

SUNRIVER SERVICE DISTRICT

STRATEGIC PLAN 2005-2010



Our Future

Adopted by Sunriver Service District Managing Board 11/10/05
Without Action Items

Sunriver Service District

Managing Board

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*Through 08/2005, **As of 09/2005

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MISSION STATEMENT

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

To accomplish the mission we will:

- Attract and retain the right people, assure that they are properly trained, and equip them with the right tools.
- 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.
- Work in partnership with all community entities

VISION STATEMENT

We will be a model of excellence for public safety services by protecting and enhancing the quality of life for all in the Sunriver Service District by effectively delivering innovative, fiscally sound, community oriented services that meet the changing needs of our community.

VALUES STATEMENT

Integrity

We will protect the public trust by ensuring that our actions are consistent with our vision, mission, and core values. We value honesty and high ethical standards. We will do what is right even if there is pressure to do otherwise.

Teamwork

We acknowledge the mutual responsibility of the Sunriver Service District and its citizens to provide a high quality of life, and to collaborate, support, and commit to each other to meet our common goals.

Service

We are committed to excellence and unbiased, quality service.

Sensitivity

As an organization, we embrace diversity, honesty and differing points of view. Everyone is respected as an individual and their contribution is appreciated.

Progressive

We value our ability to anticipate, influence and embrace change.

Pride

We take pride in ourselves, our departments, our community, and our vision.

HISTORY

Sunriver Development

The District is located in the high desert plateau area of Central Oregon, near Highway 97, approximately 15 miles south of Bend. Sunriver is a community of approximately 1700 permanent residents and a population of visitors that can reach over 16,000 during major holidays and summer weekends. There are about 3200 single family houses, 900 condominiums, a small shopping mall and Sunriver Resort. The Resort operates two golf courses, stables, a marina, a spa and fitness center and a local airport. The Sunriver Owners' Association (SROA) maintains additional recreational facilities including tennis courts, 2 swimming pools and two parks. Four Rental Management Companies working together developed the recently opened fitness center, Mavericks at Sunriver. They will be adding indoor and outdoor swimming pools in the near future. The Deschutes River which flows along the western side of Sunriver provides fishing and other river water activities.

Sunriver is located on land that was an Army Engineer training facility during World War II. Abandoned after the war, the land eventually became the focus of an idea to develop a resort and planned residential community. In 1968 the first home site was sold, and building continues today although the community is basically "built-out" with few vacant lots remaining. During the years the management of the community evolved from the land development company to Sunriver Resort Corp. and finally to the Sunriver Owner's Association.

Fire Department

A volunteer fire department was formed in 1968 by Sunriver Resort Corporation and homeowners. In 1970 the Sunriver Fire Department merged with the Sunriver Emergency Medical Services. Professional staff was hired in the '80's. A three shift schedule consisting of 24 hours on and 48 hours off was developed and a paid professional fireman was assigned to each shift. This shift schedule remains in effect today with 3 paid personnel on each shift. A new firehouse was built in 1995 to provide improved facilities for equipment and personnel. Currently the fire department is made up of 10 career personnel (including the Chief), 18 reserve personnel, and one administrative assistant. Fire suppression and Emergency Medical Services (EMS) including Advanced Life Support (ALS) and Basic Life Support (BLS) are provided on a 24 hour basis. While the main responsibility for fire suppression lies within the boundaries of Sunriver, the department's two ambulances provide response and transport to over 320 square miles. The Department has an extensive training program that ensures that all members are qualified for fire suppression and EMS response. In addition to two ambulances, equipment includes two engines, a ladder, a forestry truck and other light equipment.

Police Department

The origins of the Sunriver Police Department date to the formation of the Sunriver Department of Public Safety (SRDPS) in 1969 and employment of a patrol officer, who was commissioned as a deputy sheriff. SRDPS continued to work under the developers until the Sunriver Owners Association took over as the governing body in 1987. At that time both the Fire Department and SRDPS were transferred to the SROA. Today the Police Department consists of eleven full-time sworn officers (including the Chief) and an administrative assistant. Officers work four 12 hour days in a work week. They work two weeks of days and then two weeks of nights before the rotation starts again. The Police Department is assisted by the Sunriver Citizens Patrol (volunteers) and in the summer by 8 Bike Patrol officers. In 2002 the Department became an accredited agency which is considered to rank among the most significant events in the Department's existence.

Formation of the Sunriver Service District

In the mid-1990's, there was concern in the community about difficulties in retaining personnel in the Police and Fire Departments. Some people felt we were becoming a training ground for other departments, and due to the constant turnover, we were spending too much time and money hiring and training new employees.

In 1997 the Deschutes County Sheriff approached the SROA with a proposal to eliminate the Sunriver Police Department and have all community policing handled by the Sheriff's Office. This triggered an SROA Public Safety Committee study on the options for administering police and fire services in Sunriver. The initial study, completed in 1998, identified options but did not submit any recommendations. After a one year hiatus, an Ad Hoc Committee was formed to develop recommendations for the SROA Board of Directors. The main options considered were: (1) Status Quo; (2) Contracting with the Sheriff's Office for law enforcement services; and (3) form a County Special Service District for police and fire services.

The Ad Hoc Committee reported to the SROA Board in January of 2001 recommending: (1) Continue operating police and fire services as part of SROA, or, if a change was wanted or needed, (2) Consider requesting the creation of a County Special Service District. Because of the complicated ownership issues in Sunriver, both the Ad Hoc Committee and the SROA Board of Directors wanted to have all property owners express their preference. Accordingly, an advisory vote of all property owners was conducted in July 2001. The voter's pamphlet explained in detail the steps involved in forming a special service district and provided questions and answers to the more important issues. The voter's pamphlet also included two disclaimers: (1) "Whatever your advice is on this matter, issues beyond our control may require us to reconsider all options;" and (2) "The Board of Directors retains the right on behalf of the Association to proceed or to not proceed with establishing a special district based upon all information available to it at the time of a final decision." The result of the advisory vote was 54% to 46% favoring retention of police and fire services within the SROA operation.

Late in 2001, the Deschutes County Sheriff publicly announced he would no longer continue to commission the officers working for the Sunriver Police Department after September 2002. Following a review of the options to maintain the level of service to which Sunriver was accustomed, the decision to attempt to form a public safety district was undertaken by the SROA. The SROA decided to include the Fire Department as well as the Police Department in the proposed service district. The SROA Board initiated discussions with the Board of County Commissioners to have the option of forming a service district placed on a ballot.

When the County Commissioners agreed to place the service district issue on a ballot, the SROA Board established an Information Committee to provide property owners with information relevant to the formation and operation of a service district. This committee also was a contact point for owners who had questions they wanted answered. A community political action committee was formed to encourage a positive vote on the formation of the district. This committee functioned without any financial aid from, or involvement by, the Sunriver Owners Association.

In the May 2002 election, voters registered in Deschutes County within the proposed district were asked if they wanted to form a County District and establish a tax rate. Measure 9-5 asked the question: "shall County Service District be formed and impose \$3.45 per \$1,000 assessed value as a permanent tax limit beginning 2002-2003?" Voters approved the measure by a margin of 78% (725) yes votes to 28% (286) no votes. 80% of the registered voters voted.

On July 1, 2002 the Managing Board of 5 persons, selected by the SROA and appointed by the Deschutes County Commissioners (who are the Governing Body for the District), began the process of transferring management of the departments from the SROA to the Sunriver Service District. On September 16, 2002 the Police Department transitioned from the SROA to the District, followed by the Fire Department on October 1, 2002.

STRATEGIC PLANNING PROCESS

The Sunriver Service District (SSD) authorized formation of a committee consisting of the Chiefs of Police and Fire Departments and one board member to develop a strategic plan for the District. The initial activity of the committee was to locate a consultant to facilitate the process. The Special Districts Association of Oregon (SDAO) agreed to provide assistance, as part of a pilot study to identify new services that SDAO could provide to its members. George Dunkel, SDAO Board member, and recently retired Chief of St Helens Fire District, agreed to work with us.

Our first activity was to obtain input from community members, business people, and employees of SSD, SROA and Sunriver Resort. We held six meetings with a total attendance of approximately 60 people. In addition, several business leaders, who were unable to attend a meeting, were interviewed.

After the community meetings a Task Force was formed to review and address all inputs. The Task Force initially developed Mission, Vision and Value Statements which were subsequently approved by the SSD Managing Board and the Governing Body.

All inputs were assigned to major categories and classified as Strategic Issues, Operational Issues or questions. Various members of the Task Force were assigned to draft Strategic Plans for each category. The entire Task Force reviewed the various drafts which were then combined into the final report.

Following approval of the initial Strategic Plan by SSD Managing Board, action Items will be developed for each issue.

SUMMARY OF STRATEGIC ISSUES

- **Impact of Internal/External Growth on SSD**

- *What impact will growth in Sunriver and the surrounding area have on SSD? What path forward does SSD want to take to address the growth issue?*

- **Funding**

- *During the next five years what are the salient funding concerns for SSD?*

- **Communication**

- *How does SSD most effectively communicate with resident/non-resident owners, visitors, the business community and other interested parties?*

- **Police Department**

- *In the next five years what services and level of service will Sunriver owners (resident and non-resident), visitors, and the business community want/need?*

- **Emergency Preparedness**

- *How can SSD most effectively reduce the threat and impact of natural and manmade disasters in and around Sunriver?*

- **Fire Department**

- *In the next five years what services and level of service will Sunriver owners (resident and non-resident), visitors, and the business community want/need?*

- **SSD Relationships**

- *What are the appropriate relationships within SSD and between SSD, its customers/partners and other neighboring agencies?*

IMPACT OF INTERNAL/EXTERNAL GROWTH ON SSD

*What impact will growth in Sunriver and the surrounding area have on SSD?
What path forward does SSD want to take to address the growth issue?*

Issues

- How should the Service District address the issue associated with the increase in the transient population within Sunriver?
- How should the Service District address the issues associated with the growth south of Sunriver?

Background

Population

Permanent

- Sunriver - Minimal change in size of the permanent population
- South County – Plus 2.2% growth per year in unincorporated Deschutes County

Transient

- In the future there will be more recreational activities in Sunriver
- Increased day use of Sunriver i.e. marina, stables, swim/fitness center
- Delta flights to Redmond will increase transient population
- Change in housing, mix and density, within Sunriver (larger homes for rent with higher occupancy per rental)

External Factors

- Perception that SSD is the primary service provider for police/fire/medical services for the Sunriver Business Park, Crosswater and Vandervert Ranch
- Deschutes County Sheriff Deputies will not patrol South County Resort activity
- Mutual aid agreements – impact on service levels
- Increased workload for police/fire/medical from increase in reporting requirements

Uncertainties:

- Will Sheriff's funding proposals be approved by voters?
- La Pine Rural Fire Districts fiscal situation

Other Factors

- The increase in tax assessed value is limited by law to 3% per year for existing homes
- The additions to the tax base are limited to new construction and major renovations
- Operating expenses are increasing at a higher rate than revenue attributed primarily to personnel factors

Impact

- The above factors will impact the quality of service and response time
- The need for public safety services will increase. The increases in crime and traffic are functions of an increase in population, especially the transient population

Options

- Status quo
- Contraction – reduce mutual aid or share services (collaborative)
- Extension of services – contract to provide services to outside area(s)
- Expansion – other area(s) become part of SSD

FUNDING

During the next five years what are the salient funding concerns for SSD?

Issues

- Maintain adequate funding for SSD operations
- Ensure funding of SSD operations is equitably shared by all owners.

Background

- Sunriver property owners fully fund Sunriver police and fire services in the SSD through property taxes.
- SSD has a permanent tax limit of \$3.45/1000 of assessed value.
- Maximum increase in tax assessed value of 3% per year for existing properties.
- Significant additions to the tax base are limited because Sunriver is nearing build out.
- Operating expenses (personnel, supplies) will increase at a higher rate (6%) than revenue.
- Revenue is forecast to increase 3.5% per annum due to reduced construction and laws that restrict assessment increases on existing property to 3% annually.
- Deschutes County currently obtains over \$2 million per year in room tax revenues from Sunriver; none of this money comes directly back into the community.

Impact

- Based upon current cost/revenue growth, SSD should not experience financial stress in the 5 year time-frame of this study. Preliminary analysis indicates the current funding cap could suffice for at least 10 years.
- Since the transient population creates the greatest need for police and emergency medical services, Sunriver property owners who do not rent their homes are paying a disproportionate share of SSD operating expenses.
- At some point but beyond the timeframe of this study, additional funding will need to be developed, or police and fire services will need to be reduced.

Options

- Obtain a share of the Sunriver generated room tax dollars
- Exercise tight budgetary control over police and fire operations in order to delay reaching the current property tax funding cap.
- Consider cost reductions in Sunriver police and fire activities when the property tax cap is reached.
- Initiate a tax levy vote when the property tax cap is reached.
- Expand SSD services beyond the current boundaries to obtain funding in excess of any attendant operating cost increases.
- Consider shared or contracted services

COMMUNICATIONS

How does SSD most effectively communicate with resident/non-resident owners, visitors, the business community and other interested parties?

Issue

- At the Strategic Planning Stakeholders Meetings held in 2004 many participants voiced their opinion that Sunriver SSD needed to improve its communications.

Background

- The SSD should participate in the communication of many types of information.
 - Emergencies.
 - Services available from the Sunriver Police and Fire Departments.
 - Responses by, and other actions of, the Police and Fire Depts.
 - Sunriver Rules and Regulations that have Public Safety Implications.
 - Hazards.
 - Interdepartmental, between the Police and Fire.
- There are many groups with which the SSD should communicate.
 - Owners, resident and non-resident.
 - Renters, short and long term.
 - Day or special event visitors.
 - The business community, including the Business Park.
 - SROA
 - The Sunriver Resort
- SSD is currently utilizing a number of communications vehicles
 - Emergency sirens and broadcast messages.
 - Loud speakers on emergency vehicles.
 - The Sunriver Scene.
 - SROA's Community access TV channel 4 on Chambers Cable.
 - Open meetings of the SSD Managing Board.
 - Property Management and Rental Agencies.
 - The Sunriver Resort
 - SROA and SSD WEB sites
 - Interactive WEB site
 - Reverse 911

Impact

- The quality and reach of SSD's communication system, and the extent to which it is utilized, will directly affect how well the issues of this Strategic Plan are addressed.
- With the exception of the newer communication systems listed below, none of the proposed options would involve significant capital investment. They would, however, all involve additional time and work in setting them up, but not much in their operation.
- It is contemplated that much of the initial set up work could be done by volunteer ad hoc groups at minimal cost to SSD.
- The cost of the possible use of newer technologies cannot be predicted at this time.
- If there is substantial growth adjacent to, or near the SSD, or if SSD increases in size, or if there are contractual agreements that increase the responsibilities of SSD, it will be faced with additional communication challenges and the associated costs of their solutions.

Options

- Periodic (annual?) informational mailings to non-resident owners. Perhaps these messages could be enclosed in some SROA mailings.
- Augment the SSD web site to include a current list of frequently asked questions and their answers. Publicize the existence of this site and continue to make it available as a link from the SROA site.
- Create "groups" of residents' and non-residents' e-mail addresses for broad target messages.
- Cooperate with the media, and encourage the Scene to continue its Public Safety section and provide it with articles by the Fire Chief and the Police Chief.
- Integrate existing organizations into the communication network. i.e. Neighborhood Watch, Citizens Patrol, Fire Department Reserves, Chamber of Commerce, The Sunriver Resort, the Rental Property Managers Association etc.
- Explore the possibilities of the newer communication systems such as Wi-Fi and Wi-Max wireless.
- Utilize the SROA FM radio station, when and if it becomes a reality.

POLICE DEPARTMENT

In the next five years, what services and level of service will Sunriver owners (resident and non-resident), visitors, and the business community want/need?

Police Mutual Aid Agreement

Issues

- Impact of calls for mutual aid outside of Sunriver on the level and/or quality of service provided to the community of Sunriver
- Financial impact on SSD of calls for mutual aid outside of Sunriver

Background

- The Sunriver Police Department does not have written agreements covering day to day mutual aid with other Law Enforcement agencies
 - When an emergency call comes into 911, the dispatcher attempts to dispatch the call to the responsible agency. If that agency does not have an officer available, dispatch will request assistance from a neighboring agency.
 - In a potential life-threatening situation, the nearest Law Enforcement agency has a moral obligation to respond whether they are directly responsible or not.
 - There is no way to estimate when and how frequently Sunriver personnel and equipment will be dispatched to assist other agencies
- There is a Tri County Cooperative Assistance Agreement (Deschutes, Jefferson and Crook Counties) which is only applicable to major events such as natural disasters
 - This agreement deals primarily with:
 - The request for mutual aid from other agencies
 - The chain of command
 - The financial obligations of each agency

Impact

- There is currently limited financial impact due to responding to calls to support other agencies
- To date calls to support other agencies has had minimal impact in service to the community of Sunriver
- As the area south of Sunriver grows there could be an increased request to provide assistance to other agencies that could result in a reduction in service to the Sunriver Community

Options

- Maintain current practices
- Monitor calls for assistance from outside agencies to measure the impact on service to the community of Sunriver:
 - If calls for assistance to other agencies results in a reduction in service to the Sunriver community:
 - Work with the Sheriff to develop mutual assistance agreements
 - Work with the Sheriff to increase staffing levels in their organization
 - Only respond to calls that are life-threatening situations
 - Only respond as backup (not as primary) to calls outside of Sunriver
 - Consider taking over primary responsibility for areas where we are most often called to assist.

Police Staffing

Issue

- What staffing levels will be needed to meet the needs of the Sunriver Community in the next five years?

Background

- The Sunriver Police Department has a full time Chief, two Sergeants, eight Patrol officers and an Administrative Assistant.
 - The Sergeants and 8 patrol officers are divided into two teams
 - The teams consist of two officers on day shift, two officers on night shift and a sergeant supervising each shift
 - The teams work 4 (12 hour) shifts with four shifts off
- The optimum level of staffing is a Chief, Administrative Assistant and two teams of five sworn officers
- The minimum level of staffing is two sworn personnel on duty at all times
- A sworn officer is someone who has been sworn into office and has been granted arrest authority
- From Memorial Day until the end of September there are eight Bike Patrol officers (unsworn) who primarily enforce SROA rules on the bike paths
- Members of the Citizen Patrol, who are (unsworn) volunteers, assist the Police in areas that do not require a sworn officer

Impact

- With two teams of five sworn officers, the Sunriver Police Department is able to provide adequate police coverage and supervision
- With the additional Bike Patrol officers, the Sunriver Police Department is able to adequately augment its force during the busy summer months
- Less than optimum staffing levels will result in:
 - Incur significant overtime expense
 - Reduction of patrol coverage or patrol hours

Options

- The SSD maintain Police staffing at the optimum level to meet the needs of the Sunriver community
- The SSD maintain Police staffing with less than optimum staffing levels

EMERGENCY PREPAREDNESS

How can SSD most effectively reduce the threat and impact of natural and manmade disasters in and around Sunriver?

Issue

- Proactive planning, coordination and education are needed to reduce the threat and impact of natural and manmade disasters in and around Sunriver

Background

- A state of emergency exists whenever:
 - There is suffering, or imminent danger of suffering
 - An event may cause injury or death to persons, or damage to or destruction of property, to the extent that extraordinary measures must be taken to protect the public health, safety and welfare.
- There is potential for a number of different emergencies that might affect Sunriver including:
 - Wildfire
 - Volcanic Activity
 - Flooding
 - Law Enforcement Issues
 - Hazardous Materials
 - Weather
- Wildfire
 - The State of Oregon has classified all areas of Sunriver as an extreme hazard relative to the wildfire potential and impact
 - A ladder fuel reduction program has been in place in Sunriver for many years, and has served as a model for other areas. This is a continuing program.
 - Wildfire within Sunriver must be considered the greatest threat to individual and property safety that exists at this time.
- Volcanic activity
 - The Cascades are part of the still active Fiery Ring of the Pacific
 - Seismologists are currently studying the bulge south of the South Sister.
- Flooding
 - The water level of the Deschutes River is controlled upstream from SR by dams.
 - Some houses in and around Sunriver are in the flood plain.
- Law Enforcement Issues
 - Recently a cache of arms and explosives were found buried under a Sunriver home.
 - Meth production and usage is a major problem in Oregon including our immediate area.
 - A Hostage situation is a real threat anywhere including in Sunriver.

- Hazardous Materials
 - Within Sunriver there is the possibility of hazardous material being leaked or spilled from either the sewer treatment facility or one of the pools as both use such materials.
 - There is bulk fuel storage within Sunriver at SROA Public Works, The Sunriver Marketplace and the Sunriver Airport. Trucks that deliver to these locations travel on Sunriver roads.
 - Adjacent to Sunriver at the Business Park there is additional bulk fuel storage including propane
 - Nearby, trains bordering the east side of Sunriver and trucks a bit further away on Hwy. 97 carry a large amount of hazardous materials so a potential spill is a real threat.
- Weather
 - Severe wind and snowstorms are amongst the threats posed to us in the High Desert.
- If any of these emergencies occurs:
 - The Chair of the Board of County Commissioners (and Sheriff's Office) would prepare a Declaration of Local Emergency.
 - Evacuation would be ordered after consultation with local authorities.
 - Sheriff's Search and Rescue would assist local authorities as needed; focusing on evacuation once vehicles leave Sunriver, plus evacuation of neighboring communities if and when required.
 - Police and Citizen's Patrol would establish evacuation routes: monitor and control traffic, notify citizens via evacuation sirens, and mobile loudspeakers.
 - The Police Department will provide security for property when possible.
 - Channel 4 would televise evacuation notice and instructions.
 - Reverse 011 would notify residences within affected area.
 - Depending on the nature of the emergency, the appropriate emergency agency would provide oversight and command.
 - American Red Cross would direct and care for evacuees after they leave Sunriver.

Impact

- Worst case scenario could see destruction of a significant portion of the community, with all the negative impacts of possible loss of life, injuries, property damage, loss of critical environmental habitat and long term economic effects.
- Difficult evacuation process especially considering our many visitors during holiday and vacation seasons.
- Difficulty in gaining sufficient resources in the initial stages of an incident to handle all the tasks that must be accomplished.
- Lack of education and understanding could create additional risks to the community and its population.

Options

- Develop a Community Emergency Response Plan working closely with Deschutes County Emergency Services Authorities.
 - Focus would be self sufficiency during first 72 hours
 - Assure our plan dovetails with the County Plan.
 - Within Sunriver, assure all Sunriver plans—those developed by SSD, SROA, Rental Management Companies, and Sunriver Lodge are coordinated, consistent, and operate under the leadership of one person with totally clear lines of authority and responsibility.
 - The purpose of the plan would be to protect and maintain safety and to ensure implementation of the following response actions:
 - Determine and implement search and rescue, evacuation, and protective actions.
 - Support disaster medical operations, including casualty management.
 - Support requests for response resources.
 - Maintain the availability of critical services in the absence of normal infrastructure.
- Work closely with all affiliated Emergency Agencies to maximize resource availability.
- Develop public education programs relative to emergency preparation.

FIRE DEPARTMENT/EMERGENCY MEDICAL

In the next five years what services and level of service will Sunriver owners (resident and non-resident), visitors, and the business community want/need?

Impact of Automatic & Mutual Aid Agreements

Issue

- How can the Sunriver Fire Department provide adequate service in Sunriver if resources are actively diverted elsewhere through automatic or mutual aid?

Background

- Sunriver Fire Department has automatic aid agreements with surrounding Fire Districts including Bend and La Pine and mutual aid agreements in the tri-county area.
 - Automatic aid means automatically plugging in resources when certain types of calls are received or providing backup for simultaneous alarms. We have these agreements with Bend and La Pine.
 - Mutual aid means only calling for help when you have or know you will go beyond your resource capability. With the National Forest Service, we have automatic aid within 5 miles of Sunriver and mutual aid beyond.
- There are many benefits to Sunriver from both automatic and mutual aid.
 - One benefit of mutual aid is training for our employees
 - Another benefit of mutual aid is that by having more job-related activity, employees might be less interested in seeking employment elsewhere.
- Growth is taking place south of Sunriver in the La Pine Fire District (see Impact of Internal/External Growth on SSD page 8)
- South Deschutes County is growing in transient visitors, and this adds a greater workload to fire services.
- There is a perception that Sunriver Fire Department is the primary service provider for the Sunriver Business Park, Crosswater and Vandervert Ranch, although technically they are in the La Pine Fire District.
- With growth to the South, the percent of outside calls will most likely increase.
- 2004 Statistics
 - 689 incidents to which Sunriver Fire responded—146 in La Pine—21% of all responses
 - La Pine has approximately 1500 calls per year—Sunriver responded to about 10%
 - 1% of Sunriver calls receive assistance from La Pine
 - Of 469 Medical incidents (including 90 traffic accidents), 100 or 21.3% were in La Pine
 - Of 37 Structure Fire incidents, 18 or 48.6% were in La Pine

Impact

- Currently it appears there is limited financial impact of providing automatic and mutual aid.
 - The main financial impact has been for fuel and wear and tear on our vehicles.
 - People costs of call backs, overtime, etc. are limited.
- There have been financial gains when medical transport has been needed.
- The perception within Sunriver may grow that we are paying for a significant part of La Pine's Fire services in the north end, but both sides of the question must be understood.
- Currently the automatic and mutual aid agreements have not negatively impacted service delivery in Sunriver. In many respects service delivery in Sunriver has been enhanced by having the depth of resources present when needed. To project future impact the subject must be completely studied.
- As the area south of Sunriver grows, there may be an increased request to provide assistance to these areas.

Options

- The preferred option is to conduct a formal study of the subject. We must completely understand the pros and cons, the financial impact, the people impact, and service impact as the result of both automatic and mutual aid agreements in place.
 - The study will include monitoring calls for assistance from outside agencies to measure the impact on service within Sunriver.
 - With results of the study, determine preferred options for action.
- During the planning period, formally explore the possibility of mutual contracts between Sunriver and La Pine.
 - Contracts could cover certain parts of service such as training, fire prevention work, etc. to avoid duplication of services and provide a financial benefit to both agencies.
- Formally expand SSD boundaries to nearby communities so additional income will provide for staffing levels to assure appropriate service levels in all locations.
- Maintain current practices with none of the above actioned.

Organizational Structure & Staffing Levels

Issue

- What is the appropriate organizational structure and staffing level for the services that the Sunriver Fire Department provides?

Background

- The Fire Department has attempted to maintain sufficient on-duty resources, of both career and reserve staff, to handle two simultaneous emergency medical calls considered non-critical in nature. In addition, it is able to handle small fires and hazardous environment incidents by meeting OSHA mandated two-in/two-out requirements for entering a hazardous zone.
- In order to provide the present level of service the department has relied on a good mix of career and reserve personnel. There are presently 10 career fire operations personnel, including the Chief, and 20 reserve firefighters.
 - Reserve firefighters are usually college students with little or no firefighting experience but who are actively seeking a career position in fire service.
 - Length of service with Sunriver is usually one to two years or less.
 - Reserves are provided basic entry level training in order to supplement career staff, but they only work with adequate supervision.
- There are 3 rotating shifts with 3 career firefighters on duty at all times with 1 to 4 reserve firefighters providing supplemental staffing on each shift. Additionally, the Assistant Chief and Fire Chief trade duty weeks and respond to major incidents in the community while off-duty.
 - The three career firefighters include: one engineer/paramedic, one firefighter/paramedic, and one captain, who is also a paramedic.
- The Sunriver community presently enjoys a Class III ISO rating.
 - The rating is based on water system, communications, fire department operations (staffing, training, equipment, etc).
 - The importance to Sunriver is that this rating keeps insurance premiums down.
- While the department is able to provide initial response for most emergencies, it lacks personnel depth to provide backup or additional resources for more complicated emergencies at least in the initial phases of the operation, which can also be the most critical phase.
- Housing in Sunriver has proved to be expensive for most personnel in the department. Therefore, most live in the Bend area which creates a recall time of at least 20 minutes.
- The department relies heavily on its automatic and mutual aid agreements to provide resource depth for major emergencies.

Impact

- Without a proper Standards of Cover study it is just a guess as to what the risks and benefits are based on, increased or decreased staffing levels, either for career or reserve personnel.

Options

- The preferred option is to define our capability today through a Standards of Cover study (deployment analysis) that will evaluate community risks, department response times, available resources and what level of service the department can realistically provide the community.
 - It will evaluate department abilities, taking into consideration various staffing levels, drawing on career/reserve firefighters, assistance from surrounding organizations, and other approaches that might enhance personnel resources.
 - It would also evaluate what other programs or actions could be taken to improve the level of safety in the community.
- While doing the Standards of Cover study:
 - Research the reserve firefighter situation to determine the most effective utilization of reserves.
 - Consider if/how we could provide housing or subsidized housing in the area for reserves which would reduce response times and turnover.
 - Consider other ways to increase reserve programs.
 - Consider different reserve incentive and benefit programs.
 - Research possibility of implementing a volunteer program.

Options Related to both Fire Department Issues

- Research possibility of consolidation of portions of all resources with neighboring departments to enhance the depth of services provided the community—mutual contracts.
- Based on results of above recommended studies—determine preferred course of action.

SSD RELATIONSHIPS

What are the appropriate relationships within SSD and between SSD and its customers/partners and other neighboring agencies?

SSD – SROA – Management Structure/Oversight

Issue

- What is the legal and appropriate relationship between SSD and its customers/partners?

Background

- Legally a private group cannot control a public entity receiving tax money.
- The agreement between SROA and the County gives SROA some responsibilities with regard to SSD which include:
 - SROA nominates SSD Board Members
 - SROA reviews and approves SSD Budget
 - SROA must pre-approve SSD hiring of an Administrative Manager
 - Two SROA Board members sit on SSD Board
 - Board members serving on both boards must be aware of the potential for conflict between the interests of the two groups.
- Public Agency/Private Group Issues
 - Rules governing public entities are much stricter than those governing private owners' associations.
 - Public board members can be personally responsible for fines.
 - Liability of SSD Board members to act under Public Meeting laws
 - SROA Board members do not have same restrictions or liabilities
- SSD and SROA Boards do not have regularly scheduled joint meetings

Impact

- Problems between SROA and SSD could arise due to differing priorities, expectations and timelines

Options

- Roles, responsibilities and expectations must be clearly defined, understood and agreed to by all organizations
 - Develop and employ better methods of communication as needed between SROA and SSD, including Board Members, operational groups (supervisors) and line personnel
 - Issues are promptly identified and addressed

- Schedule quarterly or semiannual joint SROA/SSD Board meetings to share objectives, discuss issues, priorities, etc.
- Review agreement with County and ensure all parties understand responsibilities and authorities.
- Members of both SSD and SROA Boards need to understand public laws which govern SSD

SSD – SROA – Customer/Supplier Relations

Issues

- SSD – SROA must handle all contracts and customer/supplier relations in accordance with state and federal laws governing such matters.
- Do owners receive the proper value from both SROA and SSD?

Background

SROA by contract provides accounting, administrative and vehicle maintenance services to SSD.

- Contracts for accounting and administrative services have monthly fees
- Contract for vehicle maintenance is based on charges for services provided
- Contracts renew automatically each year with a price escalation clause in each contract.
- Contracts between SROA and SSD are to be reviewed by an independent third party.
 - In the three years of SSD existence, a third party review has taken place one time
 - The third party review suggested the accounting contract needed on-going review
- SSD has not obtained quotations from outside vendors to check value for money of contracts with SROA
- Contracts must be priced based on services needed and provided

Impact

Without outside review/comparison it is difficult to know:

- If SSD is receiving proper value for money?
- If SROA receiving appropriate monies for services provided?

Options

- All contracts between SROA and SSD should be reviewed at the request of either party
- Third party review should occur biennially, following major changes to a contract or at the request of either party
- SSD evaluates, for cost comparison, outside sources as service providers

- SSD should evaluate handling administrative services internally

SSD – SROA Rules and Regulations Agreement

Issue

- SSD provides services to SROA through enforcement of SROA rules and regulations.

Background

- SROA has rules and regulations that require enforcement
- SSD has a written agreement to enforce certain SROA rules and regulations
- There are two groups within SROA (Environmental & Community Development), in addition to Police/Fire (SSD), that have responsibility for enforcing SROA Rules and Regulations
- The roles SSD and SROA play in the enforcement of SROA rules is not clearly understood by the public
- A number of rules and regulations can have more than one interpretation
- SROA has not told SSD how SROA wants the rules and regulations enforced i.e. gain compliance at the lowest possible level

Impact

- There is confusion and misunderstanding by and between the public, SROA and SSD as to their roles and responsibilities in rules enforcement
- Enforcing some SROA Rules and Regulations is made more difficult due to misinterpretation by the public.
- Without direction from SROA as to how SSD should enforce rules and regulations, SSD is in a “no win” situation with the public.

Options

- Periodically provide SSD/SROA employees with current information that identifies which group (Police, Fire, Community Development, Environment) has responsibility to enforce specific rules and regulations
- Inform public which group (Police, Fire, Environment, Community Development) has the responsibility and the authority to enforce specific rules and regulations
- Request Covenants Committee to review regulations to ensure clarity and need
- Encourage and support SROA’s Covenants Committee to review rules and regulations to ensure they are written so customers/partners can more fully understand them
- Perform annual review of rules and regulations enforcement agreement between SROA and SSD
- Contracts to be priced yearly based on services needed and provided

SSD – Relations with Neighboring Agencies

Issue

- While there is contact at the operational level between SSD and Neighboring Agencies, there is no contact at the policy making level.

Background

- At the operational level SSD has excellent contacts with neighboring agencies
- The SSD Board has not developed relationships with neighboring agencies' Boards
- There are no meetings at the policy making level

Impact

- Lack of contact with neighboring organizations by SSD Board makes it impossible to address issues that impact both organizations i.e. are mutual aid agreements equitable?

Options

- SSD Board works to build relationships with other agencies that SSD interacts with
 - La Pine Fire Department
 - Forest Service
 - Bend Fire Department
 - Sheriff
- Consider County Coordinator of Public Safety.
- Continue building relationships at the operational level

Police/Fire Relationships

Issue

- The Community desires the Police and Fire Departments to have a good working relationship and an understanding of each agency's roles and responsibilities.

Background

- Police and Fire, when dispatched to an incident, have different roles and responsibilities, which may result in a condition that has the potential to cause conflict
- In the past, while working at the same incident scene, police and fire tended to work independently of each other
- During this past year the Police and Fire Departments have made a concerted effort to gain an understanding of each other's roles and responsibilities at the scene of an incident by conducting:
 - Joint meetings
 - Joint training exercises
 - Joint community events

Impact

- Both Police and Fire personnel agree that they have a better understanding of each other's roles and responsibilities resulting in improved working relationships.

Options

- The SSD will continue to monitor the relationship between the Police and Fire Departments
- The SSD will support efforts to foster positive public opinion regarding relationships between the Police and Fire Departments
- Both the Police and Fire Departments will continue their efforts to maintain open communication and joint training between their two agencies