



# Black Butte Ranch R.F.P.D.

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## Strategic Plan Meeting 10/18/23

"Our mission is to safeguard the lives and property of our community through excellence in fire suppression, emergency medical care, public education, and professional development. We are committed to working collaboratively with our fire service partners to ensure the highest level of service for all citizens and visitors of our great community."

### GOALS

#### **Finance**

- PERS – 64% funded
- Wage Reviews
  - The Oregon Fire Service has seen large wage increases and lack of candidates post pandemic. Black Butte Ranch RFPD and Teamsters Local 324 have a contract until June 2026.
    - Black Butte Ranch RFPD and the Teamsters will review comparable departments to recruit and retain employees while living within the means of our small community tax base.
- Apparatus Replacement
  - Black Butte Ranch RFPD deploys nine different apparatus. Our heavy apparatus is all over twenty years old. The cost to replace these apparatuses with newer updated models will have a large impact on our budget.
    - Black Butte Ranch RFPD will create an apparatus replacement plan for our heavy apparatus. This plan will need to anticipate inflation and increased emission standards.
    - We will look for grant funding opportunities to purchase heavy apparatus in the future.
    - We will review our apparatus deployment model to make sure we are meeting the needs of our community.
    - We will continue to invest in our fleet maintenance. This will allow our department to keep our units in service and save money towards purchasing new apparatus in the future.
- Alternative Revenue Source(s)
  - Public Safety Tax
    - Black Butte Ranch RFPD will work with Deschutes County and our local leaders to find additional funding opportunities through transient room tax or guest access fees to the ranch.
  - Grants
    - Black Butte Ranch RFPD will look for grant opportunities for staffing, apparatus and equipment. These grants may require a money match out of our reserve funds but ultimately save the district money in the future.

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- Not an Alternative Revenue Source, however we need to look at changing our ambulance billing rates to be more comparable to the rest of the tri-county area and at a minimum to SCSFD rates.

### **Training & Professional Development**

- How can we enhance and develop?
  - Dedicated NW Fire Training Officer –Black Butte Ranch RFPD, Sisters Camp Sherman FD and Cloverdale FD collaborated to create NW Fire. A committee of multiple representatives from the three organizations meet six times a year to set training standards and review training practices.
    - NW Fire needs one dedicated Training Officer. This position will improve coordination, communication and emergency response preparedness. Black Butte Ranch RFPD is dedicated to looking for funding options through IGA's or staffing grants to create a NW Fire Training Officer.
  - Multi Company Drills
    - Black Butte Ranch RFPD, Sisters Camp Sherman FD and Cloverdale fire all respond to large working emergency incidents together. However, we don't train together very often. Our department will look for ways to coordinate training through hands-on training and technology.
  - Career Staff Professional Development
    - Investing in our career staff is a high priority for our District. Black Butte Ranch RFPD will invest in advanced training and higher education for our employees.
    - Being prepared for the future requires training our future leaders. It will be a goal of our department that all fire medics are AIC qualified by the end of their third year of employment.
    - All Captains will be trained to Task Force Leader for wildland response and resource management.

### **Recruitment Retention**

- What makes us more marketable in an open job market?
  - Find a way to market the culture in spite of low call volume
    - Create video to promote culture and stronger presence
    - Highlight our commitment to our employees through training, mental health, wellness and department core values.
    - Create opportunities through training and education assistance to be able to step up to the next level in the department.
    - Evaluate residency requirements as the cost of living in Central Oregon has increased.

### **Student Program (Strengthen/Recruitment)**

- Look to create relationships with Fire Service Student Programs and Military Veterans
  - Create a defined outline for each year a student is part of our program.
    - Year 1- Firefighter I, Apparatus Operator, Wildland Firefighter II & EMT Basic
    - Year 2- Firefighter II, Aerial Operator, Instructor I, Wildland Firefighter I
    - Year 3- Fire Officer I, EMT Paramedic
    - Year 4- Bachelor's Degree
  - Clearer expectations
    - Constantly review our student handbook
  - How do we make BBR more marketable?
    - Establish working relationships with cadet and explorer programs
    - Create a social media video of our program and strategically release the video before and during the joint recruitment process

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- Look for ways to share students all across NW Fire
- Creating a student association media page (completed May 2023)

## **Communications**

- Continued Relationships
  - Look for ways to improve service to our community
    - Continue to invest time and effort into NW Fire ICC.
    - Continue positive partnerships with our wildland fire service partners
    - Help with grants and policy review for our Firewise committee
    - Engage our law enforcement partners for emergency preparedness
- Community Outreach -
  - Continue providing classes to residents
    - CPR
    - Fall Prevention
    - AED use
  - Work with Black Butte Ranch Corp.
    - Teaching CPR/AED use
    - Extinguisher use
    - Emergency preparedness
    - Evacuation route maintenance

## **Deployment of Apparatus (non-strategic plan discussion - move to tactical)**

- Do we have the right equipment and do we deploy it correctly?
- How does this tie into SCSF especially with the volume of mutual aid?
- Deployment – rescue unit and rescue fee and allow SCSF to provide the EMS unit ex: calls on Santiam Pass

Jamie – look into # of transports versus ambulance revenue

Next Meeting: