



## 2025-2030 Strategic Plan

Chief Todd Rich

### **Introduction**

In 2025 the Black Butte Ranch Police Department employs four sworn officers, one lieutenant, a chief, and an administrative manager. Due to several changes in staffing since the last strategic plan was written, our average years of experience in the patrol officers have dropped from over 20 to the mid-teens. This change was the result of staff retirements and hiring two younger officers.

The addition of our two newest officers, who have a combined 4-5 years of experience, brings both positive and negatives. Newer officers tend to be hungrier for the exciting calls and a desire to be involved, but can lack the experience needed to handle those calls when working alone.

The 2025-2030 strategic plan is designed in part to accommodate the younger officer's needs, while guiding the Black Butte Ranch Police Department (BBRPD) to being a more skilled and capable agency for the next five years. I hope that at the conclusions of this plan, all the goals in the document will have been met and the BBRPD will be well positioned for the next five years of service.

When comparing the strategic plans of the past, with the ideas I have for this plan, I noticed similar ideas appeared in both. Providing valued programs to our guests and residents, communication, and community interaction have been priorities for this department for several years. Even though these goals have been in the plan for nearly a decade, it does not mean that we have been unable to achieve these goals. Instead, it serves as a reminder that goals are not always static, they can change shape and take on a form that we may not have known existed just a few years before. The ever-changing landscape of social media platforms is a great example of this.



## Changes to the plan

The prior strategic plan written by Chief Kelley listed these five goals:

- 1. Continue to advance our professional image*
- 2. Provide valued programs and services to our community*
- 3. Continue to improve our approachability and communication*
- 4. Maintain fiscal responsibility, accountability and transparency*
- 5. Enhance Officer Wellness*

The 2025-2030 Strategic Plan moves beyond some of the more basic goals of the last five years and strives to make the Black Butte Ranch Police Department a more effective and better prepared department. It is my goal that we work on Preparedness, Efficiency and Effectiveness, Department Abilities, Engagement and Communication, and Facilities.



## Plan Goals

### 1. Emergency Preparedness

#### a. Ranch Wide Preparation

- i. BBR Emergency Preparedness Committee (EPC)
  1. Push to have BBR stand up an EPC involving department heads and those who will have leadership positions in an emergency incident. The BBRPD Chief to have a leadership role on that committee.
  2. Identify 5 or 6 potential/realistic emergencies and work through the Disaster Management Cycle: mitigation, preparedness, response, and recovery.
  3. Work with EPC to create budgeting priorities (for BBRPD and BBR) to accomplish goals and find sources of revenue

#### b. Department Specific Preparation

- i. Create a budget line for emergency preparedness. During each budget cycle identify items needed to accomplish this goal.
  1. Short term – “Initial response supplies” Equipment that officers would be using/wearing on their person during the initial hours.  
Examples:
    - a. Food/water
    - b. N95 masks/rubber gloves
    - c. Work gloves and other protective clothing
    - d. Evacuation supplies
  2. Mid-term – Small/medium size response/recovery equipment. Equipment officers may use to aid in the evacuation and response.  
Examples:
    - a. Electric chain saws
    - b. Vehicle winch
    - c. Scene lighting
    - d. Portable generator
  3. Long term – Larger, more expensive items that may require a capital purchase, or funds from unappropriated Fund Balance.  
Examples:



- a. Enclosed utility trailer to house items for emergency response (Portable signs/barriers, scene lights, EZ-up style tents)
- b. Developing one of the garage bays into a multi-purpose room (EOC, conference, interview)
4. Training – Identify and implement the training that the department needs in order to support the Disaster Management Cycle for all of the identified emergencies.

## 2. Improve Operational Efficiency and Effectiveness

### a. Administrative Side

- i. Uniformed systems of organization
  1. Possibly due to several changes in the administrative leadership over the last four years, BBRPD lacks one clear system of organization in its digital records, paper records, and financial records. Even after several months, resources and documents are found scattered across different file cabinets, shelving units and electronic files.
    - a. Organize all of our paper and electronic files into easy to understand and navigate systems of organizations that can be handed over from administration to administration
- ii. Improved, paperless processes (billing, payroll tracking, PTO accruals)
  1. Minimize paper invoicing/bills and the storage of those paper invoices/bills.
    - a. Strategies include enrolling in paperless billing when possible
    - b. Scan paper documents to electronic files when possible.
    - c. Improvements to our payroll and PTO processes will help save on office supplies while providing employees access to up to date and accurate payroll and PTO data.

### b. Patrol Side

- i. In car resources for officers
  1. Provide a platform for commonly used resources for our officers (i.e. Forms, SOP's, and check lists) that are accessible through a web-based employee portal via their MDT's.



2. In-car printers to print forms and checklists
- ii. Continually review the status of our current equipment for effectiveness and reliability. Does our equipment do what we need to? Are there better options available? Are there new pieces of equipment we need?
- iii. Regular Department meeting. Hold department meetings 3 times per year to keep communication between patrol officers and administrative staff flowing. Administration can inform patrol about upcoming projects and issues. Patrol can provide input about the direction and needs of the department. Keeping everyone rowing in the same direction.

### 3. Advance our Professional Abilities

#### a. Less Experienced Officers

- i. Identify and find training for our younger officers that don't have experience in certain areas (building searches/investigations/patrol tactics)
- ii. Utilize department meetings to ask patrol staff what they feel they lack
- iii. Assist in allowing and encourage up levels of DPSST certification and other continuing education

#### b. Experienced Officers

- i. Identify training that would serve our seasoned officers who may not have practiced a skill in a while (ex. felony car stops)
- ii. What skills did they never learn at previous agency?

#### c. Department Wide Skills

- i. Identify skills that would have value for both employees and the Ranch. Implement training in those areas. These trainings can complement Goal #1 Departmental Emergency Preparedness
- ii.
  1. Advanced 1<sup>st</sup> Aid training
  2. Building search and CQB training



## 4. Increase Community Engagement and Communication

### a. Add Additional Community Engagement Programs for Young and Old Alike.

- i. Work with partners at BBRFD to increase activities at July 4<sup>th</sup> and National Night Out events.
  - 1. Explore and add new activities in addition to hot dogs and dunk tank
  - 2. Invite outside organizations to participate (DCSO, Sisters Camp Sherman)

### b. Add Adults Only Events Once or Twice A Year.

- i. Provide opportunities for community members and staff to interact in more social like settings. Work with BBR Recreation Department.
  - 1. Pickleball tournament
  - 2. Cornhole tournament

### c. Maintain A Strong Public Relations Component

- i. Create a paid position within the Collective Bargaining Agreement for a Public Information Officer
- ii. Increase awareness of our department, its officers, and their activities, through social media, video content, and a bi-monthly newsletter.
- iii. Establish relationships with local media outlets

### d. Administrative Engagement

- i. Administration to attend an ongoing variety of social events on BBR.
  - 1. Provides opportunities for residents to meet our administration
  - 2. Allows social opportunities to ask questions and voice concerns

### e. Crime Prevention Programs for Employees And Residents

- i. Work with BBR Corporation to develop cooperative training on health and safety for residents
  - 1. Active threat – run, hide, fight



2. Don't be a victim (situational awareness)
  3. Crimes against elderly (scams and fraud)
  4. 72hr personal disaster preparedness (home and car)
- ii. Become involved as part of the new hire/re-hire onboarding process
    1. Assist in education of new public safety programs that may have been implemented on the Ranch
    2. Educating employees about BBRPD areas of concern and our functions

## **5. Evaluate and maximize department facilities**

- a. Evaluate current BBRPD facilities in relation to:
  - i. Law enforcement duties and responsibilities – Do we have the space, rooms, equipment to carry out our primary LE duties?
  - ii. Emergency Preparedness responsibilities - Do we have the space, rooms, and equipment to adequately prepare for the threats identified by the BBR EPC?
  - iii. If deficiencies exist, create a plan to correct and budget accordingly