Fire Chief ensure high-quality, efficient emergency service delivery across the organization?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
4. **Communication & Relationships:** Strong interpersonal skills, public affairs capability, and ability to build community partnerships.
- g. **Does the Fire Chief communicate with internal staff across all levels of the organization?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
- h. **The Fire Chief maintains a strong and positive relationship with community partners, public-safety stakeholders, and local officials?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
- i. **Does the Fire Chief positively and proactively represent the department in public or media-facing environments?**
 Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
5. **Operational Management:** Experience with budget management, data-driven analysis, and administrative oversight.
- j. **Does the Fire Chief manage budgets and allocate resources to meet organizational goals?**
 6. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __
- k. **Does the Fire Chief use data and analysis to guide operational decisions and improvements?**
 7. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

l. **Does the Fire Chief oversee administrative functions such as policy development, reporting, and compliance?**

8. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

9. **Personal Attributes:** Integrity, trust, approachability, and high composure during crises.

m. **Does the Fire Chief demonstrate integrity, honesty, and ethical decision-making?**

10. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

n. **Is the Fire Chief approachable and supportive when staff seek guidance or express concerns?**

11. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

o. **Does the Fire Chief maintain composure and sound judgment during crises or high-stress situations?**

12. Excellent ____, Good ____, Satisfactory ____, Fair ____, Poor ____, N/A __

A. Summary of accomplishments

a. _____

B. Progress on Goals

a. _____

C. Assessment of Budget performance and resource management

BOARD POLICY – Evaluation of the Fire Chief

(9.03)

-
- a. _____

D. Personnel development and leadership initiatives

- a. _____

E. Personal development

- a. _____

F. Challenges and lessons learned

- a. _____

BOARD POLICY – Evaluation of the Fire Chief

(9.03)

G. Strategic priorities and goals for coming year

a. _____

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**CROOKED RIVER
RANCH R.F.P.D. (AKA)
CROOKED RIVER
RANCH FIRE & RESCUE**

**2026-2031
STRATEGIC
PLAN**

(EFFECTIVE: JANUARY 1, 2026)



**Presented by
Sean Hartley,
Fire Chief**

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EXECUTIVE SUMMARY



Crooked River Ranch Fire & Rescue (CRRF&R) serves a growing community facing increased emergency service demands, elevated wildfire risk, and financial pressures. To remain resilient and responsive, this 2026-2031 Strategic Plan provides a roadmap for guiding growth through challenging times and ensuring the highest level of service well into the future.

CRRF&R faces several significant challenges, including rapidly increasing personnel costs, competitive wage pressures from neighboring agencies, property tax revenues that are not keeping pace with inflation, and rising costs of materials and essential services. Addressing these realities requires careful planning, resource management, and strategic investment.

This plan was developed through a collaborative process that included input from district leadership, staff, and key stakeholders. The process involved evaluating current operations, identifying future challenges, and aligning priorities with the community's needs and expectations. The result is a forward-looking plan that balances financial responsibility with operational excellence.

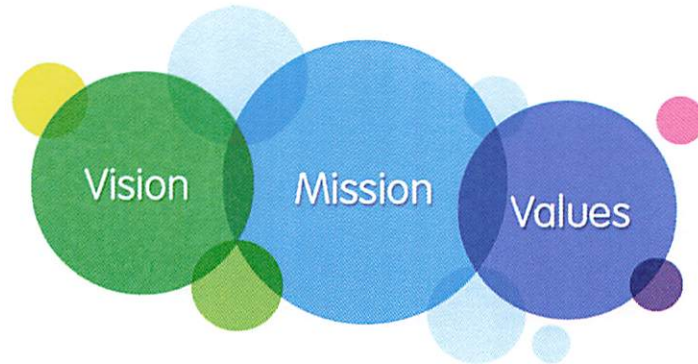
The **eight key priorities** guiding this plan are:

- 1) **Ensure Long-Term Financial Sustainability** - Develop responsible fiscal strategies to maintain and improve service delivery.
- 2) **Enhance Operational Capacity and Staffing** - Expand resources and staffing models to meet current and future demands.
- 3) **Improve Internal and External Communications** - Strengthen communication within the organization and with the community.
- 4) **Strengthen Community Safety and Risk Reduction** - Implement proactive programs to reduce hazards and enhance preparedness.
- 5) **Pursue Strategic Partnerships and Legislative Solutions** - Collaborate with partners and advocate for supportive legislation to improve service capabilities.
- 6) **Plan for Workforce Sustainability** - Establish long-range strategies to maintain a skilled, engaged workforce.
- 7) **Strengthen Volunteer Recruitment and Retention** - Build a supportive environment that attracts and retains dedicated volunteers.
- 8) **Modernize Facilities and Schedule Apparatus Replacement** - Invest in infrastructure and equipment to ensure reliability and safety.

This Strategic Plan reflects CRRF&R's commitment to transparency, accountability, and collaboration. Each priority is supported by measurable objectives and actionable strategies designed to address immediate needs while preparing for long-term success. Through this plan, Crooked River Ranch Fire & Rescue will remain a trusted emergency service provider - ready to meet today's challenges and tomorrow's opportunities.

CROOKED RIVER RANCH FIRE & RESCUE

OUR



-VISION-

To provide exceptional fire, medical, and life-safety services to the Crooked River Ranch Community, in a fiscally responsible and cost-effective manner.

-MISSION -

To serve the community of Crooked River Ranch by providing superior service through prevention, education, emergency response and community involvement.

-VALUES-

These core values have been selected as an integral part of our District's commitment both to an exemplary level of service and a moral standard of conduct above and beyond reproach.

- Service – Dedication to our community.
- Professionalism – Honoring the firefighter oath.
- Integrity – Upholding moral and ethical conduct at all times.
- Respect – Embracing diversity and recognizing individual worth.
- Innovation – Taking creative risks to adapt and improve.
- Trust – Reliance on the integrity, strength, and ability of our members.
- Bravery – Courage is the foundation of our character.
- Caring – Be safe, do no harm, and be nice.
- Fiscal Responsibility – Protect the public trust by being fiscally accountable to our constituents.

COMMUNITY PROFILE

The community of Crooked River Ranch, in the scenic high desert of rural Central Oregon, includes 16.4 square miles of rural residential, recreational, and commercial property. It lies primarily in Jefferson County with a small southern portion in Deschutes County. The community is isolated on a peninsula between the Deschutes and Crooked River canyons that are over 300 feet deep and one-half mile wide.

Crooked River Ranch is primarily a bedroom community with a population of approximately 5,700. Most people living here work outside of the community in nearby cities or are retired from work. The median resident age is 57-58 years. The median household income is approximately \$75,000. Residents below poverty level are at 9%.

There are 2,646 properties in Crooked River Ranch. They are a combination of residential, commercial, and open land. Of all these properties there remain approximately 110 that are undeveloped. The majority of the properties are residential and vary in size from one to ten acres. The community includes a mix of commercial and light industrial buildings such as offices with public meeting spaces, churches, health and food service providers, retail shops, a gas station, and various recreational facilities, including a golf course, tennis courts, and a swimming pool. It also features motels, RV parks, public and RV storage facilities, and numerous small businesses. Additionally, several adult foster care facilities are located within the community.

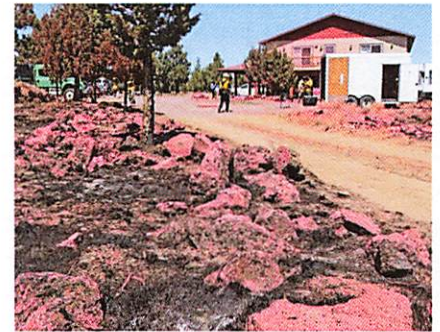
Crooked River Ranch is governed by an elected nine-member board of directors who oversee the Crooked River Ranch Club & Maintenance Association. The Crooked River Ranch Club & Maintenance Association is a non-profit corporation and is the largest homeowner's association in Oregon. It is considered to be the largest subdivision of its kind - employing over 25 people and utilizing many volunteers to keep owners and guests satisfied during their stay on the Ranch. As with all homeowner associations, dues are collected to assist in maintaining the common properties which the association owns. These common properties include the swimming pool, tennis/pickleball courts, 18-hole golf course, RV Park, MacPherson Park & Pavilion, Panorama Park, baseball field, basketball court, horse arena, and other Ranch amenities. ***The homeowner's dues do not pay for any services rendered by Crooked River Ranch Fire & Rescue.***



A comprehensive overview of the risks and hazards that Crooked River Ranch faces based on its geography, climate, and community characteristics:

1. Wildfire & Wildland-Urban Interface (WUI) Risks

- **High Desert Environment:** CRR is in a semi-arid high desert, which is prone to dry conditions during summer months.
- **Vegetation:** CRR is a large, low-density residential community with homes adjacent to wildland vegetation including sagebrush, juniper, and grasses which increase wildfire fuel loads.
- **Topography:** Situated on a plateau between the Deschutes and Crooked River canyons, which can channel wind and accelerate wildfire spread.
- **Historical Context:** Central Oregon has a history of wildfires, and the community's remote location can complicate rapid response.
- **Risk Impact:** WUI hazards that include ember attacks, spot fires, and structural vulnerability during wildfire events, (threats to homes, infrastructure, and evacuation routes).



2. Emergency Response Challenges

- **Remote and Isolated Access:** CRR's location on a plateau and limited access points increase response times for fire, medical, and rescue emergencies.
- **Limited Evacuation Routes:** The narrow roads along the canyons may create congestion during emergencies.



3. Medical and Public Health Risks

- **Aging Population:** Median age ~57–58 years; increased risk of medical emergencies such as heart disease, falls, and chronic conditions.
- **Limited Local Healthcare:** Dependence on nearby towns like Redmond and Bend for healthcare services.

4. Severe Weather Hazards

- **Winter Snow and Ice:** Can limit access and create transportation hazards.
- **High Winds:** Can exacerbate wildfire spread and damage structures.
- **Lightning:** Risk of starting fires, particularly during dry summer months.
- **Extreme Summer Heat:** Summer heat poses a consistent risk to the community by increasing heat-related illnesses, especially among vulnerable populations. High temperatures and dry conditions also raise the likelihood of vegetation fires and strain emergency response resources. Focused outreach, preparedness efforts, and mitigation measures help reduce the overall impact on residents and responders.



5. Human-Caused Hazards

- **Traffic and Road Accidents:** Long, narrow roads through the community increase vehicle accident risks.
- **Industrial/Commercial Risks:** Small businesses, gas stations, and storage facilities introduced localized chemical, fire, or structural hazards.



6. Drought and Water Scarcity

- **Low Precipitation:** Central Oregon's high desert environment experiences limited rainfall, creating risk for water shortages.
- **Access To Water:** Community water system does not provide water to the entire area and has limited fire hydrant coverage to residential areas. There are also no static water sources for drafting operations to refill water tenders. Distance from homes to water sources, primarily fire hydrants, for water tenders, can lead to delays in establishing effective water sources for firefighting operations.



7. Geologic and Terrain Hazards

- **Canyon Edges:** Homes and roads near canyon edges face potential landslides or erosion during heavy rainfall events.
- **Steep Slopes:** Increased difficulty with firefighting and evacuation.

BACKGROUND

Why We Are Here

Each year, fires, medical emergencies, accidents, and natural disasters threaten lives and property across the United States. In Crooked River Ranch, the need for timely, local emergency response is growing—especially for medical calls, which now make up the majority of our incidents. CRRF&R exists to protect our community through comprehensive, all-hazard response services.

Who We Are

We are a team of career and volunteer firefighters dedicated to reducing loss of life and property. Through education, prevention, and rapid response, we provide high-quality fire protection, emergency medical services, and technical rescue in partnership with our community.

Mission

“To serve the community of Crooked River Ranch by providing superior service through prevention, education, emergency response, and community involvement.”

Our mission is carried out through public education, fire prevention programs, and emergency response, ensuring residents and visitors are protected from fire, medical crises, and hazardous situations.

Core Values

CRRF&R operates under the principles of service, professionalism, integrity, respect, innovation, trust, bravery, and fiscal responsibility, guiding our actions both on and off duty and ensuring the trust and safety of the community we serve.

Focus Areas

CRRF&R has three focus areas that serve as our general doctrine. These focus areas are:

- Firefighter Safety
- Professional Behavior
- Efficient Operations

To support our mission and focus areas, our Fire district has prioritized four key organizational principles:

- Support a safe, healthy and effective workplace.
- Establish and maintain the highest quality fire suppression and EMS programs.
- Establish a strong community relations program, particularly around fire prevention and public education.
- Promote lifelong learning with an emphasis on high, professional standards and higher education.

ORGANIZATIONAL ANALYSIS

SWOT ANALYSIS

SWOT is an acronym for Strengths-Weaknesses-Opportunities-Threats. SWOT analysis is a well-known tool for auditing and analysis of the overall strategic position of the organization and its environment. Its key purpose is to identify the strategies that will create a service delivery model that will best align an organization's resources and capabilities to the requirements of the environment in which it operates. A study of this environment in which the organization operates helps in forecasting changing trends to include them in the decision-making process.

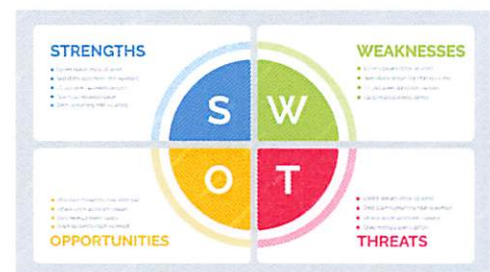
Strengths (S) and Weaknesses (W) are considered internal factors over which we have some measure of control. Opportunities (O) and Threats (T) are external factors over which we have, essentially, no control. It is the foundation for evaluating internal potential and limitations, and the possible opportunities and threats from the external environment.

A SWOT analysis was conducted on March 8th, 2025. Participants included representative members of the Fire District career and volunteer members with varying years of tenure and positions within the organization, elected members of the Fire District Board of Directors, and leaders from community stakeholders. In the pages the yellow highlighted topics were agreed upon as the highest priority areas by the participants in the SWOT analysis.

STRENGTHS

It is important for any organization to identify their strengths to ensure they can provide the services requested by customers, and to ensure that strengths are consistent with the issues they face. Often, the identification of strengths leads to the channeling of an organization's efforts toward the community needs that match those strengths. Programs that do not match organizational strengths, or the primary function of the agency, should be reviewed to evaluate the rate of return on precious staff time.

- 1) **Staff (Paid, Volunteer, Students)**
- 2) Fire Board
- 3) Community Support
- 4) **Progressive agency (policies, technology, processes)**
- 5) Allied Agency Interactions
- 6) Station Location
- 7) Training Facility
- 8) **Training Program Opportunities**
- 9) Helpful Culture
- 10) Frugal with money, no need to fight for money with others
- 11) **We have known income until 2029**
- 12) **We provide EMS & Transport**
- 13) Apparatus and Equipment are sound
- 14) **Ethics and Morals**
- 15) Opportunities for Professional Development
- 16) Access to local Hospital / Patient Advocacy

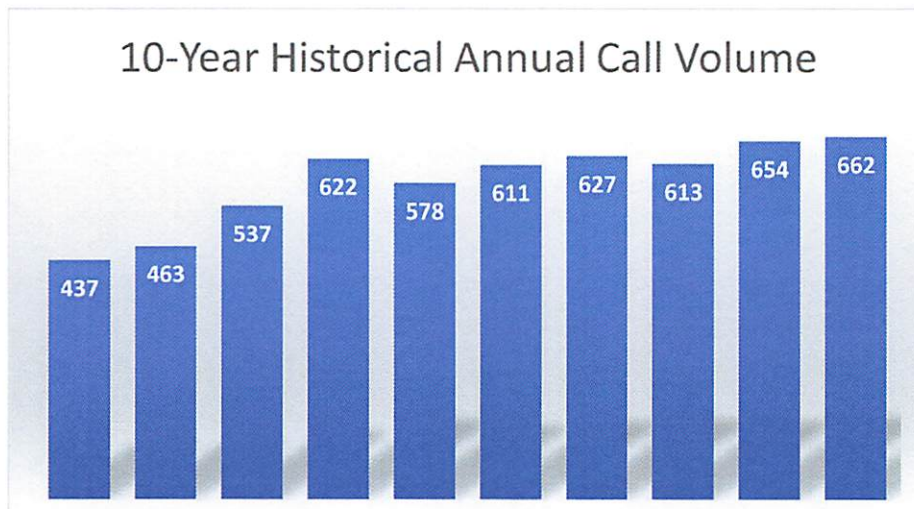


WEAKNESSESS

Performance or lack thereof, within an organization depends greatly on the identification of weaknesses and how they are confronted. While it is not unusual for these issues to be at the heart of the organization's overall problems, it is unusual for an organization to be able to identify and deal with these issues effectively on its own.

For any organization to either begin, or continue, to move progressively forward, it must be able to identify its strengths, as well as those areas where it does not function well. The areas needing improvement are different from threats, which will be identified later, but rather those day-to-day issues and concerns that may slow or inhibit progress.

- 1) **Short on Volunteers/Staffing on calls - not in District, turnover**
- 2) **Money, tax base**
- 3) Operating Levies - not permanent
- 4) Grant funding availability
- 5) **Community understanding of what we do, and how many people we have**
- 6) Call Volume
- 7) Economy - increasing costs
- 8) Water Supply in areas of the Ranch
- 9) Building age / Maintenance
- 10) Transport time when we go to Bend
- 11) Limited Promotional Opportunities
- 12) Lack of promoting the agency / market the district better
- 13) Communication
- 14) Pride - ownership (going the extra mile on tasks, etc.)





OPPORTUNITIES

The identification of opportunities for the organization follows the assessment of strengths and weaknesses. These opportunities are not solely focused on existing services, but on expanding and developing new possibilities both inside and beyond the traditional service area.

- 1) Fire Wise Education
- 2) **Staff Pay & Retention (be competitive in order to retain people)**
- 3) Measure communication (how do we measure the communication and what is getting out there)
- 4) Have a Town Hall Meeting to inform public of the District's challenges and what we do
- 5) **Recruit local Volunteers (Retention)**
- 6) **Private Grant Funding (hire a professional grant writer to find other grants other than Federal)**
- 7) Building is being outgrown (efficiency and in female FFs)
- 8) **Partnering with other Districts for service and economic benefits**
- 9) **Get on the ballot to be included in the 911 Deschutes County Taxing District**
- 10) **EMS billing service fee on each property to offset costs**
- 11) Tap into the local businesses to recruit volunteers
- 12) Co-op purchasing with other Districts
- 13) Check with utility companies in leasing opportunities
- 14) Offer more "for fee" services (using conference room/training room/CPR classes, pre-scheduled non-emergency transports)
- 15) Opportunity to add more water to south end of the Ranch, which would improve the ISO rating



THREATS / UNKNOWNNS

There are conditions in the internal and external environment that are not under an organization's control. However, by being aware of them, the organization can develop plans and programs to either mitigate or respond when a threat becomes reality. By recognizing possible threats, an organization can reduce the potential for loss.

- 1) **Cyber Threats**
- 2) **Wildfire**
- 3) Water System (volume and coverage)
- 4) Access/Egress from CRR
- 5) **M-G & M-50 (funding)**
- 6) Inflation
- 7) Power Grid Interruption
- 8) **Natural Disaster**
- 9) **Railway Accident (Hazmat)**
- 10) Pandemic
- 11) **Lack of interest in the fire service**
- 12) **Regulations/Controls**
- 13) Grants
- 14) Community Demographics
- 15) Assisted Living Facilities
- 16) Homeless/Transient people
- 17) Mass Supply Shortage
- 18) Wilderness Designation
- 19) Access to additional supplies in Terrebonne/Redmond
- 20) **Burnout - Retirement of Employees within 5-7 years**

BUDGET ANALYSIS

Crooked River Ranch Fire & Rescue is organized as a Special District under ORS 478. The District is governed by an elected five-member Board. Funding comes from a permanent tax rate, a voter-approved operations levy, and a general obligation bond for the specific purpose of the construction of the current fire station. The District's permanent tax was set by Measure 50 and based on the 1995 tax rates. This rate cannot be changed. The current 5-year Operating Levy was approved by the voters and took effect July 1, 2024. The District has had an Operating Levy approved by the voters since 2004. The voters approved of the General Obligation Bond, and it took effect in 2007.

Current Tax Rates

- Permanent Tax Rate: \$1.8379 per \$1,000 of assessed value
- Local Option Levy (Operations) 7/1/2024 through 6/30/2029: \$1.17 per \$1,000 of assessed value
- General Obligation Bond approved by voters in 2007

Budget Challenges

The District continues to face significant financial challenges that directly impact operations, staffing, and service delivery.

- **Personnel Costs and Retention**

District personnel remain the lowest paid among Central Oregon fire agencies. This creates challenges in retaining highly trained staff and makes it more difficult to fill vacancies when positions are posted. Rising personnel costs, including PERS contributions, health and retirement benefits, and workers' compensation, add additional pressure to the budget.

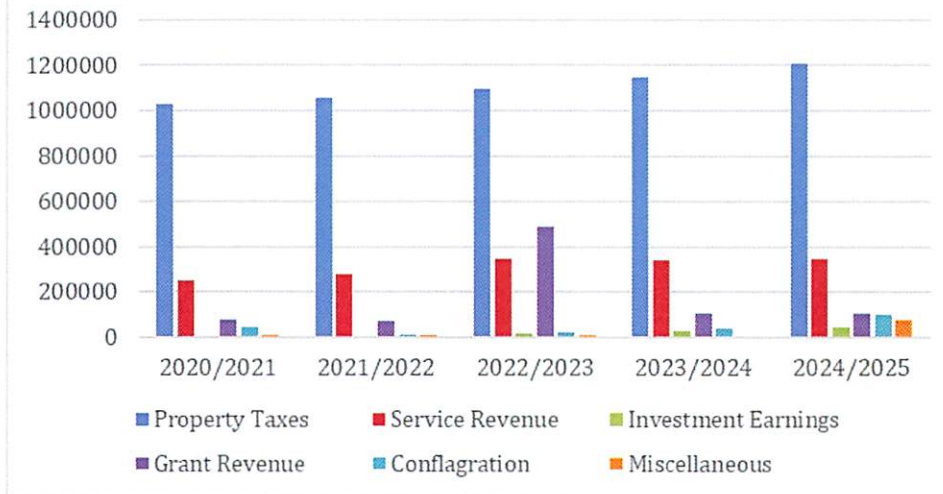
- **Rising Operating Costs**

The costs of maintaining apparatus, facilities, and day-to-day operations continue to climb. These increases are driven by inflation, supply chain costs, and the specialized nature of fire and EMS equipment.

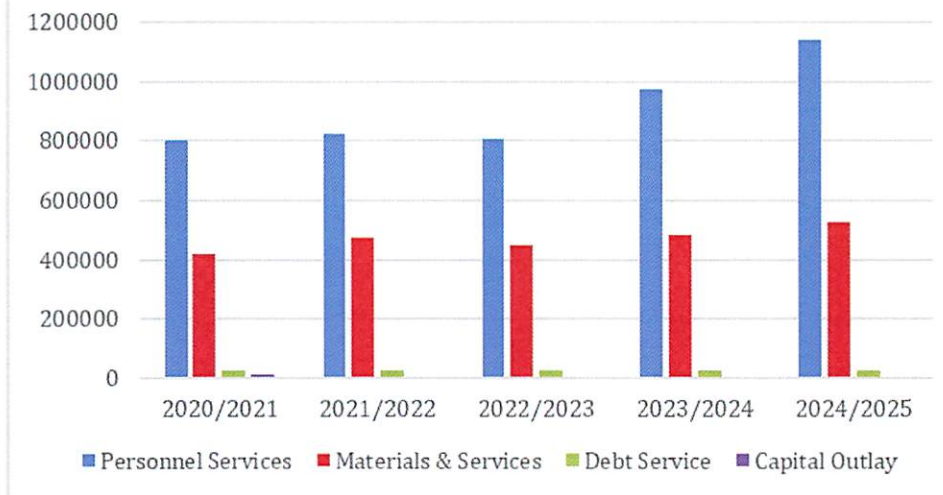
- **Property Tax Revenue Limitations**

The District's primary funding source is property taxes. These remain comparatively lower due to assessed property values lagging neighboring counties. This limits revenue growth even as operational demands expand.

Five Year Historical Budget Revenue Details



Five Year Historical Expense Breakdown



•Utility Tax Issues

In both 2023/2024 and 2024/2025, the District experienced revenue impacts from utility tax disputes in Jefferson County. While the PGE tax issue was resolved with the District being made financially whole, the PacificCorp tax issue temporarily reduced tax revenue. That revenue is expected to be corrected in FY 2025/2026, but the temporary shortfall created budget strain.

•EMS Reimbursement Limitations

EMS reimbursement rates remain low, largely due to the high percentage of Medicare patients the District transports. Although Medicaid reimbursement through the GEMT (Ground Emergency Medical Transportation) program has been maintained after a recent reversal at the state level, there remains ongoing uncertainty around the program at the federal level. Any change in GEMT funding would have a significant impact on revenue.

STRATEGIC GOALS AND ACTION OBJECTIVES

1. Ensure Long-Term Financial Sustainability

Goal: Diversify and strengthen funding streams to support operations and capital needs.

- Actions & Timeline:
 - o Research funding strategies including
 - Local Option Levy – Completion June 2026
 - Capital bonds – Begin 2029 – Completion 2031
 - EMS rates – Completion March 2026
 - o Hire grant writer and begin identifying private/non-federal grant opportunities – Completion July 2026
 - o Present funding strategy options to the board and community – Completion July 2026

2. Enhance Operational Capacity and Staffing

Goal: Align staffing levels with financial capacity, service demand, and improve employee retention.

- Actions & Timeline:
 - o Complete response time and call data analysis – Completion March 2026
 - o Begin compensation and benefits market study – Completion January 2026
 - o Implement staffing adjustments and recruitment improvements – Completion July 2026

3. Improve Internal and External Communications

Goal: Build trust and awareness through stronger communication practices.

- Actions & Timeline:
 - o Assess internal communication systems and identify gaps – Completion March 2026
 - o Develop community outreach strategy (including education on funding and staffing) – Completion June 2026
 - o Launch new public education and outreach efforts – Begin July 2026

4. Strengthen Community Safety and Risk Reduction

Goal: Increase resilience through education and incident preparedness.

- Actions & Timeline:
 - o Conduct cyber threat prevention training and assessments – Completion September 2026
 - o Update wildfire and disaster preparedness plans – Completion January 2027
 - o Develop hazmat/rail incident response strategies and training – Completion January 2027

5. Pursue Strategic Partnerships and Legislative Solutions

Goal: Improve efficiency and regional cooperation.

- Actions & Timeline:
 - o Begin discussions with nearby districts on potential service partnerships – Ongoing through Strategic Plan
 - o Explore process to join Deschutes County 911 taxing district – Ongoing through Strategic Plan
 - o Research and propose EMS billing service fee per property – Completion June 2026

6. Plan for Workforce Sustainability

Goal: Proactively manage retirement transitions and reduce burnout.

- Actions & Timeline:
 - o Identify expected retirement and succession needs – Completion January 2026
 - o Develop workforce sustainability plan (cross-training, leadership development) – Completion December 2026
 - o Monitor and address staff wellness and burnout risks – Ongoing through Strategic Plan

7. Strengthen Volunteer Recruitment and Retention

Goal: Develop and sustain a robust volunteer workforce to support emergency operations and community outreach

- Actions & Timeline:
 - o Launch a volunteer recruitment campaign utilizing social media, community events, and partnerships with local organizations - Completion December 2026
 - o Create a structured volunteer onboarding and mentorship program to support retention - Completion March 2026
 - o Implement recognition and incentive systems to improve volunteer engagement - Completion December 2026
 - o Provide flexible training opportunities to accommodate volunteer schedules - Completion December 2026
 - o Conduct regular volunteer satisfaction surveys to guide improvements - Ongoing through Strategic Plan

8. Modernize Facilities and Schedule Apparatus Replacement

Goal: Ensure operation readiness and personnel well-being by upgrading facilities and replacing apparatus critical to service delivery.

- Actions & Timeline:
 - o Develop a Capital Improvement Plan that outlines priorities, costs, and funding strategies for facility and apparatus upgrades - Completion January 2027
 - o Upgrade dormitory facilities to support round-the-clock staffing and improve living conditions Completion in 2032
 - o Renovate restrooms and locker rooms to meet current accessibility, hygiene, and future staffing models Completion in 2032
 - o Replace aging apparatus, including:
 - One command/support vehicle - Completion December 2028
 - One Type 6 wildland fire engine - Completion December 2026
 - One ambulance - Completion 2030
 - o Pursue funding through grants, capital bonds, and community - supported measures to support phased implementation - Ongoing through Strategic Plan



EVALUATION OF EXISTING INTERAGENCY AGREEMENTS

The services provided by the District are augmented by the Central Oregon Mutual Aid Agreement that establishes a mechanism to receive emergency responses from regional fire agencies. Under the same agreement the District also provides services in the areas surrounding the District as requested. Current mutual aid partners include:

- Redmond Fire & Rescue
- Bend Fire & Rescue
- Jefferson County RFPD #1
- Cloverdale RFPD
- Sisters-Camp Sherman Fire District
- Crook County Fire & Rescue
- La Pine Fire & Rescue
- Sunriver Fire & Rescue
- Black Butte Ranch Fire District
- Alfalfa Fire District
- Warm Springs Fire & Safety
- Lake Chinook Fire & Rescue
- Oregon Department of Forestry
- Bureau of Land Management
- US Forest Service

The District also maintains auto-aid agreements with Redmond Fire & Rescue and Cloverdale RFPD. On major emergencies at target hazards within district these agreements for outside aid assist the District in providing the necessary firefighting and emergency service capabilities. An auto-aid agreement with Jefferson County Fire District #1 is used for technical high- and low- angle rope rescue incidents.



STRATEGIC PLAN MANAGEMENT

The Strategic plan was a culmination of efforts from all areas of the department as well as efforts from our community and other departmental partners. Our goals and objectives were utilized to reflect the vision, mission, and strategic ideology of the entire department. The Crooked River Ranch Fire & Rescue Strategic Plan is a living breathing document that will assist the organization as we move toward our future and toward organizational greatness.

As with any plan, it is of little use unless periodically examined for effectiveness. The organization will annually review the Strategic Plan for applicability of the strategic priorities, progress on the action objectives, and as needed, revisions. It is imperative that strategic plan priorities are considered and incorporated in funding requests for each year's budget, so that the action objectives and overall plan can be accomplished.

The Strategic Planning Process and Strategic Plan will allow Crooked River Ranch Fire & Rescue to safely, effectively, and efficiently progress into the future. It is the vision of Crooked River Ranch Fire & Rescue to be a superior emergency service organization, which continually improves the quality of service delivered to the businesses and citizens of Crooked River Ranch.



Thank you for your time in reviewing our Strategic Plan. We hope this will give you insight into our fire district and what our future needs are for today and the future.

Sean Hartley, Fire Chief





CROOKED RIVER RANCH FIRE & RESCUE

Fire Chief's Report April, 2026

- Calls for service in March totaled 59. A breakdown of calls by month is below:

Calls by Incident Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Fire	1	1	7										9
Hazardous Situation	1	2	2										5
Law Enforcement Support	0	0	0										0
Medical	48	38	42										128
No Emergency	12	3	6										21
Public Service	4	13	2										19
Rescue	0	0	0										0
Total Calls-To-Month End 2026	66	57	59	0	0	0	0	0	0	0	0	0	
182													
<i>Total Calls-To-Month End 2025</i>	<i>54</i>	<i>59</i>	<i>50</i>	<i>63</i>	<i>61</i>	<i>77</i>	<i>63</i>	<i>56</i>	<i>66</i>	<i>49</i>	<i>62</i>	<i>53</i>	
713													

- Auto/Mutual Aid Given/Received – 2026 (end of prior month)
 - Auto-Aid Given – 0
 - Auto-Aid Received – 2
 - Mutual-Aid Given – 2
 - Mutual-Aid Received – 3
- The District was able to complete the Limb Dump Training Burn on Easter Sunday. Thank you to the staff and volunteers from the District that were able to assist and to the Lion's Club members who remained on scene into the evening hours monitoring the piles.
- Accuity's Audit Workshop was very informative. There are significant changes in reporting that the district will have to do as part of the annual audit. This will include language on what a "significant change" is for the annual budget. We will have a resolution on this for the May meeting.
- The annual Easter Egg Hunt was a success. Thank you to all of the volunteers, CERT members, and Community Service Volunteers for making it go so smoothly. The CERT members handling parking counted 136 cars with an estimate of 3 people per car meaning just over 400 people attended.
- The 'Coffee and Conversation' Event with Sheriff Pollock happened on Thursday, April 9th at Over The Edge Taphouse. The event was not well attended by the public. Those that did attend asked great questions.

- The Wildfire Preparedness Open House is scheduled for Saturday April 25th. To ensure enough time for the public to stop by and get information the start time has been changed to 10:00 am from 11:00 am. It will end at 1:00 pm. There will be representatives from the Fire District, CERT, Jefferson County Sheriff's Office, CRR Firewise Group, Crooked River National Grassland, and Partner's in Care.
- The application for the OSFM Wildland Fire Season (WFS) Staffing grant has been submitted. Award notifications should occur by April 20th.
- Over the past month Dana and I have been meeting with different grant writers. The District has chosen PARC Resources, an Oregon grant writing group, for grant writing services. The current plan is to focus on FEMA SAFER grants for volunteer recruitment and retention and a SAFER staffing grant for the three Firefighter/Paramedic positions.
- Monthly Fire Med Report
 - Number of paid memberships: 17
 - Number of new memberships: 1
 - Number of lapsed/non-renewals: 5
 - Total Fire Med memberships: 378 (includes district volunteers)

Respectfully submitted

Sean Hartley, Fire Chief