



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, EIN #93-0779775

Notice of Board Workshop

The Crooked River Ranch Rural Fire Protection District Board of Directors will hold a Board Workshop on Tuesday, October 13, 2026. The Board Workshop 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 this meeting can be found through the Zoom platform, by accessing our website, www.crrfire-or.gov/meetings. The Workshop 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. **We ask that all attendees of this workshop silence their cell phones and notifications on their phones.**

Board of Directors

Rodney Cross, President (Position 5)
Brad Pahl, Vice President (Position 1)
Joseph Costigan, Secretary (Position 4)
Michael Fletcher, Treasurer (Position 2)
Dave Palmer, Board Director (Position 3)

District Staff

Fire Chief, Sean Hartley
Admin. Assistant, Dana Schulke

Board Workshop Agenda

1. Call to Order – Director Cross
 - 1.1 Flag Salute – Director Palmer
 - 1.2 Roll Call – Director Costigan
2. Discussion on Board Policy 14.01 (Financial Management), to add new approval processes – Director Cross
3. Discussion on additional Levy for Personnel/Capital Projects for the district - Director Cross / Fire Chief, Sean Hartley
4. Discussion on Board positions up for election in 2027 – Director Cross
5. Discussion on the Fire Chief's Evaluation Process – Director Costigan
6. Discussion on the 2025.2026 audit/financials – Director Pahl
7. Questions/Comments/Concerns from the Board – Director Cross
8. Adjournment – Director Cross

BOARD POLICY- FINANCIAL MANAGEMENT

(14.01)

(14.01) FINANCIAL MANAGEMENT

1. PURPOSE

- A. To preserve capital through prudent banking and cash management activities.
- B. To achieve the most productive use of cash, minimize operating cost.
- C. To control receipts and disbursements.
- D. To maintain competitive and good working relations with financial institutions.
- E. To ensure and maintain good working relations with vendors by paying District bills in a timely manner.
- F. To ensure that all-financial system, functions and controls meet generally accepted accounting principles (GAAP), with the exception of using a modified cash basis of accounting.

2. BANKING SERVICES

- A. Banking services shall be reviewed at least every five years on a competitive bid basis; banks submitting proposals must meet the following minimum criteria:
 - i. Must be able to provide Collateral Pool Certificates of not less than \$9,000,000 as required by Oregon Statutes.
 - ii. Any financial institution must be listed on the Oregon Treasurer's list of approved public depositories and insured by the Federal Deposit Insurance Corporation (FDIC), or the National Credit Union Administration (NCUA), per ORS 295.002.
 - iii. Must be able to facilitate transfers to and from the Local Government Investment Pool managed by the Oregon State Treasurer.
 - iv. Must provide annual audited financial statements.
 - v. Must not be subject to requirement to post collateral at 110 percent as stated in Oregon Statutes.
- B. All District bank accounts must be authorized and approved by the Fire Chief and the Board of Directors.

BOARD POLICY- FINANCIAL MANAGEMENT

(14.01)

3. BILLING AND RECEIPTS

A. The Fire Chief will be responsible for all invoicing on behalf of the District customers for amounts due on a 30 day basis. All accounts receivable amounts will be monitored to insure amounts due the District shall be collected under the management of the Chief. Any use of outside billing companies will be approved by the Board.

B. State Funds/State Grants; if state agency/grantor is willing and it is feasible, funds will be received via the Local Government Investment Pool.

4. ACCOUNTS PAYABLE

A. The District will maintain a system to age accounts payable; invoices will be analyzed and paid to take advantage of any discounts available.

B. The District will pay its obligations on or before the last business day before the 15th and on or before the last business day of the month.

C. All obligations paid by the District will be reviewed to insure proper documentation is attached and that all District requirements are met.

5. CASH FORECASTING

Each fiscal year, the Fire Chief will prepare an annual All Fund cash flow budget for the District for approval by the Board of Directors; each month the cash flow statement will be adjusted to reflect current month's actual cash flows and revise the remaining estimated cash flow schedule.

6. DEBT

A. If feasible, the District may enter into long-term lease obligations or issue bonds to finance capital acquisitions upon approval of the Board of Directors.

B. Before issuing any debt, the District will consult with appropriate internal and/or external financial advisors.

C. All leases, as reported in the District's annual financial report, will be limited as follows:

i. Annual leases will be limited to the economic life of the equipment or facilities to be purchased and in no case shall be extended beyond 20 years.

ii. Lease purchases of equipment and facilities will be limited to fit within the District's stated mission, goal or government role.

BOARD POLICY- FINANCIAL MANAGEMENT

(14.01)

7. AUDITS / AUDITORS

- A. The District will conduct an annual audit following the close of each fiscal year.
- B. District employees are to cooperate with all auditors, external and internal, regarding any records maintained for or by the District.
 - i. All external and internal audit reports are to be sent to the Board of Directors, District Auditor, and the Fire Chief.
 - ii. The Fire Chief, in conjunction with the Board, shall respond in writing to all audit reports stating what actions have been taken to address the findings contained in the audit.

8. AUTHORIZED PERSONNEL / SECURITY

- A. Both the Fire Chief and the Board Treasurer with the Boards knowledge are authorized to open demand deposit accounts as may be required by the District.
- B. All duly elected and/or appointed individual members of the District's Board of Directors shall be authorized to be signature holders; to place manual signatures on checks for accounts payable.
- C. Checking accounts require two manual signatures:
 - i. Manual signatures on checking accounts will be made by two board members of the District.
 - ii. All remittal advices will be reviewed and signed by two board members prior to any electronic payment.
 - iii. The Fire Chief is responsible for maintaining a current signature card with the appropriate financial institution(s).
- D. The transfer of funds between County Treasury Accounts and District Accounts may be authorized by a single manual signature by a duly sworn District Board Director.
- E. The Chief is authorized to approve, as budgeted funds allow:
 - i. Purchases of up to \$9,999 for a single item or project from a single vendor; and
 - ii. Payment of regularly re-occurring monthly bills up to \$9,999; and
 - iii. Payment of non-regular or non-re-occurring bills up to \$9,999.

BOARD POLICY- FINANCIAL MANAGEMENT**(14.01)**

F. The Chief is authorized to approve the expenditure of all funds legally available to the District necessary to address, prevent or control an emergency, until such time as the Board may legally meet. * This emergency spending authority applies only:

- a. In the event of a potential or impending catastrophic event(s) that:
- b. Poses serious risk of substantial financial or economic harm to the District or its patrons.
- c. When the expenditure of funds can likely prevent an event.

ii. The situation is such that calling a Special or Emergency Board Meeting would be impractical or would likely cause delay resulting in further harm or damage.

G. The electronic financial data of the District will be handled in the following way:

i. Electronic financial data is to be backed up no less than once per week and shall be done both on-site and off-site with a cloud-based service.

ii. The Fire Chief, Assistant Fire Chief, Board President, and Board Treasurer will have access to the backup of the financial data.

- a. Upon resignation or termination of anyone with access to the financial data the access information will be updated at the time of separation.

9. INTERNAL CONTROLS

Duties will be assigned to individuals in such a manner that no one individual can control all phases of collecting cash, recording cash and processing transactions in a way that permits errors or omissions to go undetected; the Financial Management Flowchart in Article 14.06, Section 10, will serve as a guideline.



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Community Stakeholder,

The Crooked River Ranch Rural Fire Protection District Board of Directors conducts an evaluation of our Fire Chief (Chief Executive Officer) each year. Our annual evaluation process takes a 360-degree view of his performance so we can acknowledge the successes and identify areas for improvement.

Because there are a large number of community stakeholders, we reach out biannually to stakeholders to ask for confidential feedback to facilitate a better review.

We would appreciate 5-10 minutes of your time to complete the enclosed evaluation form. The evaluation topics should reflect your area of specialty. We enclosed a self-addressed stamped envelope to return the evaluation.

Thank you in advance for your participation.

Board of Directors
Crooked River Ranch Rural Fire Protection District

Instructions:

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 ____

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

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

1. Does the Fire Chief participate in plans that support / guide the community's long-term direction?

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

2. Does the Fire Chief foster a culture of teamwork, collaboration, and shared accountability with all stakeholders?

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

3. Does the Fire Chief promote inclusivity and ensure that all stakeholders feel respected and valued?

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

Comments:

Emergency Management: Expertise in incident command and emergency service delivery.

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

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

2. Is the Fire Chief proficient in decision-making during complex or high-pressure incidents?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

3. Does the Fire Chief ensure high-quality, efficient emergency service delivery across the community?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

Comments:

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

1. Does the Fire Chief communicate with stakeholders of the community?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

2. 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 _____

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

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

Comments:

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

1. Does the Fire Chief utilize budgets and allocate resources to meet community needs?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

2. Does the Fire Chief use data and analysis to guide operational decisions and improvements?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

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

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

Comments:

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

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

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

2. Is the Fire Chief approachable and supportive when stakeholders seek guidance or express concerns?

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

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

Excellent _____, Good _____, Satisfactory _____, Fair _____, Poor _____, N/A _____

Comments:

How often do you interact with the Fire Chief?

Daily____ Weekly____ Monthly____ Less than monthly____

DRAFT