

SUNRIVER SERVICE DISTRICT

MINUTES FROM STRATEGIC PLAN MEETING

4:30 p.m. Monday, November 24, 2020

Virtual Meeting Via Zoom

- Call to Order:** Chair Bill Hepburn convened the meeting at 4:34 p.m.
- Roll Call:** Chair Hepburn, Dir. Schmid, Dir. Foster, Dir. Dishaw, Dir. Ralston, present
- SSD Staff:**
- | | |
|---------|--|
| SSD: | Administrator Baker
Office Assistant Mindy Holliday |
| Fire: | Chief Moor |
| Police: | Chief Darling |
- Other:** Jim Fister, Aaron Schofield, Dan Kozie, Doug Seator, James Lewis, John Salzer, Ron Angell, Laurel Brennan, Madeline Bednarek, Ron Schmid, Carolyn Barr
- Public Input** None

See attached Notes of Strategic Plan Stakeholder Meeting.

Meeting adjourned at 5:31 p.m.

SSD Chair, Bill Hepburn
Office Assistant, Mindy Holliday

SUNRIVER SERVICE DISTRICT

NOTES FROM STRATEGIC PLAN MEETING

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Directors Present: Chair Hepburn, Dir. Schmid, Dir. Foster, Dir. Dishaw, Dir. Ralston

SSD Staff:

SSD: Administrator Baker
Office Assistant Mindy Holliday

Fire: Chief Moor

Police: Chief Darling

Other: Jim Fister, Aaron Schofield, Dan Kozie, Doug Seator, James Lewis, John Salzer, Ron Angell, Laurel Brennan, Madeline Bednarek, Ron Schmid, Carolyn Barr

Welcome

Sunriver Service District (SSD) Chair Bill Hepburn welcomed everyone to the meeting and thanked them for attending and being a part of this process. Chair Hepburn stated that all meetings will go longer than 60 minutes. Director Dishaw is the Liaison to the Board for the Strategic Plan, and Mr. Jim Fister is the Facilitator.

Dir. Dishaw stated that this meeting was a general overview of the plan to revise the Strategic Plan, and to provide information. The Stakeholder Group will be asked to participate in one of the three smaller work groups.

Strategic Plan Overview

Mr. Fister presented a series of slides with additional detail of the proposed Strategic Plan.

Components of Plan:

These are the five key areas that the SSD Board chose to focus on.

1. Staffing and Demographics: the staff and personnel are the SSD's best asset, and there have been significant changes to Command Staff with the addition of the two new chiefs.

- **Police:** Since Chief Darling became Chief of Police for Sunriver in July of 2018, a police lieutenant was added. There are currently 8 officers, 2 sergeants, 1 lieutenant, 1 chief, and 1 administrative staff person. Police is open 24 hours a day, 7 days a week, 365 days a year. There are 4 officers on each side of the week, working 4, 12-hour shifts on. There are 4 teams, and each has sergeant. Recently, they have only added 1 position, the Lieutenant, who handles much of the administrative issues and needs. The Sergeants used to handle these functions, but it limited their ability to train, mentor and supervise officers on shift. Lastly, there are 8 seasonal bike officers from May through September. Police works with SROA to handle bike path violations, and an additional bike officer was added this past summer due an increase of use because of COVID.
- **Fire:** Two additional firefighter/paramedics were added in this budget year, and there is consideration for a third when budget allows in future years. These additional staff will

help with overtime issues. Chief Moor stated that he is using data to make deployment decisions. The additional staff allows Fire to respond to multiple calls at the same time. There are three people on shift each day, and three different shifts. There are currently 14 full time employees, including 3 administrative (Chief, Deputy Chief, administrative staff member), 11 firefighter paramedics, 11 reserve (part-time) firefighter EMT/paramedics. Every day there are 3 shifts; 2 shifts have 4 personnel, and the 3rd shift has 3 personnel. They are also open 24 hours a day, 7 days a week, 365 days a year. There is also 1 or 2 reserve on each day from 8am-8pm. Chief Moor stated that there has been little growth in employees, and that the reserve program been here for a long time to support full time employees.

- Seasonal and Reserve Personnel: During the summer months two seasonal EMTs were added providing support during peak demand. The Fire Reserve program has changed from a volunteer to a part-time paid staff. Chief Moor is using data to make strategic decisions to serve the community.

Policy and Training:

There is a shift to more standardized policies with new chiefs, and now both fire and police are using an online system called Lexipol. Lexipol has all the state and federal law updates including best practice policies.

Mr. Fister stated that turnover is low for the size of the District, and that it is a place where people want to work.

Actions:

There is yearly analysis of appropriate staffing levels

- Call data and overtime analysis is utilized to make decisions about staffing.
- Best practices in service delivery are always the top considerations.

Training plans for Police and Fire

- Provide basic training for certification
- Advanced training is also a focus, as well as continuous learning to keep up with new information and techniques.
- There are also Executive and Leadership trainings. The Police lieutenant recently attended the FBI national academy.
- A mentoring program will assist in preparing future leaders.

The District and Chiefs will review the administrative structure. In addition, through surveys utilized by Police and Fire, metrics will be analyzed for workplace satisfaction. Lastly, a district-wide health and wellness plan is needed.

Administrator Baker added that in the last 10 years, these are the only positions that have been added (2 Fire, 1 Police)

2. Facility and Equipment

The current facilities are leased from the SROA.

- The Fire facility was built in 1995 and there are several deficiencies. Chief Moor said that the building has many ADA and NFPA deficiencies. For example, their protective gear is very sensitive to UV light, and currently it sits in the apparatus bay and is exposed. They are putting their turnouts in bags to help.

- The Police Facility has many security and space issues. Chief Darling stated that there is not a current way to monitor outside security, and that there are not any barriers to separate the building from the parking lot. There also is not a barrier between administrative staff and people coming in to the office. The entry way can also only accommodate 1-2 people, and there isn't an electronic locking mechanism. The department does not have an interview room, which would be helpful for victims of a sex crime or assault. Lastly, the department does not have the ability to keep someone that is detained within facility. They do not have an intoxilizer for DUII arrests, requiring transport to La Pine or Bend.
- SSD Administrative space is limited, and there are storage concerns. Currently Administrator Baker is using an office in the Fire Department, and is sharing it with her assistant. It is cramped, and there is a need for more space. In addition, because of record retention and statutory requirements, there needs to be more storage available.
- The conceptual/preliminary work on a new facility was completed to address deficiencies in both departments.

Actions:

Complete the reserve study

- Provide current inventory list of both Fire and Police
- Anticipate future equipment needs
- Ensure budgetary reserves are adequate to meet the recommendations

Multi-stage building taskforce

- Analyze department needs and efficiencies for operation
- Develop a plan of community education and input
- Establish timelines for proposal and implementation
- Analyze funding options

Considerations for interim facility mitigation, such as office space and apparatus bays.

3. Financial Diligence

District revenue is primarily tax-based

- Current rate is \$3.31/\$1,000 assess valuation, and the maximum rate the District can impose is \$3.45/\$1,000.
- This current millage rate has not changed since 2011.

Other revenue includes:

- Ambulance charges – when transporting a patient.
- Federal/State reimbursement (such as reimbursement for wildland fire deployments)
- Shared revenue services
- Grants

An area of note is the PERS and healthcare impact in the 5-year forecast. This is a major cost burden and significant impact.

Actions:

- Potential rework of the finances, separate allocated and unallocated reserves
- Annual budget process, analyze recent personnel changes
- Evaluation of employee health care costs
- Continue 5-year financial outlook
- Explore additional sources of revenue
- Analysis of fees for service
- Service area expansion if the opportunity is presented.

4. Emergency Preparedness

The risk of a major emergency event remains high. Deschutes County Emergency Management is in the process of updating their plan. Updates to the Sunriver Emergency Operations Plan will dovetail with the county's plan. Any emergency will likely have a regional impact, such as Three Rivers or Deschutes River Woods. Sunriver will need to draw in resources from other areas.

- Need for specific Sunriver plan, as well as integration in the greater county/regional plan
- Chief Darling is working on an updated evacuation plan for Sunriver, and is working closely with Deschutes County and ODOT.

Actions:

Update the emergency operations plan

- Coordinate with state/region
- Engage with the proper consultants
- Engage stakeholder support

Regular preparedness test plans and drills

Extended community engagement

- Education and outreach to residents, homeowners and visitors
- Community plan and stakeholders – make sure everyone is prepared and ready to respond to an emergency
- Update educational materials for distribution

5. Stakeholder Relationships

With the COVID-19 pandemic Sunriver has seen an increase in homeowners and vacationers residing here. They are working and attending school remotely and this trend may continue after the pandemic. There seems to be an increase of people, including second homeowners and vacationers. The SSD has great resident engagement and general improvement of relationships continues not only within Sunriver, but beyond.

Actions:

Departments to include community education and engagement

Board-driven engagement plan with community

- Community review panel
- Remote and Local engagement plans
- Local listening sessions

Visibility of the District as an entity is important.

Service level evaluation

Formal agreements with partners reviewed and updated

Work Groups

The following Work Groups have been created based on the 5 main components of the Strategic Plan:

Finances

- Not about the finance process, but more of a focus on the financial outlook and revenue generation

Public Safety Buildings

- Discuss building needs
- Financing needs and forward-looking taskforce (not multiyear task force, just helping how the District would structure moving forward)

Expectations of Service

- Emergency preparedness

- Current service levels
- Considerations for change or expansion

Dir. Dishaw closed the meeting stated that all the Work Group meetings will be via Zoom. Attendees need to send their first and second choices of work groups to him via email (ddishaw@sunriversd.org) and he will send an email with work group assignments later in the week.

APPROVED