

Sunriver Service District Strategic Plan 2025-2029



**Moving the
District Forward
2025-2029**

MISSION STATEMENT

Protecting life and property, while fostering a sense of safety and security in our community.

To accomplish the mission, we will:

- Develop financial strategies for the long-term viability of the Sunriver Service District (SSD) while minimizing the fiscal impact on citizens of Sunriver and local business community.
- Attract and retain qualified and capable personnel and assure that they are properly trained and properly equipped.
- Provide reliable and professional emergency services tailored to our community.
- Comply with all Federal, State and local laws, codes and ordinances.
- Provide relevant community education and engagement while working with all community partners.

This document is a summary of the Strategic Plan to continue to meet this mission and is intended to address a five-year period from 2025 through 2029.

History and Demographics

Sunriver was opened to the public in 1969 as a 5,500-acre development, and in 1978 sold 2,200 acres back to the US Forest Service, ending up as a 3,300-acre planned residential and resort community. Sunriver consists of residential homesites, common areas, recreational facilities, the Sunriver Resort and a commercial development known as The Village at Sunriver. There is also a small number of independent commercial properties. Sunriver is considered an unincorporated part of Deschutes County.

The Sunriver Owners Association (SROA) was established as the governing body for Sunriver through the Consolidated Plan of Sunriver. SROA owns a large amount of common land, roadways, pathways, recreational facilities and parks, and a community/events center. SROA is a private, not-for-profit homeowners association. There are over 4,200 residential units within Sunriver as well as additional commercial enterprises. It is funded primarily through annual and special purpose assessments of property owners.

The Sunriver Service District (SSD) was established by a vote of the electors and through an agreement between Deschutes County and SROA in 2002. Prior to 2002, SROA provided public safety, emergency medical and fire services in Sunriver. The Management Agreement authorizes the SSD to provide fire prevention & protection, security services, law enforcement services and emergency medical services. The management agreement has been updated multiple times, with the last revision in 2024.

Prior to 2024, SROA maintained ownership of SSD facilities, which were leased via specific agreements, and provided a variety of contractual services to the SSD, including Finance, Accounting, and Human Resources. Currently, SSD contracts with SROA for fuel, and vehicle repair and maintenance. SROA also contracts with the SSD for services, such as specific rules enforcement, Bike Patrol and partial funding for Community Services Officer.

The SSD is a service district authorized under Oregon Revised Statute 451.010 (3) and is required to adhere to all rules and laws established for Oregon public entities. These include, but are not limited to, Oregon budget law, public meetings, public records, and collective bargaining statutes. It is funded primarily through local property taxes. The SSD Board is the Managing Board of the District, while Deschutes County Board of Commissioners is the Governing Body.

The SSD provides public safety in the contiguous area which is also served by the Sunriver Owners' Association. The SSD is also responsible for 360 square miles of Ambulance Service Area that expands to rural areas and the national forest outside of Sunriver proper. The SSD has several agreements with other public safety entities for mutual aid and auto aid to better serve greater Deschutes County.

The demographics of Sunriver are heavily dependent on the time of year. Sunriver has a permanent population of approximately 1500 residents. The permanent population is typically retired and are of a higher age compared to other local areas. This generally means that the

public safety needs of the area are different from other localities. During some seasons, the population of the area significantly increases to as much as 20,000 residents and visitors. Public safety, therefore, is very different based on the time of year and population. An example of the SSD's response to this environment is the addition of seasonal bike patrol and seasonal paramedics in the summer months.

The Central Oregon region has been growing significantly. In the last decade it has been one of the fastest growing regions in the nation. A geographical break exists in the region in the form of a mountain pass and federal land between Bend and the region to the south. The south Deschutes County area has doubled in population during the decade from 2010-2020. The City of La Pine has annexed some of the surrounding unincorporated areas during this period to accommodate their significant growth.

Sunriver has not typically grown at the rate of the surrounding area, maintaining its general character as a resort and vacation community. The permanent population has grown less than 20% in the past decade by most estimates. The general makeup of Sunriver housing is 23% owner-occupied full-time, 40% owner-second home, and 37% vacation rental.

Prior Strategic Plan Review

Summary of 2021-2025 Strategic Plan Action Item Outcomes

A review of the 2021-2025 SSD Strategic Plan key action items reveals a broad range of concerns, issues, and goals that need to be evaluated and mentioned to assist in the preparation of the latest SSD Strategic Plan. A brief overview of each area of consideration follows in the order of which they were addressed within the previous plan. Some action items that may not have been addressed during the 2021-2025 Strategic Plan have been omitted but have been noted as potential action items for the 2025-2029 Strategic Plan.

Staffing and Demographics

- Yearly analysis of appropriate staffing levels as part of the report on Police and Fire Performance Measures to include:

Police and Fire within the SSD developed and implemented a dashboard reflecting calls for service as well as a breakdown of other essential categories that were presented to the SSD Board on a monthly and annual basis. Additionally, an analysis of overtime on a monthly and annual basis over the last 5 years was implemented and discussed at numerous SSD Board meetings.

- Specific study on how the demographics of Sunriver has changed since COVID-19 and what service level changes might be needed as a result:

While a specific study was never authored, an analysis of the month to month and annual levels of response and service was undertaken at the department and board level and was a consistent topic of discussion at the monthly meetings. The review determined that the demographics and the service levels are back to pre-covid levels.

- Department specific training plans as part of the report on Police and Fire Performance Measures to include:

New Police and Fire Chiefs were hired in 2023 and both focused heavily on certification, training, leadership development, and mentoring. While not finished in development, both departments have advanced their programs to the level of national and state certification and accreditation necessary to be leading agencies within Central Oregon. The most difficult area to address within the SSD is the retention of personnel once trained, mentored and developed due to outside opportunities and the high cost of living in the area.

- Create committee to evaluate the Administrative structure of the SSD:

The Administrative structure of the SSD had long been intertwined with the administrative functions of the Sunriver Owners Association (SROA) through contracting with SROA for HR, Accounting and Finance roles. In order to better serve Sunriver community members as well as the Deschutes County Commissioners, each of these administrative functions were placed under the new SSD Administrator and removed from SROA to allow closer oversight by the SSD Board and avoid any potential conflicts of interest. Currently, HR and Finance are 100 percent under the SSD Administrator's purview and 85 percent of accounting is performed in-house while 15 percent is performed by an outside contracted CPA firm. These changes have allowed the SSD Board and the Administrator to provide more accessible and immediate oversight over all administrative functions of the SSD while avoiding any potential conflicts of interest.

- Develop/improve metrics for workplace satisfaction, including regular surveys of district personnel:

These considerations have been undertaken on a surface level with formal and informal meetings and no established metrics. While often a topic of discussion, no formalized method of addressing this issue has been undertaken.

- Health and wellness plan for all SSD personnel:

Each Chief and the SSD Administrator have been actively working to address the health and wellness of personnel under their supervision via memberships in area health or activity clubs. This is often utilized while seeking to attract and hire personnel to positions within the SSD. The leadership within the SSD has made a conscious effort to recognize and address the psychological, physical or emotional needs of the individual employee through open dialogue and Employee Assistance Programs offered through the health insurance plan.

Facility and Equipment

- Complete reserve study by June 2021:

A reserve study was completed in 2023 in conjunction with a SROA reserve study using the same vendor. The SSD Board felt that the reserve study that was conducted did not adequately cover items specifically unique to the Police and Fire departments. Since the new Public Safety Building was scheduled to be completed in January 2025 it was determined that the most judicial course of action was to have the new reserve study include all of the new facility and equipment as well as the existing Police and Fire equipment. This new reserve study will be analyzed and scrubbed line by line for errors and updates by the Chiefs and the Administrator and is scheduled to be completed by April 2025.

- Creation of a multi-stage Task Force to evaluate and recommend future building options:

Probably the most notable accomplishment of the SSD in the last five years has been the planning, funding, development, and building of the Sunriver Public Safety Building. The overwhelming support of all stakeholders within the community coupled with a committed task force of individuals to bring the PSB to life resulted in a building that all residents, visitors and businesses within the SSD can be proud of. The support of the Deschutes County Commissioners was integral to securing the funding for the PSB and their continued support throughout each phase of the process was instrumental in the project being on-time and on-budget.

Financial Diligence

- Evaluation and recommendation of a potential rework of the finances to separate allocated and unallocated reserves:

With several new Board members, two new Chiefs and a new Administrator, 2023 presented an opportunity to develop a zero-based budget strategy. This was done in conjunction with the development of new financial tracking measures to better provide immediate tracking and better long-range analysis tools. The new Administrator worked tirelessly with the Chiefs to scrub all line items within the budget and reorganize budget categories to better reflect a realistic measure of the budgets going forward. Additionally, financial and account tracking methods were implemented to provide a more concise and useful method to track all SSD accounts and spending.

- Annual budget process to address the strategic issues and action items:

Since the 2020-2021 budget cycle, the Fire Department added three additional staff. These staff members were added with the SSD Board asking for an analysis by the new Fire Chief of the impact of these new hires on calls for service and citizen engagement. To date, there has not been an expected reduction in overtime costs but there needs to be careful analysis in the next two budget cycles.

- Upgraded payroll and accounting systems:

In 2023, the Sunriver Service District successfully transitioned to ADP for payroll processing and QuickBooks for accounting management. This modernization streamlined financial operations, improved accuracy, and ensured compliance with regulations. The adoption of ADP also provided employees with easier access to their payroll information, allowing them to view pay stubs, tax documents, and benefits online. By implementing these advanced digital tools, the District embraced 21st-century technology, enhancing efficiency and reducing manual processes for a more seamless financial management system.

- Evaluation of employee health care costs and recommendation of cost mitigation options:

Since the publishing of the 2021-2025 Strategic Plan, health care costs have skyrocketed and have far outpaced all inflation measures. They have become almost impossible to predict on a year-to-year basis. These rising costs are a crucial aspect of future contracts and cost mitigation efforts will need to be doubled.

- Five-year financial outlook in conjunction with annual budget development:

The SSD Board has made it a priority to maintain a five-year rolling budget outlook. The implementation of zero-based budgets in conjunction with the five-year outlook provides a more complete budget picture.

- Explore additional sources of revenue:

With the completion of the new PSB, the SSD has begun discussions relating to potentially offering Seator Hall to outside Fire or Police agencies for training or education purposes under a fee for service contract. There are currently preliminary discussions on SSD expansion which would potentially provide additional revenue sources.

Emergency Preparedness

- Update the Emergency Operations Plan, in coordination with county and state agencies:

The Sunriver Police and Fire Departments have been very fortunate to have members who have received extensive training in coordinating Emergency Operations at the county, state and federal level. Several members have been Emergency Operations instructors and have actively coordinated training and exercises in Central Oregon. The close coordination of the SSD Chiefs with other emergency managers in Central Oregon has made communication and coordination seamless across jurisdictions with regular instances of interagency training and exercises.

- Regular preparedness test plans and drills:

See previous comments.

- Extended community engagement on the Emergency Operations Plan:

With the marked increase in fire danger and smoke throughout the summer, the Police and Fire Departments have been very active in meeting with residents, homeowners, visitors, SROA, the Village members, Sunriver Resort and vacation rental companies in identifying the most effective means of developing and distributing informational materials. The methods of distribution to visitors have been the hardest to address and there have been great efforts by the rental companies, Sunriver Resort and SROA to identify and provide emergency notifications. Most published material has been updated

and is provided in rooms, within rentals, posted in businesses, posted in common areas or electronically.

Stakeholder Relationships

- Departments to annually include specific community education and engagement plans on their annual Performance Measures:

The Police and Fire Departments have taken it upon themselves to regularly engage with the local community via events throughout the Sunriver community and the surrounding communities. This has partly been made necessary as there has been no available space to provide central instruction or presentations due to the PSB demolition/construction. From National Night Out to Polar Plunge they have been out in the community raising the visibility of their departments and the SSD. With the financial assistance and cooperation of SROA, the Police Department took the Citizens Patrol and the Bike Patrol under their oversight and added a Community Services Officer (CSO). The CSO position enhances the ability of the Police Department to engage the community members in public settings without necessarily having to assign a patrol officer away from their law enforcement duties. The CSO position will be able to provide oversight to the Bike Patrol and Citizens Patrol as well.

- Visibility of the SSD as an entity:

See previous comments.

- Joint SSD/SROA Board discussion/engagement on improving stakeholder relationships:

The SSD/SROA Boards conduct scheduled quarterly and annual discussions regarding the state of current relationships and methods to improve or enhance future relationships. In 2024 the Deschutes County Commissioners in consultation with the SSD Board created an ex-officio position to be filled by a current SROA Director which allows for direct and immediate feedback during SSD Board discussions. There are also numerous unscheduled meetings or engagements to coordinate activities that occur throughout the year. The SSD and SROA are reliant on each other and their proximity and daily interactions result in excellent working relationships at the board and the employee levels. The hiring of the CSO referenced above is expected to help address the concerns of SROA and the community regarding the misuse of bike paths and community visibility, especially during the busy summer season.

Strategic Considerations

For this revision of the Strategic Plan, the Sunriver Service District (SSD) is focused on five strategic areas of interest:

- Financial Diligence: Assure adequate reserve funds are maintained, and the SSD explores potential revenue streams while exhibiting good fiscal oversight.
- Emergency Preparedness: Ensure that the region is prepared for potential emergencies with the SSD as the lead in preparation and execution.
- Staffing and Demographics: Proper staffing and personnel retention, within existing budget constraints, to meet the health and safety standards required by the community.
- Facility and Equipment: Proper replacement schedules and tracking methods for capital equipment and to meet the goals for modernization, safety, and compliance.
- Stakeholder Relationships: Community engagement as a part of strategic planning and the enhancement of productive relationships with stakeholders, professional partners, and the community at large.

Note: Each category should not be considered more or less important than the preceding category and instead, each should be considered as a building block for each of the subsequent categories which in turn seeks to support the SSD Mission Statement.

Strategic Plan Action Items 2025-2029

Financial Diligence

Background:

Most of the SSD's revenue comes from property tax assessments. The current millage rate is \$3.45/\$1,000 of tax assessed valuation, which is the maximum rate possible as established by the voters when the SSD was created in 2002. Increases in revenue have been trending at approximately 3.5% per year. Other revenue sources are ambulance service charges, fines, SROA payment for rules enforcement and partial funding of the summer bike patrol, and federal reimbursement for Medicaid patient transport or occasional grants. Because the boundary of Sunriver is set and there are very few vacant lots, any significant expansion of revenue growth rate is unlikely. Of concern are the increasing PERS retirement program rates and health insurance costs. Both are increasing at rates significantly higher than 3.5% per year.

An annual five-year financial forecast is done after the budget is approved. This forecast shows a downward trend of reserves if there are no mitigating adjustments in revenue or expenditures.

The SSD has an Operating Fund and a Reserve Fund. The Operating Fund historically makes a financial contribution to the Reserve Fund annually. In FY 2024-25, the Reserve Fund has approximately \$2,832,000, of which \$345,000 is budgeted to be contributed from the Operating Fund by the end of the fiscal year.

Two Firefighter/Paramedic positions were added in FY 2020/21, and another added in 2023 in order to staff each of the three shifts with four career staff, rather than three. Projections were for significant reductions in overtime costs with this added staff, which has not occurred to date. A closer analysis of these positions needs to occur or an evaluation for the potential of creating a reserve fire program.

The SRPD responded to approximately 67% of the calls for service that occurred in the Caldera Springs and Crosswater Homeowners Associations (HOA) during 2024. They also respond to most of the calls for service in the Sunriver Business Park. These responses by SRPD provide nearly full-time police service free of charge. Preliminary discussions have begun with Caldera Springs and Crosswater HOAs to provide full-time service by SRPD to these entities by absorbing them into the SSD.

SROA previously provided HR, Finance and Accounting service to the SSD prior to 2024 when they were placed in-house under the District Administrator. The SSD has basic but proper financial controls that have potential for abuse and there is a need for expanded and new controls via proper policy and procedures.

The new SSD Public Safety Building was completed on budget and on time. The financing structure was such that there will be in excess of \$500,00 of interest earned in the building fund (Fund 717) at the completion of the project.

Key Action Items:

- Evaluation and recommendation of a potential rework of the finances to separate allocated and unallocated reserves
 - Recommendation to the Board for 2025/26 budget funding strategy following the recently instituted zero based budgeting procedures
 - Review and update travel policy and procedures
 - Review and update invoicing procedures to reflect current best practices
 - Analyze the just completed Reserve Study and scrub for errors or omissions and determine how best to address reserve contribution shortfall
 - Create a financial analysis of all the SSD's financial accounts
- Annual budget process to address the strategic issues and action items
 - Impact analysis of additional Fire Department staff on overtime
 - Cost analysis of moving HR, Finance and Accounting in house
 - Evaluate a ten-year plan on personnel and organization changes
- Evaluation of employee health care costs and recommendation of cost mitigation options
- Five-year financial outlook in conjunction with annual budget development
 - Continue yearly cadence
- Explore additional sources of revenue
 - Task Force to analyze and present increased millage rate band to Sunriver registered voters in precinct 16-1 and determine timing of such a request.
 - Analysis of fees for service potential
 - Prepare timeline and pursue SSD expansion with Caldera Springs, Crosswater, Vandervert Ranch, and the Sunriver Business Park
- Present options to restrict the use interest earned in Fund 717 to the repair and maintenance of the new PSB only.

Emergency Preparedness

Background:

While the SSD is primarily focused on day-to-day public safety, the likelihood of a regional emergency remains high. Sunriver itself is a conglomeration of homeowners and their association, businesses, rental properties and resort facilities that require complex planning in response to an emergency. Many of the entities have individual emergency plans specific to their areas. In an emergency affecting the broad community, participation of these entities in

the SSD's emergency response is critical. Public safety personnel of the SSD must assume leadership in emergency preparedness and response.

Fortunately, the SSD has a recently updated an overarching Emergency Operations Plan (EOP) that was created in conjunction with state and regional partners. An emergency in Sunriver likely would expand to other regional partners and effective coordination is critical as evidenced during the evacuation process implemented during the forest fires in the fall of 2024. The community stakeholders mentioned above are signers of this plan. However, there are gaps in the current plan that address specific issues facing our community, such as an evacuation plan, safe zones, etc. Actual egress from the community is limited to two main roads and sub-standard secondary routes. Community education and outreach on the plan, as well as actions to take in the event of an emergency, are important features of the Sunriver specific plan.

Key Action Items:

- Continue to update the EOP in coordination with federal, county and state agencies with the understanding that Deschutes County maintains overarching control of Emergency Operations Planning.
 - Engage with the proper consultants
 - Engage stakeholder support with Memorandum of Agreements and Intergovernmental Agreements, complimenting and coordinating with their plans
 - Invite Caldera Springs, Crosswater, Sunriver Business Park and Vandervet Ranch to participate in EOP coordination and preparedness planning
 - Aid in implementation of additional and enhanced county-wide emergency alert notification and information systems and seek out broad based funding options for all Deschutes County participants.
 - Evaluate potential for upgrading Cardinal Landing bridge and secondary roads in coordination with the U.S. Forest Service and SROA to provide additional egress from Sunriver and movement of firefighting equipment.
 - Develop action plans to enhance participation by business stakeholders in upgrading video capabilities and investigate alternative technologies to create force multipliers for the SSD.

- Regular preparedness test plans and drills:
 - Annual drill
 - Facilities and equipment testing

- Extended community engagement on the EOP:
 - Education and outreach to residents, homeowners and visitors
 - Communication plan with SROA, Caldera Springs, Crosswater, Sunriver business Park, Vandervet Ranch, the Village, Sunriver Resort and vacation rental companies
 - Update materials and plan of distribution

Staffing and Demographics

Background:

In 2023 the SSD hired a new Police Chief and Fire Chief. Since that time both departments have addressed their organizational structures to increase effectiveness. In 2024 the Police Department converted the existing Lieutenant position to a Captains rank and converted two Officer positions to Corporal positions to enhance personnel oversight and to create an opportunity for officer development. With funding assistance from SROA, a Community Services Officer (CSO) was added to the Police department in 2024 to enhance community engagement and provide oversight of the Bike Patrol and Citizens Patrol. Since 2021 there have been three Firefighter/Paramedics added to the fire department to address perceived minimum staffing shortfalls and allow all three shifts to have additional coverage. Full-time SSD staff is augmented by summer seasonal Bike Patrol Officers and Citizens Patrol Officers in the Police Department, an occasional Fire Department PIO, Staffing and deployment strategies fluctuate throughout the year based on the tourist influx.

The SSD Managing Board of Directors is supported by a full-time Administrator and a part-time Office Assistant. The Police and Fire Departments are each supported by an Executive Assistant. Beginning in 2024, Finance and HR services were moved from SROA to within the SSD with approximately 85% of accounting performed in-house as well.

The SSD recognizes employees are their greatest asset. It is committed to their professional development, which is accomplished through the hiring process, relevant and progressive training and a focus on employee health and wellness. The Police Department utilizes professional policy manuals provided by Lexipol, a national policy subscription service, ensuring best practices and legal updates are applied in a timely manner. The Fire Department relies on policy manuals used at the local, state and federal level as changes are much less immediate. It is believed that well-supported and trained employees will have a high degree of job satisfaction, leading to lower turnover. Small agencies often serve as a training ground for larger departments and turnover is inevitable as employees look for broader opportunities found in larger agencies, which the SSD has experienced.

Key Action Items:

- Yearly analysis of appropriate staffing levels as part of the report on Police and Fire Performance Measures to include:
 - Calls for service data to include and delineate between Sunriver, Caldera, Crosswater, Sunriver Business Park and Vandervert Ranch.
 - Overtime analysis for Police and Fire Departments.
 - Police Chief to evaluate proper staffing levels necessary to address expansion of the SSD and the potential for creating a reserve and/or volunteer program.
 - Fire Department to evaluate proper staffing levels and begin the process of creating a reserve program.
 - Best practices in service delivery considerations

- SSD Administrator to perform ongoing five-year analysis of all HR functions within the SSD to increase accountability and tracking.
- Department specific training plans as part of the report on Police and Fire Performance Measures to include:
 - Ensuring basic training is provided to maintain appropriate state certification
 - Providing advanced training and/or continuing advancement of skills, focusing on continuous learning
 - Including executive and leadership training for supervisors and administrators
 - Developing mentoring programs for potential promotional candidates to fill future vacancies
- Develop/improve metrics for workplace satisfaction, including regular surveys of district personnel.
 - Define and develop metrics for workplace satisfaction
 - Board review of data gathered on an annual cadence
 - Analysis of internal culture within the SSD by formalized meetings between the Chiefs and the Administrator on a bimonthly basis
- Health and wellness plans for each department formalized via policy for all SSD personnel

Facility and Equipment

Background:

Prior to 2025, SSD leased 100% of its operational facilities from SROA. In 2023 the SROA and the SSD negotiated the sale of the Fire Department facility for a nominal fee of \$1.00, however, the SSD leases the land to SROA for yearly amount of \$40,000. The PSB was completed in January 2025, and it now houses all SSD entities in their own dedicated space. The entirety of the Police Department and SSD Administration are new facilities while the Fire Department portion of the building was expanded and upgraded.

Functional equipment for the SSD is important for the safety of personnel and the community. Some of the larger fire apparatus cost over \$1 million each. Ensuring reserves are adequate to meet replacement cycles is important. A reserve study was completed in 2023 in conjunction with a SROA reserve study using their same vendor. The SSD Board felt that the reserve study conducted did not adequately cover items specifically unique to the Police and Fire departments or cover all items necessary to provide a complete picture of the status of SSD facilities and equipment. CERTA building solutions was contracted by the SSD to perform a top to bottom, thorough reserve study with oversight by each department head. This new reserve study will be analyzed and scrubbed line by line for errors and updates by the Chiefs and the Administrator and is scheduled to be completed by April 2025.

Key Action Items:

- Complete reserve study by May 2025 and contact for yearly updates
 - Provide current inventory list
 - Department heads to advise SSD Board of potential need for a vehicle replacement policy and a timeline for policy completion if needed
 - Anticipate future equipment needs
 - Reviewed on an annual basis by the departments with adjustments made on replacement dates
 - Board action to work toward meeting the reserve recommendations included in the reserve study

- Develop and present options for creating a form of PSB endowment with any remaining building construction monies in Fund 717 by September 2025. The form of the proposed endowment should restrict SSD Board access to the monies except for future repair and maintenance of the PSB.

- Determine best use of publicly accessible space within the PSB and if any the space can be offered to outside entities to assist in offsetting building repair and maintenance costs to the SSD. This would be examining those entities outside Deschutes County and Sunriver who may be seeking training space etc.

Stakeholder Relationships

Background:

Permanent residents in Sunriver number just under 2000 and represent approximately 23% of all homes occupied on a full-time basis. These numbers will likely remain similar in the coming years as there is no more room to build within Sunriver's boundaries. Significant residential growth within the south Deschutes County region has, and is occurring in La Pine, Caldera Springs and the Three Rivers areas all of which are often served by the Sunriver Police and Fire Departments under mutual aid agreements. Sunriver and the surrounding communities are heavily invested in the public safety agencies of the SSD while often knowing little of what the SSD really is all about.

Sunriver Police and Fire programs currently focus on community engagement and have positive relationships. As the SSD Board begins to explore potential Service District expansion to areas mainly served by the Sunriver Police and Fire Departments on an uncompensated basis, community outreach becomes critical to the financial long-term viability of the SSD. Relationships with all the entities mentioned is critical in this day and age of decreasing funding and the need to seek out increased collaboration with any and all stakeholders. Each department and the SSD will need to seek out methods of force multiplication to perform their tasks at the highest levels that the community has rightly come to expect from them. It is expected that increased engagement with many of the groups mentioned will take place now that the new PSB is completed, and the large training room/emergency Operations center is active and available for use as an education and training center.

The departments participate in numerous public activities throughout the year and report to the SSD Board during the monthly SSD Board meetings. Continued collaboration and coordination with stakeholders such as the Sunriver Resort, Village and Sunriver Homeowners Association are important for effectiveness in service delivery.

Additional relationships include the professional partners SSD staff interact with to include Mutual Aid partners, Deschutes County Emergency Management, Forest Service, Police and Fire Chief's organizations, Special District's Association, and other county and state elected officials.

Key Action Items:

- Departments to annually include specific community education and engagement plans within Sunriver and the adjacent communities on their annual Performance Measures
- Determine best use of the PSB training room to elevate the visibility of the SSD as a whole
- Establish work group with Deschutes County partners to determine where the SSD should be in the future
- Service level evaluation and survey by the community of SSD effectiveness
- Formal agreements with partners reviewed and updated on a regular schedule
- Joint SSD/SROA Board discussion/engagement on improving stakeholder relationships