

# Blue Ridge Fire District



## Strategic Management Plan 2025-2030 Revised: February 21, 2026

## **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

During the 2024-2025 fiscal year, BRFD achieved the following:

- Responded to a total of 238 calls for service
- Maintained staffing with 24/7 paramedic coverage
- Added full-time fire chief and full-time battalion chief
- Continued in-station volunteer firefighter staffing with district funding
- Maintained ISO rating 3/3Y
- Reduced PSPRS liabilities \$100,000
- Renewed Fire Suppression Agreements (subscription service)
- Assisted Clear Creek Pines Units 4 & 5 with annexation process
- Applied for and received \$5,495 ARPA reimbursement funding
- Awarded \$15,000 AFG grant for firefighter mental health and resiliency
- Received brand-new custom-built E-ONE 4X4 fire engine pumper

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

2003	<ul style="list-style-type: none"> <li>• 10-2003 – released the Starlight Pines Firehouse property to Starlight Pines Homeowners Association.</li> <li>• 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.</li> </ul>
2004	<ul style="list-style-type: none"> <li>• 7-2004 – BRFD donated about 1.06ac District property (60’ strip) known as Enchanted Lane to Coconino County.</li> <li>• 7-2004 – return Mogollon Ranch property that was given to BRFD when Mogollon Ranch was brought into the District.</li> </ul>
2005	<ul style="list-style-type: none"> <li>• 3-2005 – initiated purchase of ambulance from Wheeled Coach.</li> </ul>
2006	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 9-2006 – initiate purchase of new tanker from Fouts Brothers Fire Equipment.</li> <li>• 12-2006 – initiated loan to construct emergency shelter/crew quarters building including the foundation and pave the parking lot.</li> </ul>
2009	<ul style="list-style-type: none"> <li>• 4-2009 – amended District boundaries to include Moqui Ranchettes.</li> </ul>
2011	<ul style="list-style-type: none"> <li>• 7-2011 – initiated creation of District Web Site.</li> </ul>
2013	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
2014	<ul style="list-style-type: none"> <li>• 1-2014 – entered into joinder agreement with PSPRS.</li> </ul>
2021	<ul style="list-style-type: none"> <li>• 5-2021 – initiated lease/purchase of one E-One E-Max Urban Interface 4x4 Pumper (E111).</li> </ul>
2022	<ul style="list-style-type: none"> <li>• 2-2022 – adopted Fire Suppression Service for out of District owners who reside within Coconino County.</li> </ul>
2023	<ul style="list-style-type: none"> <li>• 12-2023 – dissolved Blue Ridge Fire District Alternative Pension and Benefit Plan.</li> </ul>
2024	<ul style="list-style-type: none"> <li>• Received \$296k through Senate Bill 1720 Fire Equipment cost-sharing grant to purchase new Water Tender. BRFD will pay ~\$300k for this new apparatus.</li> <li>• Initiated purchase of replacement ambulance as part of the long-term capital replacement plan.</li> <li>• Initiated purchase of new Water Tender.</li> <li>• Took delivery and put into service the new Type 1 Engine (E111)</li> </ul>
2025	<ul style="list-style-type: none"> <li>• Annexed Clear Creek Pines Units 4 &amp; 5</li> <li>• PSPRS unfunded liabilities paid in full</li> </ul>

## **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)
- One Type 1 Tactical Tender (WT111)
- 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 Pines Units 4, 5, 8, and 9
- Starlight Pines
- Tamarron Pines
- Blue Ridge Estates
- Mogollon Ranch
- Properties outside of district boundaries through fire suppression agreements
- Various regional partners through mutual aid and intergovernmental agreements

## **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:**

<b>Focus Areas:</b>	<b>Status:</b>
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	Ongoing
Additional CPR and Stop the Bleed Instructors	Accomplished 2026
Fire Instructor II Certification for Training Coordinator	Planned 2026-2027
ACLS/PALS Instructor for EMS Coordinator Position	Accomplished 2026
EMR Training for Volunteer Staff	Planned 2025-26
Regional Training with Governmental Partners	Ongoing
Behavioral Health Assessments and Resiliency Training	Accomplished 2025

## **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 causing hazards and distractions for those in attendance.

### **Goals for Facilities**

<b>Focus Areas:</b>	<b>Status</b>
Consultant to Evaluate Facilities	Planned 2026-2027
Potential Existing Building Modifications	Planned 2026-2027
Administration Building with Meeting Room	As Funding Allows
Training Facility	As Funding Allows
Remote Station	Planned 2026-2027
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.

<b><i>Apparatus Plan</i></b>	<b><i>Status</i></b>
2005 Ambulance Replacement (M111)	Accomplished 2026
2026 Water Tender Addition (WT111)	Accomplished 2026
2008 Type 6 Replacement (BR116)	Planned 2026-2027
2015 Chief Vehicle Replacement (C111)	Planned 2027-2028
2001 Water Tender Refurbishment (WT113)	Planned 2026-2027
2006 Water Tender Refurbishment (WT112)	Begin funding 2028-29
2010 Ambulance Replacement (M112)	Planned 2029-2030
2023 Dodge Pickup Replacement (SQ111)	Planned 2034-2035
2019 Ambulance Replacement (M113)	Planned 2035-2036
2024 Engine Replacement (E111)	Planned 2044-2045

### 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.

<b><i>Equipment Plan:</i></b>	<b><i>Status</i></b>
Mobile and Handheld Radios	Accomplished 2026
Turnout Washer and Dryer	Accomplished 2026
Critical Care Equipment (i.e. Ventilators, and IV Pumps)	Accomplished 2026
Computers and Printers	FY 2025-2030
ZOLL Defibrillators x 4	FY 2025-2035

<b><i>Equipment Plan:</i></b>	<b><i>Status</i></b>
SCBA and Compressor Replacement	FY 2032-2033
Fire Station Backup Generator	FY 2035-36
Battery Operated Extrication Equipment	Grant Project

**Goals for Improving Service Delivery:**

**Communications:**

The Blue Ridge Fire District is consistently improving its radio communications systems. The Baker Butte repeater site has been added and the Moqui and Station One repeater sites are being upgraded. Field programmable mobile and handheld radio replacement is also key to our communications success.

**Fire Suppression Agreements:**

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

<b><i>Plan for Service Delivery Improvement:</i></b>	<b><i>Status</i></b>
Communications System Replacement/Upgrade	Accomplished 2026
New Baker Butte Repeater Site	Accomplished 2026
Formalize Regional Intergovernmental Agreements	Ongoing FY 2025-30
Fire Suppression Agreements	Ongoing FY 2025-30
Computer-Aided Dispatch with Mobile Data Terminals	Grant Project
New Water Supply/Above Ground Storage Tanks	Planned 2026-2027

**Community Interaction:**

**Water Supply:**

The Blue Ridge Fire District provides fire suppression services to twelve subdivisions. Seven of the twelve subdivisions have very good water supply with fire hydrants. The other five 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.

<b>Focus Areas for Community Interaction:</b>	<b>Status</b>
Encouraging Fuel Reduction Programs	Ongoing
Supporting Annexation Projects	Ongoing
Hosting Community Awareness Events	Ongoing

