

Blue Ridge Fire District



Strategic Management Plan 2025-2030 April 18, 2025

Introduction:

Executive Summary:

Nature of Operations

The Blue Ridge Fire District provides Fire, Ambulance, and Paramedic services to homes, property and people residing within the District boundaries, as well as services to locations and persons outside the District through mutual aid agreements and contracts.

Results of Operations

During the 2023-2024 fiscal year, BRFD achieved the following:

- Responded to a total of 282 calls for service
- Maintained staffing with 24/7 paramedic coverage
- Improved ISO rating from 4/4Y to 3/3Y
- Closed out \$525,000 SAFER grant for in-station volunteer firefighter staffing
- Continued in-station volunteer firefighter staffing with district funding
- Reduced PSPRS liabilities \$200,000
- Renewed Fire Suppression Agreements (subscription service)
- Applied for and received \$56,407 ARPA reimbursement funding
- Awarded \$49,334 AFG grant for firefighter cancer screenings
- Awarded Senate Bill 1720 Fire Equipment Grant for \$296,856

History:

The Blue Ridge Fire Department was created in 1995 when two all volunteer fire departments (Starlight Pines Fire and Clear Creek Pines Fire) combined to form the Blue Ridge Fire District in Coconino County. Following is a brief summary of key events in Blue Ridge Fire Departments history:

Year	Action
8-1995	<ul style="list-style-type: none">• Coconino County BOS issued a resolution and order to create Clear Creek Pines 8/9 Fire District.• District boundaries being CCP Units 8 & 9.
1997	<ul style="list-style-type: none">• 1-1997 – accepted Crafty Grannies as a support organization for the Clear Creek Pines 8/9 Fire District.• 7-1997 - Amended District boundaries to include Starlight Pines Ranchettes• 12-1997 – accepted Fire District Auxiliary as a support organization for the Clear Creek Pines 8/9 Fire District.
1998	<ul style="list-style-type: none">• Amended District boundaries to include property known as Harvard Star LLC (8.35 acres)• Amended District boundaries to include Blue Ridge Development aka Blue Ridge Estates.• Amended District boundaries to include Starlight Pines• Expanded Board from 3 to 5 members.• Amended District boundaries to include Tamarron Pines.
1999	<ul style="list-style-type: none">• 1-1999 - Change name to Blue Ridge Fire District.• 4-1999 - Established procedures to hire a fire chief
2000	<ul style="list-style-type: none">• 1-2000 – 403-13-012E 2.55ac land donated/conveyed to BRFD from Harvard Star LLC, Chevelon Development LLC• 10-2000 – established mutual aid agreement with Clear Creek Pines Units 4,5,6 Fire Department
2001	<ul style="list-style-type: none">• 1-2001 – purchased 403-13-12T 4.86ac from Chevelon Development LLC• 4-2001 – initiated authorization for the Chairman of the Board to issues request for bids for Segment 1 of the Fire House Complex, specifically a metal building capable of housing 8 units of fire apparatus plus additional storage space.• 9-2001 – amended District boundaries to include Mogollon Ranch Additions 1,2,& 3 to the Blue Ridge Fire District.• 9-2001 – established Blue Ridge Fire District Alternative Pension and Benefit Plan.• 10-2001 – initiated contracts for water line extensions and septic system for new fire house.• 10-2001 – Mogollon Ranch Property Association conveyed ~1 acre lot to BRFD for fire station.
2002	<ul style="list-style-type: none">• 1-2002 – Board agreed to apply for loans to finance new firehouse and 4X4 fire truck.• 6-2002 - Board instructs Fire Department to initiate EMS service for residents of the Fire District.• 8-2002 – Combined 403-13-012E and 403-13-012T vacant land parcels

2003	<ul style="list-style-type: none"> • 10-2003 – released the Starlight Pines Firehouse property to Starlight Pines Homeowners Association. • The Board authorized to provide 900 square feet of land to AZ Spectrum for the construction of a 120’ tower and installation of a repeater for use by the Fire Department at no cost to the District.
2004	<ul style="list-style-type: none"> • 7-2004 – BRFD donated about 1.06ac District property (60’ strip) known as Enchanted Lane to Coconino County. • 7-2004 – return Mogollon Ranch property that was given to BRFD when Mogollon Ranch was brought into the District.
2005	<ul style="list-style-type: none"> • 3-2005 – initiated purchase of ambulance from Wheeled Coach.
2006	<ul style="list-style-type: none"> • 6-2006 – Coconino County improved Enchanted Lane from Hwy 87 to Green Ridge Drive. BRFD share of project is \$19,746 of the \$198,634 project cost. • 9-2006 – initiate purchase of new tanker from Fouts Brothers Fire Equipment. • 12-2006 – initiated loan to construct emergency shelter/crew quarters building including the foundation and pave the parking lot.
2009	<ul style="list-style-type: none"> • 4-2009 – amended District boundaries to include Moqui Ranchettes.
2011	<ul style="list-style-type: none"> • 7-2011 – initiated creation of District Web Site.
2013	<ul style="list-style-type: none"> • 11-2013 – return the acre parcel located in Tract A in the Mogollon Ranch subdivision that had been donated to BRFD to construct a sub-station due to conflict in County Regulations.
2014	<ul style="list-style-type: none"> • 1-2014 – entered into joinder agreement with PSPRS.
2021	<ul style="list-style-type: none"> • 5-2021 – initiated lease/purchase of one E-One E-Max Urban Interface 4x4 Pumper (E111).
2022	<ul style="list-style-type: none"> • 2-2022 – adopted Fire Suppression Service for out of District owners who reside within Coconino County.
2023	<ul style="list-style-type: none"> • 12-2023 – dissolved Blue Ridge Fire District Alternative Pension and Benefit Plan.
2024	<ul style="list-style-type: none"> • Received \$296k through Senate Bill 1720 Fire Equipment cost-sharing grant to purchase new Water Tender. BRFD will pay ~\$300k for this new apparatus. • Initiated purchase of replacement ambulance as part of the long-term capital replacement plan. • Initiated purchase of new Water Tender. • Took delivery and put into service the new Type 1 Engine (E111)

Our District Operations Today:

The Blue Ridge Fire District (BRFD) has one station located at 5023 Enchanted Lane in Happy Jack, AZ. The District is minimally staffed 24/7 with one paramedic Captain and one qualified EMT firefighter. This staffing model is supplemented to the greatest extent possible with two additional EMT reserve firefighters and/or volunteer firefighters for a maximum of four personnel on duty and in the station at any given time.

BRFD operates /maintains the following apparatus:

- One Type 1 Engine (E111)
- Two Type 2 Support Tenders (WT112 & WT113)
- One Type 3 Brush Truck (E114)
- One Type 6 Brush Truck (BR116)
- Three Type 1 Ambulances (M111, M112, M113)
- One Utility Truck (U111)
- One Staff Truck (SQ111)
- Two Command Vehicles (C111 & BC111))
- One Side by Side ATV (ATV111)

The Blue Ridge Fire District provides structural and wildland fire suppression services to:

- Starlight Pines Ranchettes
- Moqui Ranchettes
- Pine Canyon
- Timber Ridge
- Clear Creek Units 8 & 9
- Starlight Pines
- Tamarron Pines
- Blue Ridge Estates
- Mogollon Ranch
- Subscription services offered to properties outside of district boundaries

The Blue Ridge Fire District provides emergency medical services to the following areas:

Within its ambulance Certificate Of Necessity (CON) area and on Highway 87 from milepost 285 to milepost 325 and Forest Highway (FH) 3 from milepost 290 to milepost 309. The District has limited hazardous materials response and technical rescue capabilities. The Blue Ridge Fire District also responds to the surrounding Coconino National Forest for emergency medical services as requested.

Our District Mission:

To provide the highest possible level of service in the areas of fire suppression and emergency medical response that meets or exceeds the evolving needs of the community.

Our District Vision:

To make tomorrow better than today with professionalism, courage and dedication

Our District Values:

- Family First
- Compassion for all in need
- Culture of Safety
- Continuous improvement
- Excellence in training and skills
- Preparedness
- Honesty and Integrity
- Teamwork
- Community engagement
- Have fun and enjoy life!

Our District Priorities:

- Invest in Personnel
- Maintain & upgrade apparatus, facilities and equipment
- Continuous improvement to provide the highest possible level of service
- All with fiscal responsibility to our district taxpayers

Invest in Personnel:

Structural Firefighting:

Both the National Fire Protection Association (NFPA) and the Occupational Safety and health Administration (OSHA) require a minimum of four firefighters in order to make entry into a burning structure. A minimum of two firefighters are designated to make entry for interior firefighting and a minimum of two firefighters are positioned outside the burning structure for rapid intervention should something go terribly wrong inside (i.e., lost, trapped, or injured firefighters). NFPA further recommends a minimum of 14 firefighters for structural firefighting in a typical 2000 square foot, two-story, single-family dwelling without a basement and with no exposures.

Ambulance Transport:

The Arizona Department of Health Services (AZDHS) requires ambulances to be staffed with a minimum of two ambulance attendants certified by this state. Acceptable certifications include Emergency Medical Responder (EMR), Emergency Medical Care Technician (EMCT), Advanced Emergency Medical Technician (AEMT), Intermediate I-99, Paramedic, and Paramedic Critical Care.

Wildland Deployment:

As an Arizona Department of Forestry and Fire Management (ADFFM) cooperator, wildland firefighters are required to obtain a certification in basic wildland firefighting (S130/S190) and possess a current pack test red card to be deployed on a wildland firefighting assignment.

Wildland ambulance deployments follow the same requirements as listed above under "Personnel Requirements for Ambulance Transport" as well as certification in basic wildland firefighting and a current pack test red card.

Volunteer Firefighters:

The State of Arizona does not require a certification for volunteer structural firefighting, but annual physical is NFPA recommended and currently a BRFD requirement. All personnel, volunteer and paid staff, are required to maintain current CPR certification (BLS HCP).

Goals for Personnel:

Focus Areas:	Status:
Competitive Salaries and Benefits	As Funding Allows
Four Firefighters per Shift 24/7/365	Work In Progress
Full-Time or Seasonal Wildland Engine Boss	Work In Progress
Volunteer Recruitment & Retention	Ongoing
Annual Firefighter Physicals w/Cancer Screening	Ongoing
Firefighter Task Book Required for Firefighters	Ongoing
Engineer Task Book Required for Full-Time Firefighters	Ongoing
Captain Task Book Required for Full-Time Engineers	Ongoing
Critical Care Paramedic Training	Ongoing
Paid College Tuition Program	Planned 2025-26
Additional CPR and Stop the Bleed Instructors	Planned 2025-26
Fire Instructor II Certification for Training Coordinator	Planned 2025-26
PALS Instructor for EMS Coordinator Position	Planned 2025-26
EMR Training for Volunteer Staff	Planned 2025-26
Regional Training with Governmental Partners	Work In Progress
Behavioral Health Assessments and Resiliency Training	Grant Project

Maintain and Upgrade Facilities

Current State:

BRFD Station 1 is approximately 20 years old and has served the needs of the community well. However, over those 20 years the community has grown exponentially, and staffing has evolved from volunteers responding to the station in an emergency to four personnel in the station 24/7/365. Consequently, there is no room in the quarters for the Fire Chief or Assistant Fire Chief to spend the night when needed. Additionally, research has shown that prolonged exposure to the exhaust of apparatus (engines, trucks) is a major contributing factor to cancer among fire fighters. Currently, the administration offices and firefighters' turnout gear are open to the bays that house the apparatus. Further, trainings are held in the same bays as the apparatus, as are Governing Board meetings, not only increasing the health concerns for the staff, firefighters, board members and public who attend the trainings and meetings but also providing hazards and distractions for those in attendance.

Goals for Facilities

Focus Areas:	Status
Consultant to Evaluate Facilities	As Funding Allows
Potential Existing Building Modifications	As Funding Allows
Administration Building with Meeting Room	As Funding Allows
Training Facility	As Funding Allows
Remote Stations	As Funding Allows
Fire Chief Housing	As Funding Allows

Maintain and Upgrade Apparatus Equipment:

Apparatus:

The Blue Ridge Fire District has adopted a maintenance and apparatus replacement plan. That plan is currently being implemented and will be integrated into this Strategic Management Plan.

<i>Apparatus Plan</i>	<i>Status</i>
2005 Ambulance Replacement (M111)	On Order 2025-26
2026 Water Tender Addition (WT111)	On Order 2026-27
2008 Type 6 Replacement (BR116)	Planned 2027-28
2015 Chief Vehicle Replacement (C111)	Planned 2027-28
2001 Water Tender Replacement (WT113)	Begin funding 2028-29
2006 Water Tender Refurb/Replacement (WT112)	Begin funding 2028-29
2010 Ambulance Replacement (M112)	Planned 2029-2030
2023 Dodge Pickup Replacement (SQ111)	Planned 2034-35
2019 Ambulance Replacement (M113)	Planned 2035-36
2024 Engine (E111)	Planned 2044-45

Equipment:

Most equipment has a designated shelf life at which point it is recommended to be replaced. Some items require replacement every 10 years while others may be extended until no longer serviceable. It is good practice to identify and plan for large equipment item replacements.

<i>Equipment Plan:</i>	<i>Status</i>
Mobile and Handheld Radios	FY 2025-26
Turnout Washer and Dryer	FY 2025-26
SCBA and Compressor Replacement	FY 2027-28
Computers and Printers	FY 2025-30
Critical Care Equipment (i.e. EKG, Defibrillators, Ventilators, and IV Pumps)	FY 2025-30
Fire Staton Backup Generator	FY 2035-36

Goals for Improving Service Delivery:

Communications:

The Blue Ridge Fire District has no repeated radio communications of its own south of milepost 280 on Highway 87. Basically, that means we are unable to talk to our transporting ambulances and mutual aid partners below the Rim without a third-party frequency involved. The Baker Butte radio repeater site analysis is currently underway for equipment and labor. Field programmable mobile and handheld radio replacement is also key to our communications success.

Fire Suppression Agreements:

Currently underway. Hopefully, this effort provides service to those in need while also encouraging outside residents to join the fire district.

<i>Plan for Service Delivery Improvement:</i>	<i>Status</i>
Communications System Replacement/Upgrade	FY 2025-26
New Baker Butte Repeater Site	Fy 2025-26
Formalize Regional Intergovernmental Agreements	Ongoing FY 2025-30
Fire Suppression Agreements	Ongoing FY 2025-30
Computer-Aided Dispatch with Mobile Data Terminals	Grant Project

Community Interaction:

Water Supply:

The Blue Ridge Fire District provides fire suppression services to ten subdivisions. Seven of the ten subdivisions have very good water supply with fire hydrants. The other three subdivisions may or may not have fire hydrants but the water supply is non-existent or very poor. BRFD continues to encourage and support new water supply development by these community association groups.

Firewise Communities:

Starlight Pines is the only BRFD subdivision that is certified as a Firewise Community from the Firewise USA liaison with the ADFFM. Pine Canyon, Blue Ridge Estates, and Tamarron Pines have fire safety guidelines similar to Starlight Pines but have not been certified. Mogollon Ranch has expressed interest and some forward movement toward the same. Moqui Ranchettes and Starlight Pines Ranchettes have made considerable HOA efforts on fuel reduction. BRFD must continue to encourage and support new Firewise Community efforts by these community association groups.

Focus Areas for Community Interaction:	Status
New Water Supply/Above Ground Storage Tanks	TBD
Firewise Community Project/Fuel Reduction Program	Ongoing
Supporting Annexation Projects	Ongoing FY 2025-30

Evaluation:

The Blue Ridge Fire District intends to review this Strategic Management Plan annually during the budget planning process to identify new project ideas, update timelines, and to confirm relevance to the current mission. This document is not intended to be all inclusive and, as such, should be considered a “living document” subject to the dynamic changes involved with operating any public safety organization.

Approval of Blue Ridge Fire District Strategic Management Plan 2025 - 2030:

Mike Bourne

Date

Laurie Hawke

Date

Linda McDermott

Date

Casey Samsill

Date

Brian Alexander

Date

Fire Chief Paine

Date