

Crooked River Ranch Fire & Rescue
STRATEGIC PLAN
2018-2023



Crooked River Ranch Fire & Rescue
6971 SW Shad Road
Terrebonne, OR 97760

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MISSION STATEMENT:

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

Crooked River Ranch Rural Fire Protection District
(D.B.A. Crooked River Ranch Fire & Rescue)
(Also Known as CRRF&R)

Effective date: July 1, 2018

Revised:

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EXECUTIVE SUMMARY

THE PROCESS OF DEVELOPING AND WORKING A STRATEGIC PLAN

Strategic planning is about change. It is a dynamic process in which an organization honestly assesses its current state; identifies the areas on which it must focus; creates a vision of a future; and defines targets it must hit to realize its vision. The challenge then becomes having all members of the organization understand the mission, operate in alignment with the organization's values, and focus energy and resources on achieving the goals and objectives. All this must be accomplished while being fiscally responsible and while continually adjusting to account for changes in the operating environment.

CRRF&R STRATEGIC PLAN 2018-2023

In order to paint a realistic picture of what Crooked River Ranch Fire & Rescue (hereafter referred to as CRRF&R) aspires to become, it is necessary to first understand the current state of CRRF&R and its constituents. This is discussed in the "Introduction/Background," "Community Profile," and "Land and Real Estate Characteristics" sections of this CRRF&R Strategic Plan 2018-2023. In the "Organizational Analysis" section of this document we discuss the strengths, weaknesses, opportunities and threats of CRRF&R.

This CRRF&R Strategic Plan 2018-2023 outlines our CRRF&R vision and values in those respective sections. The "Goals and Objectives" section focuses on the activities necessary to meet our mission more effectively over the next five years. This CRRF&R Strategic Plan 2018-2023 also delineates those activities that will better prepare us for challenges beyond that horizon, into 2024 and beyond. It provides a foundation to meet our challenges, recognizing that it is a living document that will be evaluated and updated as needed and re-written every five years.

This document serves multiple functions. It is a planning tool to ensure that our department will provide emergency services to our community in a fiscally sound manner now and in the future. It serves to inform the members of our Fire District of the necessary preparation and action to realize our vision. It serves to inform the District Board of Directors and to address the budget process.

This CRRF&R Strategic Plan 2018-2023 represents the efforts of all members of CRRF&R to honestly evaluate our department, to anticipate future community needs and resources required to meet those needs, to develop the CRRF&R mission and vision, to formulate a plan to succeed in bringing superior, comprehensive, cost-effective services to our community. Thanks go to all members of CRRF&R in our collaborative effort to produce, edit and refine this document; and for the effort we must now take to act upon this plan.

Vision

“Provide the Best Service and Protection for our Community, in a Cost Effective Manner”

CORE VALUES

These core values have been delineated 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 is located in the high desert of rural central Oregon and covers 16.4 square miles of rural residential, recreational, and commercial property. Crooked River Ranch is the largest unincorporated subdivision in the State of Oregon. The community is isolated on a peninsula between the Deschutes and Crooked River canyons that are over 500 feet deep and one half mile wide. Another unique feature is that Crooked River Ranch lies within both Jefferson and Deschutes counties.

There are over 2,400 residential homes in Crooked River Ranch. The majority are single family homes on property varying in size from one to ten acres. There are approximately 400 undeveloped lots remaining in the community.

There are commercial/light industrial buildings that include multi-story office occupancies with public meeting spaces, churches, Outpatient clinic, food services, a convenience store and gas station, recreational facilities including a golf course, tennis courts, and swimming pool, motels and RV parks, RV and public storage facilities, and numerous small business occupancies. There are also several adult care facilities in the community.

Crooked River Ranch is primarily a bedroom community of Redmond, Oregon. Most residents work outside of the community or are retired from work. The median resident age is 57.3 years. The median household income is \$49,268. Unemployment rate is 8.58%. Residents below poverty level 4.82%.

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 homeowners association in Oregon, with approximately 5,000 in population. 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.

COMMUNITY RISKS

Although our Fire District is a full-service emergency response department, the predominant risks faced by CRRF&R are in the low- and moderate-risk categories. EMS responses, which are considered to be a moderate risk, are the primary response-type, followed by automobile accidents, technical rescue responses. The Fire District consists of one station providing support in mutual aid agreements with all the Fire Agencies in Central Oregon. We are an ISO (Insurance Services Organization) class 4,10W, and were last rated in 2016. The closer the rating is to a class-one, the lower the fire insurance premium a homeowner or business owner may pay. It is up to the citizens to contact their insurance providers.

Hazards of the response area include:

Hazardous Materials

Motor vehicle accidents/fires

High/low angle rescue situations

Emergency medical paramedic service

WILDLAND INTERFACE

Crooked River Ranch is at risk from fuels on adjacent lands managed by Crooked River National Grassland and BLM, and by privately owned lands, some of which are owned by the Homeowners Association (HOA). CRRF&R is engaged in, along with other agencies, in legislative adjustments to the Wilderness Study Area (WSA) boundaries to allow for mechanical fuels treatment on BLM lands adjacent to the Ranch. The HOA is committing a portion of its maintenance budget each year to fuels reduction projects.

BACKGROUND

WHY WE ARE HERE

Each year throughout the United States, fires kill thousands, injure hundreds of thousands and destroys billions of dollars in property. Heart attacks, car accidents, hazardous materials spills, acts of terrorism and catastrophes such as flooding and avalanches are responsible for deaths, injuries and destruction. We are an all-hazard response and customer service agency.

WHO WE ARE

We are a dedicated team of professional firefighters, both career and volunteer, acting in partnership with the community to accomplish our mission which results in a mitigation and reduction of loss of life and property due to fire, accident, or disaster.

We are ready, willing, and able to provide quality fire protection services through education, prevention, engineering, and firefighting activities.

MISSION

The CRRF&R Mission Statement is “Serve the community of Crooked River Ranch (CRR) by Providing superior service through prevention, education, emergency response, and community involvement.” CRRF&R provides programs designed to protect the lives and property of the inhabitants and visitors of CRR from the adverse effects of fires, medical emergencies, and exposure to hazardous conditions created by man or nature. We will uphold our responsibility to employ our specialized knowledge and skills specific to protecting the community of CRR. Our efforts to minimize fire incidents at CRR will be achieved through aggressive fire prevention inspections, public education and company-level inspections.

PRINCIPLES OF THE FIRE DEPARTMENT

CRRF&R upholds certain principles – core values that are the heart and soul of our proud heritage and essential to our future success. These core values –service,

professionalism, integrity, respect, innovation, trust, bravery, and fiscal responsibility – are essential characteristics that will help in our daily operations and building for our future. CRRF&R embraces these values for on- and off-duty behavior.

FOCUS AREAS

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

- Firefighter Safety
- Professional Behavior
- Efficient Operations

To Support our mission and focus areas, our Fire Department has prioritized four key organizational principles:

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

ORGANIZATION S.W.O.T. ANALYSIS

(Strengths, Weaknesses, Opportunities and Threats)

The S.W.O.T. analysis session was conducted on January 28,2018 at the CRRF&R fire station. Participants included representative members of the Fire Department including career and volunteer members varying years of tenure and positions within the organization.

STRENGTHS

Regarding the most valued strengths and assets of Crooked River Ranch Fire & Rescue, the group identified the relationship with community and Department personnel.

- Positive and beneficial relationship with community through outreach programs,
- Tenure/experience of both the volunteer and career personnel and
- Teamwork among the members and positive culture within the organization.

These, and the other strengths noted by the group, provide valuable assets for the Department achieve future successes.

OTHER STRENGTHS IDENTIFIED

- Good training (career personnel are very helpful and supportive instructing volunteer and students; flexibility in scheduling).
- Good personnel (both volunteer, career and students).
- Good relationship/support with other departments/agencies on the Ranch.
- Desire to help each other within Department (example: helping one another when auto breaks down).
- Good relationships with other fire and emergency response agencies off the Ranch.
- Good equipment and apparatus.
- Good fire station.
- Good fire station location.

WEAKNESSES

While the quality of the Department personnel is an asset, the quantity of personnel was clearly a deficiency identified. The most dominant Weaknesses they identified for the Crooked River Ranch Fire & Rescue were:

- Lack of additional volunteer personnel,
- Lack of consistency in the number of personnel responding to incidents,
- Lack of additional career staffing (one on-duty person per 24-hour period) and,
- the increasing cost of doing business as a fire district.

These weaknesses are reasonable and typical of a small department in a rural area. A major concern involves response to emergency incidents while career personnel are transporting a patient and response to multiple incidents on the Ranch at any one time.

OTHER WEAKNESSES IDENTIFIED

- Lack of consistency in shift training for career personnel (career personnel provided training for volunteers and students however career personnel may not receive training due to other necessary work and activities).
- Perception of involvement of personnel in decision-making/input/planning.
- Misconception by different personnel in understanding the full scope of management and operation of Fire District.
- Public not aware of, nor knowledgeable, regarding the needs for the Fire District.
- Small size of department.
- 24-hour availability of volunteer members (most work off the Ranch).
- Overload of activity on most-active volunteers.
- Tenure of personnel (aging of experienced personnel; need for training of younger/newer members).
- Funding (limited tax bases, land use/primarily residential tax base, land values, no large tracts of land for future development to significantly impact tax revenue).
- Requirements for new volunteers (DPSST, outside regulatory agencies and other mandates).
- Alarm volume (low number of fires, technical rescues etc.; high risk/low occurrence incidents).

OPPORTUNITIES

The group generated very positive comments regarding the opportunities for CRRF&R. A dominant theme was the opportunity to build on the positive relationship with the community and better inform about the needs of the District. These opportunities included:

- Being able to better educate the community on resources, services and needs of fire district,
- Reaching out to residents and property owners on the south end of the Ranch,
- Additions to the fire station to increase dormitory space and construction of a training facility.

It was noted that members of the public may view the fire station and equipment and make the assumption there are available on-duty personnel to respond all apparatus at any time to emergencies. The concern is that the public/homeowners are not aware of limited career and volunteer personnel available to respond.

OTHER OPPORTUNITIES IDENTIFIED

- Upcoming operating levy election in November.
- Advertise, market in local newspaper to inform all people on the Ranch.
- Actively inform and educate HOA Board Members and Phase Reps about the Fire District capabilities and needs (a valuable resource not fully utilized).
- Increase community CPR training.
- Change in demographics of property owners/residents on the Ranch present opportunity to recruit new volunteer members and youth (scouting/explorer) members (new home construction/replacement of aging trailers/structures with new structures, younger residents/families moving onto the ranch.
- Develop Explorer program to support Fire District operations.
- Have an open house at the Fire Station.
- Potential boundary changes for Wilderness Study Area to mitigate fire risk to property and structures improve access and create buffer zone for ranch properties.
- Shift from family assistance programs to scholarship program, employment re-entry assistance programs.
- Potential development on the Ranch (home sites, strip mall, retirement living facility).
- Potential resort-based development on HOA owned property.
- The ranch is in two different school districts.

- The ranch is in two different counties.

THREATS / UNKNOWNNS

The group generated very positive comments regarding the opportunities for the CRRF&R. A dominant theme was the opportunity to build on the positive relationship with the community and better inform about the needs of the District.

These opportunities included:

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OTHER THREATS/UNKNOWNNS MENTIONED

- The fire district is an “island” with limited access and transportation routes.
- Automatic and mutual aid response is a minimum twenty-minute emergency response.
- Fire station longevity, expansion and maintenance.
- Wildland fire threat potential to property and structures on the Ranch.
- Technical rescue (rope rescue) challenges on the ranch.
- Perception by property owners and residents in the south end of the ranch regarding the available resources and needs of the Fire District.
- Water supply in the south end of the ranch.
- Functional operation of emergency dispatching/radio system.
- General state of the economy (local impact of a possible recession).
- Not having part-time personnel to fill-in when needed. Potential liability and lawsuits (i.e. failure to respond, vehicle response accidents, response during multiple alarms).

Strategic Goals and Action Objectives

Strategic Goal #1 Develop Standard Operating Guidelines (SOG)

1. Initiate an SOG committee.
2. Using the Central Oregon Fire Operations Group's standard guidelines adapt or modify them to meet CRRF&R's needs.
3. Create a Crooked River Ranch Fire & Rescue SOG Manual

Strategic Goal #2 Enhance Current Staffing Levels

1. Work to have more Volunteers take advantage of the Volunteer Stipend program.
2. Research part time staffing models

Strategic Goal #3 Develop Initiatives for Improving Standards of Cover

1. Work with The Office of the State Fire Marshal to perform a community risk assessment
2. Review community risk assessment
3. Prepare a community risk reduction plan
4. Implement CRRF&R Standards of Cover for Emergency Response using the community risk reduction plan

Strategic Goal #4 Upgrade CRRF&R Response Algorithm

1. Review run card and response criteria with Assistant Chiefs
2. Review CRRF&R Response Algorithm

Strategic Goal #5 Revise/revamp the Apparatus Committee

1. Review apparatus equipment, tools, and layout
2. Gather maintenance cost data
3. Develop an apparatus replacement schedule

Strategic Goal #6 Enhance EMS Services

1. Purchase new monitors and Automatic chest compression devices
2. Purchase new ambulance to meet our current and future needs

Strategic Goal #7 Communications?

1. Purchase data modems for apparatus to support mobile data terminals (iPads)
2. Continue to add iPads to apparatus for use as mobile data terminals for improved communications with 9-1-1 dispatch
3. Review and update radio communications procedures for the current and future 9-1-1 radio systems

Strategic Goal #8 Command Staff Committee

1. Command Staff meetings are now held the last Thursday of each month
2. Command Staff Committee will continue to plan, direct, and set tone of the organization

Strategic Goal #9 Enhance the Communications with Volunteers

1. Establish a Calendar for Quarterly Volunteer Officers meeting.

Strategic Goal #10 Develop a competitive promotional process centered on knowledge, skills and abilities, job requirements and past performance.

1. Review promotional process
2. Develop a testing process for all future promotions
3. Implement new promotional process that includes elements of written exam and practical exam.

Strategic Goal #11 Enhance our Explorer Post program

1. Determine weekly meeting schedule
2. Create SOG's and policies for the post
3. Develop a Recruitment Plan
4. Utilize explorer post for recruitment purposes (student)

Strategic Goal #12 The construction of a Training Facility

1. Prepare a schematic of floor and site plans
2. Budgetary
3. Pour the Footers
4. Set containers
5. Prepare a place for a burn building

Strategic Goal #13 Succession Planning

1. Initiate Command Staff involvement in succession planning
2. Select a Succession Planning Committee
3. Identify Leadership Core Competencies

Strategic Goal #14 Technology Improvement

1. Consider Target Solutions Software truck check modules.
2. Research a scheduling software

Strategic Goal #15 Community Outreach programs

1. Continue to offer regular CPR classes.
2. Purchase new CPR mannequins to meet current educational standards for CPR training
3. Hold Fire Prevention Week open house
4. Beta Test first aid class
5. Provide more fire prevention and safety information via social media.

Strategic Goal #16 Firefighter Health and Safety

1. Continue to focus efforts on Firefighter Cancer awareness
2. Establish a Behavioral Health Program (BHP) working with our local Employee Assistance Program (EAP) provider
3. Have Safety Committee meetings Monthly
4. Promote firefighter Safety in all of our training
5. Have all Officers take Incident Safety officer and Health and Safety officer

CRR F&R BUDGET ANALYSIS

The fire department operating budget for 2017. Common expenditures include wages and benefits, station operations, protective clothing/equipment/supplies for firefighters, fire fighting agents, training materials, training schools, fire prevention materials and fire vehicle fleet maintenance.

In relation to the goals of this department we intend to continue funding the health and safety requirements such as Personal Protective Equipment (PPE) and ensure

equipment maintenance is at the forefront in providing our firefighters with safe operational equipment.

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 response 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
- Lapine Fire & Rescue
- Sunriver Fire & Rescue
- Black Butte Ranch Fire District
- Alfalfa Fire District
- Warm Springs Fire & Safety
- Jefferson County EMS
- 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 consistently 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.