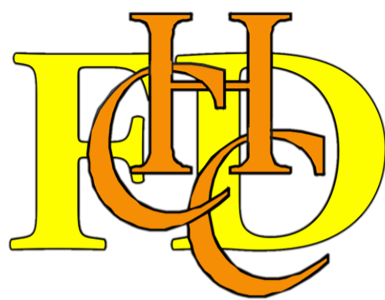


HILDALE - COLORADO CITY FIRE DEPARTMENT

STRATEGIC PLAN 2023-2025





HILDALE- COLORADO CITY FIRE DEPARTMENT



OUR MISSION

The Hildale -Colorado City Fire Department will provide for the safety and welfare of the public and our own members in a prompt, professional and appropriate manner while maintaining the values of our founding fathers.

OUR VISION

The Hildale -Colorado City Fire Department strives to provide the best emergency preparedness and response, the best customer service and to accept the highest responsibility for safety and the guardianship of public resources and trust. Hildale – Colorado City Fire Department customers should *expect excellence.*

CONTENTS

Acknowledgments

6

Message from
the Chief

7



Core Values

8

Organizational
Structure

9

Staffing

10

Department
History

11-13



Milestones

14

Service Area Map
Call Types/Volume

15

Department
Budget

16

Apparatus
17

Station Map
18

Stations
19

Planning Approach
20



Systems Approach
21

Stakeholder Processes
22

External Stakeholder Survey
23

SWOC Analysis
24-25

Strategic Focus Areas
26

Goals and Objectives
27-33

Implementation Plan
34

ACKNOWLEDGMENTS

HILDALE-COLORADO CITY STRATEGIC PLANNING TEAM

Michael Cawley, Governing Board Clerk
Kevin J. Barlow, Fire Chief
Edwin M. Barlow, Assistant Chief
Daniel Roy Barlow, Maintenance
Director Volunteer Captain/Paramedic
S. Porter Barlow, Training Director
Volunteer Captain/AEMT
Lily Barlow, Executive Assistant
Volunteer EMS Captain/Paramedic
Mary Barlow, Accountant
Daniel S. Barlow, Supply Technician
Volunteer Captain/Paramedic
Samuel Y. Barlow Jr., Mechanic
Volunteer Captain/Paramedic
Stacie Knudson, Accounts Payable
Volunteer Paramedic
Mildred Barlow, Accounts Payable
Volunteer AEMT
Lorin Timpson, Captain
Jesse Barlow, Engineer
Louisa Johnson, EMS Lieutenant
Kevin J. Barlow, Jr., Captain
Volunteer Paramedic

EXTERNAL STAKEHOLDER CONTRIBUTORS

Andy McGuinniss, Fire Chief
Apple Valley Fire Department
Tom Kuhlmann, Fire Chief
Hurricane Valley Fire Rescue
Tiffany Martineau
Utah Division of Forestry & State Lands
Nathan Barlow, PA-C
Creek Valley Clinic
Weston Barlow, Director
Hildale City Utilities
Nathaniel Barlow
Hildale Resident
Mathew Broadbent
Colorado City Resident
Levi Hammon
Centennial Park Resident
Joy Adair
Cane Beds Resident
Donia Jessop, Mayor
City of Hildale
Harrison Johnson, Deputy City Manager
City of Hildale
Nathan Burnham, Councilmember
Town of Colorado City
Volunteer Fire Engineer/Paramedic
Kendrick Johnson, System Administrator
HCC Communications Center
Volunteer Fire Engineer/Paramedic
Carol Timpson, Superintendent
Colorado City Unified School District

Strategic Plan facilitation and document preparation by Ironwood Strategic Solutions, Ilc.

MESSAGE FROM THE CHIEF



The Hildale-Colorado City Fire Department is an organization that was founded to meet the needs of our community by those who truly found joy in blessing and serving their neighbors. Even today, the responders do not receive a paycheck for what they do, yet they give freely of their time to answer calls for help at all hours of the day, in all kinds of weather, and often at personal expense or inconvenience. The level of caring and dedication of these women and men is simply amazing.

This strategic plan has been a much needed process to develop a road map of where we are headed and the steps needed to continue to improve and meet the changing needs of the communities we serve. It has helped us formalize a sense of direction as we face the needed progress towards career staffing and improved facilities while not losing the spirit of volunteerism. We are well above the call volume that most similarly situated departments have found requires a transition to full-time staffing.

The time and effort of citizens and community representatives who shared their vision for this plan is greatly appreciated. Department members providing input included representatives of paid staff, volunteer firefighters and fire officers, EMTs and paramedics. All contributed valuable insights of how we can best continue to serve the needs of the communities.

It has been a very effective partnership to join the Colorado City Fire District and Hildale City into a combined agency. We are very fortunate to have a governing board and city council who have a shared vision of growth and stability for the department. Our every effort is to see to it that those we serve can “expect excellence.”

Sincerely,

Kevin J. Barlow, Fire Chief

CORE VALUES

Organizational core values determine our image. The image of the department is exemplified by each individual. Our collective professionalism is the integrity of our organization. Membership within the HCCFD means that each person must value the personal needs and aspirations of others and recognize the following needs:



Preserving *integrity* through respect, honesty and personal honor of its members.



Maintaining *competence*, including the professional and personal development of one's ability to improve their working and living conditions.



Providing the best-in-class services that meet and exceed industry standards for *excellence*.



Enhancing *predictability* through properly derived, regularly reviewed and equally enforced departmental controls.

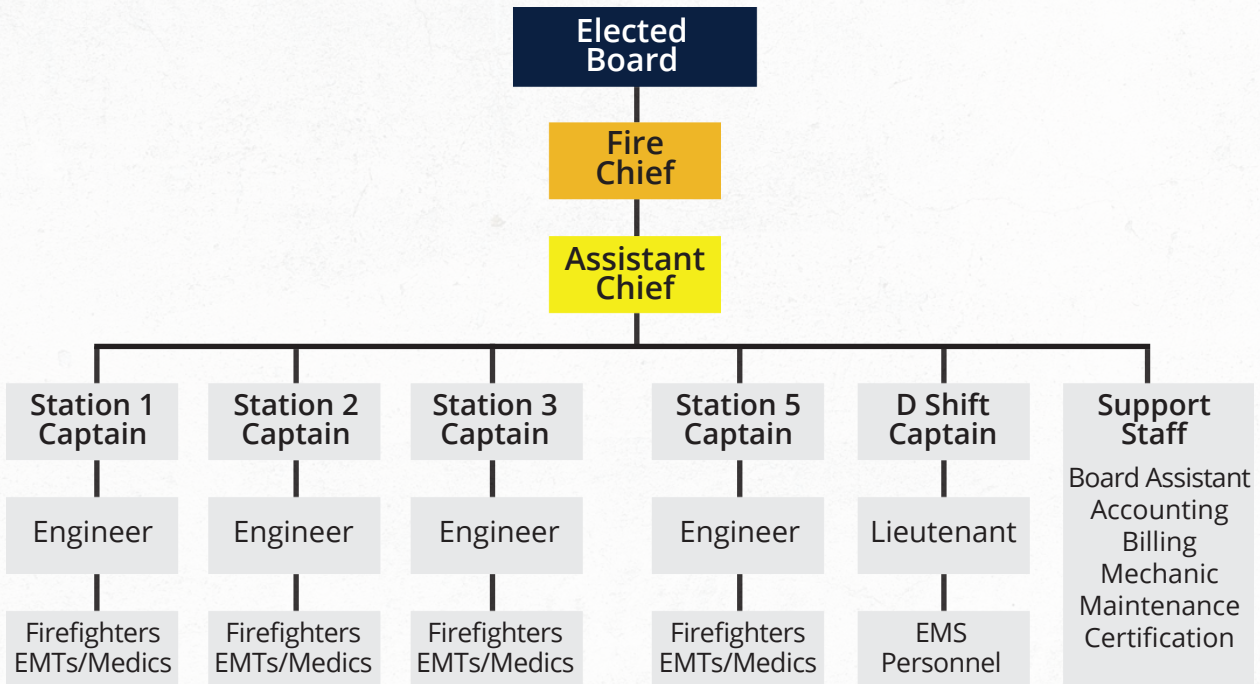


Providing an atmosphere that encourages *honesty*, camaraderie and a high regard for the common good of all.



Embracing *accountability* to ensure that all members contribute to organizational success.

ORGANIZATIONAL STRUCTURE



STAFFING

Volunteer Personnel

8 Fire Captains

1 EMS Captain

6 Engineers

3 EMS Lieutenants

36 Firefighters

38 EMS Only Providers

EMS Certifications

18 EMTs

29 Advanced EMTs

27 Paramedics

Total EMS Providers – 74

Full-time Paid Staff

Fire Chief

Assistant Chief

Administrative Assistant

Training / Maint / NFIRS Manager

Lead Mechanic

Mechanic

Billing / Supply / DME / ePCR Manager

Part-time Paid Staff

Accountant

Accounting Assistant

Accounting Assistant

CPR Training Center Coordinator

EMS Billing Assistant

Radio Technician



DEPARTMENT HISTORY

The Hildale-Colorado City Fire Department is located on the border of Arizona and Utah. Combined through an intergovernmental agreement, the HCCFD serves the city of Hildale, Utah, and the Colorado City Fire District in Arizona. The department provides fire, rescue and emergency medical services to approximately 12,000 people. It officially covers 225 square miles, although much more area is first due response area. The department responds to nearly 1,100 calls per year.

In the mid-1960s, Hildale Town acquired a retired 1946 Dodge/Howe engine that had seen service in Central Heights, AZ. In the early 1970s, there were several devastating fires prompting community support for the department. In 1976, the Colorado City Volunteer Fire Department became a fire district with an elected fire chief and secretary/treasurer. With limited funding, the district acquired other used equipment and response gear and received training from state fire instructors.

In 1979 in conjunction with the Hildale Clinic, HCCFD members began responding to medical emergency calls. In 1983, the department took full responsibility for emergency medical responses and by 1984 received a new ambulance from the Arizona Department of Health Services. Department members soon were certified as EMS instructors, and most EMS training became in-house.

In 1985 the department purchased its first new fire engine, a Ford/FMC. By 1995 the department had acquired retired American LaFrance ladder and pumper trucks from Mesa, Glendale and Phoenix. Apparatus acquisition typically consisted of purchasing used fire apparatus and using in-house mechanics and volunteers to restore these apparatus to service. The majority of the fleet has seen service with other agencies.

In the 1990s, HCCFD began working with the BLM and responded to large wildfires throughout the Western United States. These responses provided funding to improve the department's fleet and response equipment. In addition, the department entered into several lease purchase agreements for station modifications and personal protective equipment.

Colorado City Fire District joined with the Hildale Fire Department through intergovernmental agreements to provide emergency response services to the citizens of Hildale City. This resulted in the ability to share resources such as ambulances and trained personnel and greatly increased the effectiveness of emergency services to residents.



In 1992, the department sponsored 11 personnel through paramedic training and in 1993 became the first paramedic ambulance service between Provo, Utah, and Flagstaff, Arizona. The department has continued to support strong EMS training and is a leader in the region with specialty services in neonatal, pediatric, obstetrical, cardiac and trauma care. The department provides critical care inter-facility transports between neighboring communities.

In 2002, the Federal Emergency Management Agency began to offer funding through the Assistance to Firefighters Grants Program (AFG) to improve emergency response capabilities. Through this program, the department was able to improve by obtaining much needed SCBA, PPE, thermal imaging cameras and a wellness and fitness program. In 2005, the department was awarded an AFG grant for the acquisition of a live fire training trailer to improve firefighter training. In 2004, then-Fire Chief Dan Barlow retired after over 30 years of service as a volunteer and elected chief.

In October of 2007 while transporting a patient injured in a traffic accident involving a school bus, three providers and their patient were injured in an ambulance crash; after a tire failure, the ambulance had left the roadway. An after-incident action plan was developed and changes made through education, apparatus design and engineering, as well as guideline and policy changes.

In 2008, the department initiated a new compressed air foam system (CAFS) approach to structural fire responses. With a used fire engine acquired from the Phoenix Fire Department and a new CAFS engine purchased by the department utilizing AFG funds, the department implemented the CAFS fire attack methods and is using this technology today.

Dispatch services for the department were initially provided by volunteers via a telephone party line and a community siren. This progressed to volunteers trained as call-takers with 911 services beginning in the mid-1980s. Today, trained professional dispatchers for the Town of Colorado City use computer-aided technologies to provide enhanced 911 and pre-arrival instructions while using advanced radio and messaging software to dispatch emergency responders.



Due to the remote location from support of other emergency service agencies, the department created specialized teams in swift water and technical rescue, hazardous materials and critical care inter-facility medical transport.

Voters elected to change from a chief/secretary-treasurer form of governance to a five-member board during the 2010 fall election. The first board meeting was held in December 2010.

Another serious ambulance crash in 2012 at an intersection in Hurricane, Utah, injured three volunteers and caused life-altering effects on a foreign family visiting the area.

The department adapted to the needs of patient treatment and provider safety during the 2020-21 COVID-19 pandemic by limiting crew size, increasing the use of specialized protective equipment and increasing decontamination procedures. Over the course of two years, over half of the providers were affected by the highly contagious disease.

The strength of the department is the many dedicated volunteers who spend countless hours in training, public education and response. Volunteers include over 50 firefighters, most of whom are paramedics, advanced EMTs and emergency medical technicians (EMTs), with a strong corps of 23 responders who are EMS only.


HCCFD has a **Class 3** Insurance Services Office (ISO) rating. The Public Protection Classification (PPC®) collects information on municipal fire protection services in communities throughout the United States. PPC analyzes the relevant data using its Fire Suppression Rating Schedule (FSRS). It then assigns a public protection classification on a scale of one (exemplary) to 10 (does not meet minimum criteria). Many insurers use the ratings as a measure of the risk of fire losses in a community, an important item to consider when determining premiums for property insurance.¹

A majority of the 88-member fire department staff is volunteer with some paid full and part-time employees. Volunteers are not paid for fire, rescue and other calls. Volunteer EMS responders receive a stipend of \$12.50 for EMS response. All full-time paid staff are responder/paramedics. All part-time paid staff are responder/AEMT or paramedics.

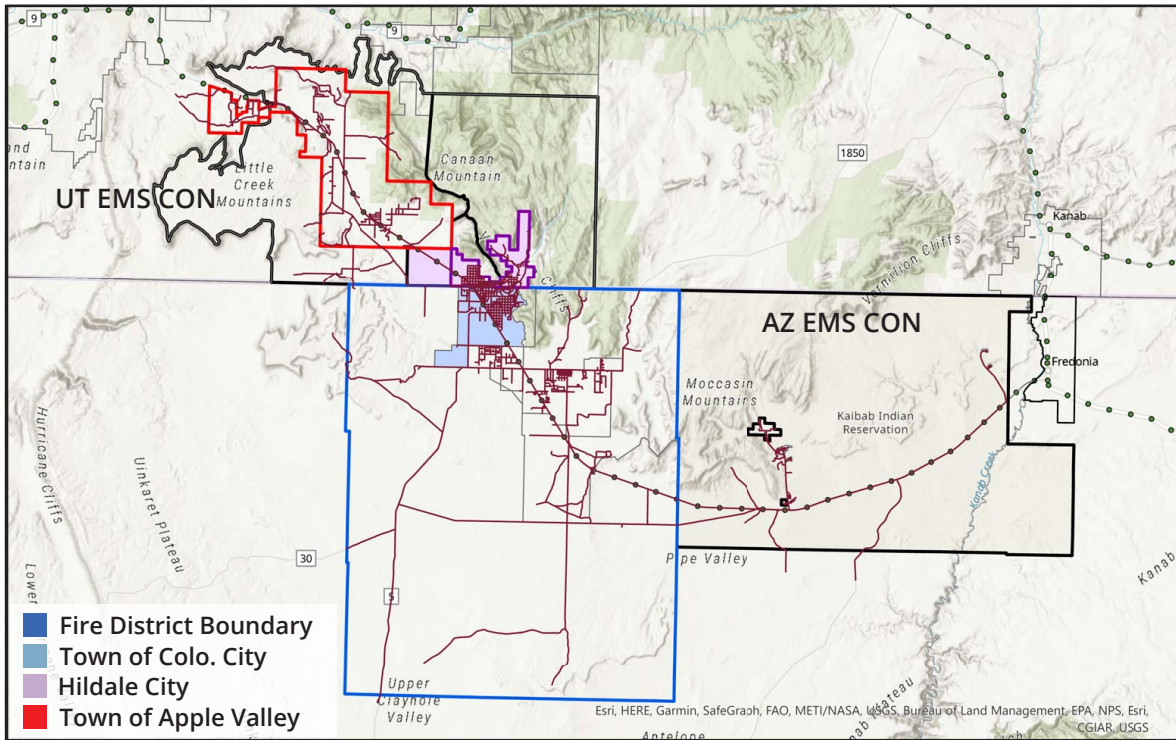


¹<https://www.verisk.com/insurance/visualize/how-understanding-high-performing-fire-departments-can-help-insurers/>

MILESTONES

- 
- 1966 First Fire Engine (1946 Dodge/Howe from Central Heights, AZ)
 - 1976 Colorado City Fire District formed by Mohave County
 - 1983 HCCFD began providing EMS and medical transport
 - 1985 First new fire engine
 - 1990 Joined the Colorado City FD and Hildale City FD through an IGA
 - 1992 Began paramedic ALS services
 - 2010 Change to fire board from chief/secretary-treasurer governance
 - 2015 Lead agency in response to flooding incident claiming 13 lives
 - 2020 Leased building for Station 5 in Centennial Park area
 - 2021 Replaced all monitors/defibrillators with Washington County COVID grant

DEPARTMENT SERVICE AREA MAP

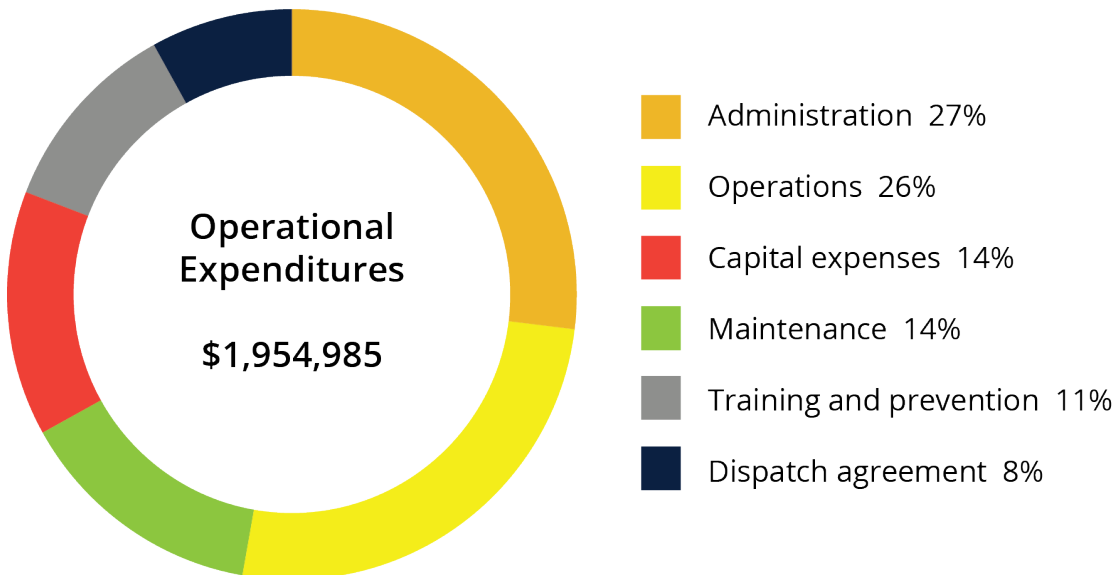
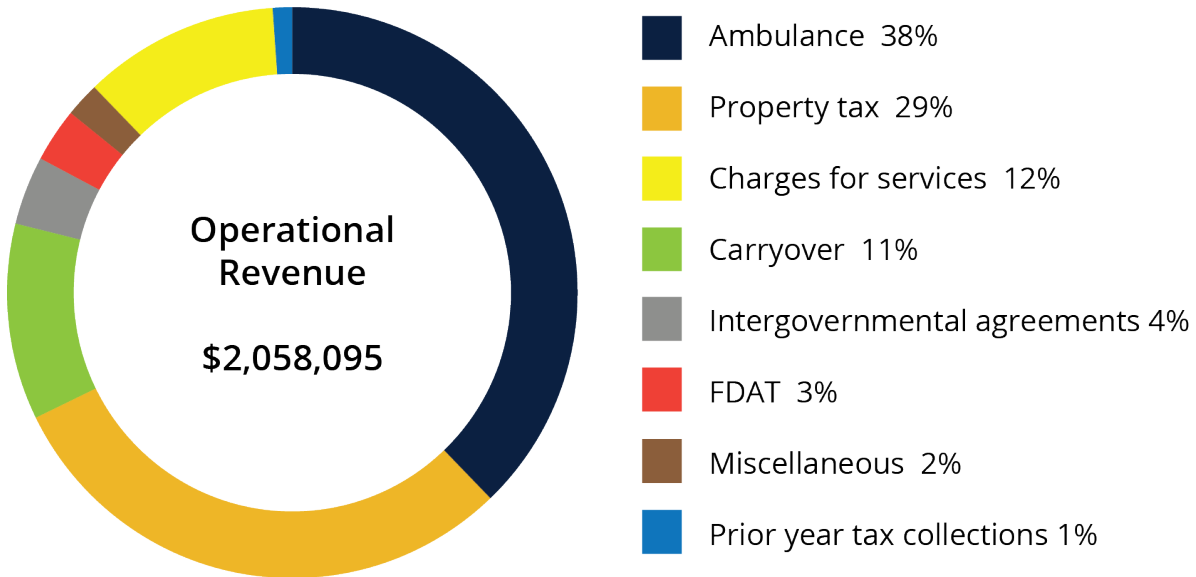


CALL TYPES AND VOLUME

Incident Type	2020	2021	2022
Fire Alarm Checks	22	27	24
Emergency Medical Services	812	810	738
Hazardous Materials Response	8	14	14
Other Emergencies	135	123	159
Public Service (Flooding, etc.)	58	69	100
Structure Fires	24	29	16
Wildland Fires	66	46	14
Totals	1,125	1,119	1,065

DEPARTMENT BUDGET

The revenue and expenditure charts below show funds that are projected for actual FY 2022/2023 operations and do not include grant or debt service funds.



APPARATUS

3 Engine Companies

2 Ladder Companies

2 Heavy Rescue Squads

3 Type 6 Brush Trucks

1 Water Tender

5 ALS Ambulances

2 ALS Rescues

2 Chief Command Vehicles

1 Technical Rescue Support Truck

1 Traffic Support Unit

1 Rehab Unit

1 Hazmat Technician Trailer

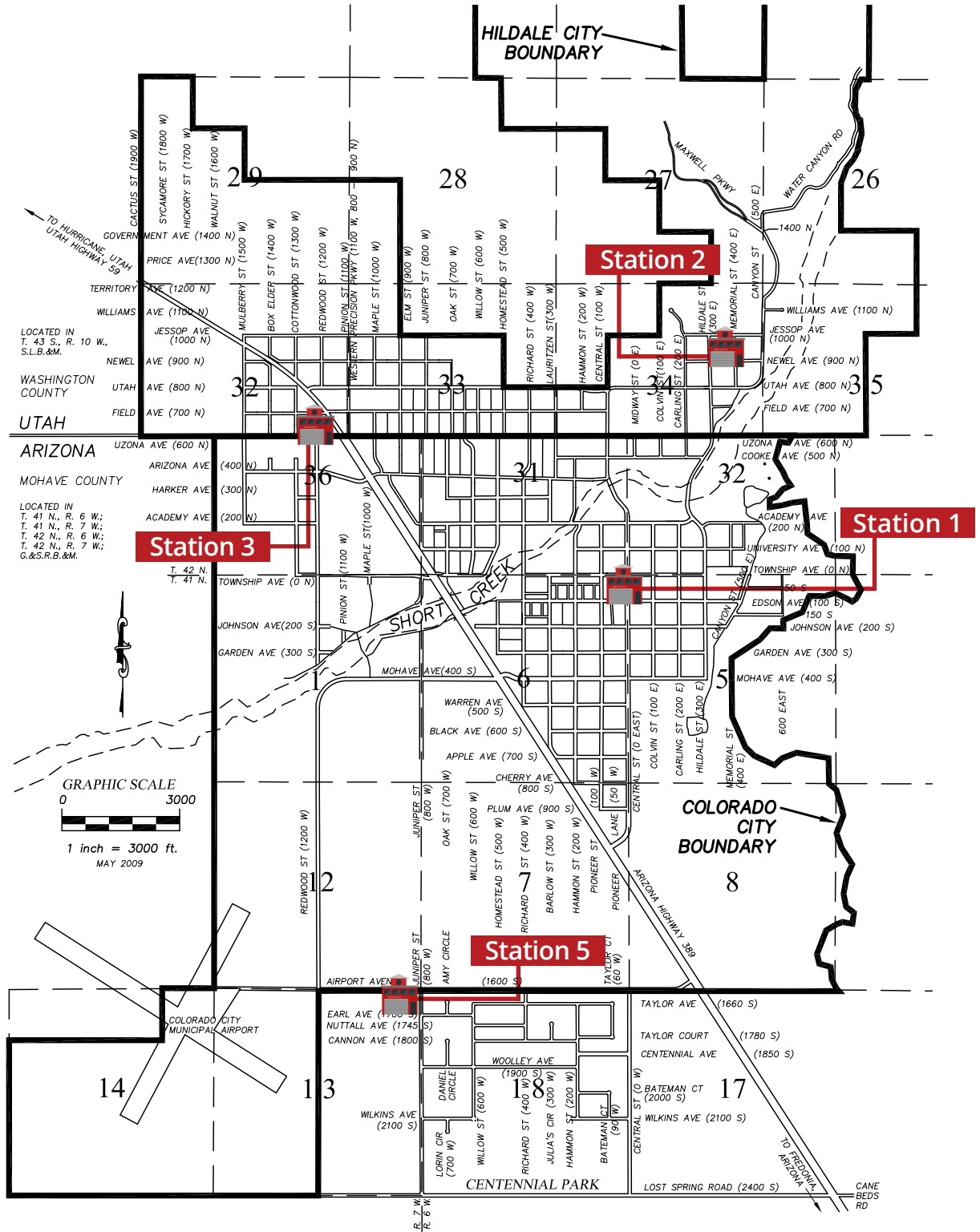
1 Flood Response Trailer

1 Maintenance Support Truck

1 Mechanic Vehicle



STATION MAP



STATIONS

40 South Pioneer Street
Occupied: 1982

Apparatus:

Engine 1011 Ambulance 111
Ladder 1011 Ambulance 110
Water Tender 1011 Support 1011
Brush 1011



250 East Newel Avenue
Occupied: 1992

Apparatus:

Engine 1021
Ambulance 109
Hazmat 1021



1240 West Uzona Avenue
Occupied: 2016

Apparatus:

Ladder 1031 Ambulance 112
Squad 1031 Support 1031
Brush 1012 Rehab 1031
Ambulance 107



825 West Airport Avenue
Occupied: 2020

Apparatus:


Engine 1051
Squad 1032
Brush 1013



PLANNING APPROACH

Strategic planning is a systematic, formal process that is used to set priorities and focus energy and resources to ensure that all organizational members are working toward common goals. It establishes agreement around intended outcomes/results. It also assesses and adjusts the organization's direction in response to a changing environment and the community's needs.

WHEN DONE EFFECTIVELY, STRATEGIC PLANNING:

	Provides direction for where the department is going and how it will get there.
	Facilitates a process that results in the best allocation of resources that provides the most benefit for the community.
	Provides an opportunity to question the status quo.
	Identifies the department's potential through identification of its strengths and weaknesses.
	Develops a coherent and defensible basis for decision-making resulting in a shared vision that is mission and values based.
	Creates a participatory process in which all department members take on shared ownership of the plan.
	Ensures accountability to the community and is based on credible data.
	Provides direction and prioritization for annual budget development and short-range operational plans.

LEAD, THINK, PLAN, ACT

Hildale-Colorado City Fire Department has chosen to take a systems approach when developing its strategic plan. This systems approach incorporates strategic thinking, leading and leadership development, people, technology, processes, change management, effective communication, inclusion and transparency, internal and external stakeholder input and organization culture.

Feedback loops are incorporated to promote continuous improvement and learning. A periodic cycle (annually) is established to refresh the system. This approach can be demonstrated using the Lead-Think-Plan-Act (LTPA) rubric.²



The LTPA approach model:

- Promotes a strategic culture that results in continuous improvement
- Reinforces the department's mission
- Promotes communication throughout the department
- Integrates risk management throughout the process

²Guide to the Strategic Planning and Strategic Management Body of Knowledge, Second Edition. Association of Strategic Planning. 2015.

INTERNAL STAKEHOLDER PROCESS

Key to the success of a strategic plan is the development of an internal stakeholders team. HCCFD assembled a team of 15 members who represent all facets of the organization. Team members are listed in the acknowledgments section of this document. The team met a total of five times from the period of August to December 2022 to provide direction of the department for the next three years. Team members were responsible for collecting input from their coworkers and subordinates and sharing it during the workshops. Based on the identification of strategic issues, the team developed goals and objectives. During this development process, the team utilized these strategic guiding principles:

- Goals and objectives align with the mission, vision and core values
- Member health and safety is always a priority
- The plan will focus on community expectations
- The plan will inform, inspire and engage members of HCCFD
- Partnerships, technology and data applications will be considered for each of the goals and objectives

EXTERNAL STAKEHOLDER PROCESS

Key to the community-based approach to strategic planning is understanding the community's priorities and expectations of their fire department. To accomplish this, in August of 2022 HCCFD facilitated an external stakeholder workshop that included participants representing a cross section of the community. A full list of the participants is included on Page 6 of this document. An information overview of HCCFD was presented to the participants that included:

- Review of emergency and nonemergency services provided
- Funding sources for HCCFD
- Call type and volume data
- Current challenges HCCFD faces
- Question and answer session

Following the information overview presentation, participants were surveyed to gain their input regarding their expectations and their ranking of programs HCCFD currently provides. They were asked to score related questions on a scale of 1 to 4, with four being the most important ranking. The scores were averaged and are shown in the tables on the next page.

EXTERNAL STAKEHOLDER SURVEY

Rank	Expectation	Score	Value
1	Maintaining adequate staffing, apparatus and equipment for emergency response.	3.82	Essential
2	Ensuring maximum safety of firefighters.	3.76	Essential
Tie 3	Ensuring HCCFD provides the most effective, evidence-based emergency medical services.	3.65	Essential
	Ensuring a high level of competency/training of personnel.	3.65	Essential
4	Expedient response times to emergencies.	3.41	High
5	Professionalism of HCCFD personnel.	3.29	High
6	Providing a high level of community risk reduction for the community by enforcing fire codes and providing public education/community-involved prevention programs.	3.23	High
7	Providing community involvement and presence at schools, community events, neighborhood activities, etc.	3.06	High

Scale: 0-1.4 Low, 1.5-2.4 Medium, 2.5-3.4 High, 3.5-4.0 Essential

Rank	Program	Score	Value
Tie 1	Emergency Medical Services	3.71	Essential
	Fire Investigation	3.71	Essential
Tie 2	Public Education – CPR and in-school fire prevention classes	3.35	Very Important
	Domestic Preparedness and Planning – Large-scale natural and man-made disasters	3.35	Very Important
Tie 3	Special Operations – Hazardous Materials Emergencies and Technical Rescue	3.23	Very Important
	Community Involvement – Presence at community events, neighborhood activities, etc.	3.23	Very Important
4	Wildland Fire Prevention and Mitigation	3.17	Very Important

Scale: 0-1.4 Somewhat Important, 1.5-2.4 Important, 2.5-3.4 Very Important, 3.5-4.0 Essential



As part of the plan development process, the strategic plan team conducted a SWOC (strengths, weaknesses, opportunities and challenges) analysis. The strengths and weaknesses were considered from an internal aspect; the opportunities and challenges were considered from an external aspect. A SWOC analysis offers the opportunity for an organization to holistically and realistically appraise its current status and provides a mechanism for identifying strategic focus areas from which goals and objectives may be developed.



- Level of service provided
- Training
- Passion of members to serve
- Teamwork
- Equipment/Apparatus
- Equipment/Apparatus maintenance
- Community support
- EMS service delivery
- Member expertise in various fields
- Adaptable
- Meets community expectations
- Fire chief has high expectations
- Leadership



- Volunteer availability
- Workload of staff
- Lack of consistency on scenes due to low call volume
- Inconsistent participation
- No local training facility
- No formal social media program
- Facilities in need of updating
- Policy manual in need of updating
- Communication – internal and external
- No succession plan
- Perception by some members of too high expectations
- Elements of personal safety, health and wellness in need of improvement
- Technology tools (hardware and software) in need of upgrading



Training engagement of members

Growth

Engagement of local youth
to become involved

Additional community
involvement/support

Using members' wide range of skill sets

Additional public and private
partnerships

Membership recognition program

Create a way to pass on senior
members' experience/tribal knowledge

Identify members' hidden talents

Formally identify and describe
HCCFD's culture

Increase civilian involvement
with the department

Better definition of roles/responsibilities

Additional political involvement

Take full advantage of statewide
funding opportunities



Funding

Growth

Maintaining ISO rating

Daily staffing

Increasing costs

Replacement of PPE

Performing nonemergency services

Keeping new members involved

Limited opportunities for
member advancement

Recruitment/retention

Apparatus/equipment replacement

No capital improvement plan

STRATEGIC FOCUS AREAS



Staffing

The backbone of HCCFD is its volunteers. While it will be necessary in the future to augment the volunteer cadre with part-time and full-time members, the recruitment and retention of volunteer members will continue to be essential.



Financial Sustainability

Long-term financial sustainability is a top priority of HCCFD. It will be a prerequisite to continue to achieve its mission as anticipated growth will fuel additional demands on service.



Professional Development

HCCFD recognizes that its most important resource is its members. Continuing and strengthening HCCFD's value-based culture and providing clear paths of advancement and opportunities for members to increase their skills, knowledge and abilities will be foundational for meeting professional development goals.



Communications

The identification of key internal and external audiences and the application of timely, clear and concise information utilizing a media system that is most effective for a particular audience will be key to the enhancement of this focus area.

The internal strategic planning team identified the above four focus areas and developed strategic goals and objectives for each area.

- **Strategic goals** are long-range, generally stated directional aims to be achieved with alignment of the department's vision and mission.³
- **Strategic objectives** define outcomes the department must achieve to meet the strategic goals and to have its strategy succeed.³

³International Association of Strategy Professionals. (2022) Guide to the Strategic Management Body of Knowledge, Third Edition.

GOALS AND OBJECTIVES



Energy and persistence conquer all things.

-Benjamin Franklin

Staffing

The backbone of HCCFD is its volunteers. While it will be necessary in the future to augment the volunteer cadre with part-time and full-time members, the recruitment and retention of volunteer members will continue to be essential.

Goal 1A – Ensure that an adequate volunteer staff will continue to be in place to meet current service performance levels.

Leader - Jesse Barlow

	Objectives	Initiation Qtr./Year	Target Completion
1A.1	Explore and potentially develop a volunteer coordinator position.	Q1/2023	Q4/2023
1A.2	Explore and develop a volunteer retention plan.	Q1/2024	Q2/2024
1A.3	Explore and develop a volunteer recruitment plan.	Q1/2024	Q2/2024



Goal 1B – Develop a plan for potentially implementing part-time and full-time operation staffing to augment volunteer staffing.

Leader - Daniel S. Barlow

Objectives		Initiation Qtr./Year	Target Completion
1B.1	Evaluate how best part-time and/or full-time operation staffing could be utilized to continue to meet and improve emergency service delivery community expectations.	Q1/2023	Ongoing
1B.2	Explore how the FEMA Staffing for Adequate Fire and Emergency Response (SAFER) grant could potentially assist with funding paid shift positions.	Q4/2023	Q4/2024
1B.3	Determine all costs associated with bringing on part-time or full-time personnel.	Q1/2023	Q1/2024
1B.4	Develop a process for integrating part-time and full-time personnel into the department that includes recruitment, training and cultural considerations.	Q1/2023	Q1/2024

Goal 1C – Assess current and future administrative and other non-operational staffing needs.

Leader - Lily Barlow

Objectives		Initiation Qtr./Year	Target Completion
1C.1	Assess/identify any current and forecasted administrative, community risk reduction, training and support services staffing needs.	Q1/2023	Q2/2023
1C.2	Develop a plan to meet the current and forecasted staffing needs identified in Objective 2C.1.	Q1/2023	Q2/2023
1C.3	Evaluate necessary facility accommodations for additional staff personnel.	Q3/2023	Q4/2023
1C.4	Develop a succession plan for all managerial/ leadership positions.	Q1/2024	Q2/2024

Financial Sustainability

Long-term financial sustainability is a top priority of HCCFD. It will be a prerequisite to continue to achieve its mission as anticipated growth will fuel additional demands on service.

Goal 2A – Maintain and enhance financial resources to support the department’s mission.

Leader - Kevin Barlow

	Objectives	Initiation Qtr./Year	Target Completion
2A.1	Evaluate sustainable service area growth opportunities.	Q1/2023	Ongoing
2A.2	Evaluate other revenue opportunities such as increasing ambulance fees, plan review fees, etc.	Q1/2023	Q2/2023*
2A.3	Revisit and revise as necessary contractual agreement fee with Hildale City to ensure HCCFD is and will receive in the future adequate compensation for services provided.	Q1/2024	Q2/2024
2A.4	Ensure all relevant grant opportunities are being considered.	Q1/2024	Q4/2024
2A.5	Keep informed about legislative changes affecting department revenue.	Q2/2023	Ongoing

* Completion date dependent on the particular revenue opportunity.



Professional Development

HCCFD recognizes that its most important resource is its members. Continuing and strengthening HCCFD’s value-based culture and providing clear paths of advancement and opportunities for members to increase their skills, knowledge and abilities will be foundational for meeting professional development goals.

Goal 3A – Ensure elements of professional development are in place to meet organizational and personal needs.

Leader - Porter Barlow

	Objectives	Initiation Qtr./Year	Target Completion
3A.1	Identify and evaluate the efficiency and effectiveness of current organizational and personnel development programs.	Q1/2023	Q4/2025
3A.2	Identify and develop additional professional development programs needed.	Q1/2023	Q4/2025
3A.3	Develop and implement a mentor program for uniformed personnel.	Q2/2023	Q4/2025
3A.4	Explore credentialing and certification opportunities for professional development.	Q2/2023	Q4/2025
3A.5	Develop a process for continuous review and improvement of all development programs.	Q3/2023	Q4/2025
3A.6	Ensure that adequate professional development policies, procedures and practices are in place.	Q1/2023	Q4/2023



Communications

The identification of key internal and external audiences and the application of timely, clear and concise information utilizing a media system that is most effective for a particular audience will be key to the enhancement of this focus area.

Goal 4A – Develop an internal communications plan.

Leader - Daniel S. Barlow

	Objectives	Initiation Qtr./Year	Target Completion
4A.1	Determine the most effective methods of communication with members.	Q1/2023	Q1/2024
4A.2	Determine what types of information and the frequency/timing it needs to be communicated to members.	Q1/2023	Q1/2024
4A.3	Determine who will be responsible for delivering the different types of information as determined in Objective 4A.2.	Q1/2023	Q1/2024
4A.4	Implement in all internal communications the most effective method(s) of communication identified in Objective 4A.1.	Q2/2024	Q2/2024
4A.5	Develop a written internal communications plan that includes objectives 4A.1 through 4A.4.	Q3/2024	Q4/2024
4A.6	Develop a method to measure the effectiveness of the internal communications plan on a regular basis.	Q1/2025	Q2/2025



Goal 4B – Develop an external communications plan.

Leader - Jesse Barlow

	Objectives	Initiation Qtr./Year	Target Completion
4B.1	Identify the key touchpoints that HCCFD should have with the community, such as welcoming new residents, building inspections, plan reviews, safety messages, recruitments, etc.	Q1/2023	Q1/2024
4B.2	Determine the best messaging and communication methods to be utilized for the different touchpoints identified in 3B.1.	Q1/2024	Q2/2024
4B.3	Finalize audience, touchpoints, messaging and tools along with resources needed, frequency of contact, metrics to be monitored and expected costs into the external communication plan.	Q3/2024	Q4/2024
4B.4	Develop a social media communication program as part of the external communications plan.	Q1/2023	Q3/2023
4B.5	Implement the external communications plan.	Q2/2023	Q3/2023
4B.6	Develop a method to measure the effectiveness of the external communications plan on a regular basis.	Q4/2023	Ongoing



PLAN IMPLEMENTATION AND PERFORMANCE MEASUREMENT

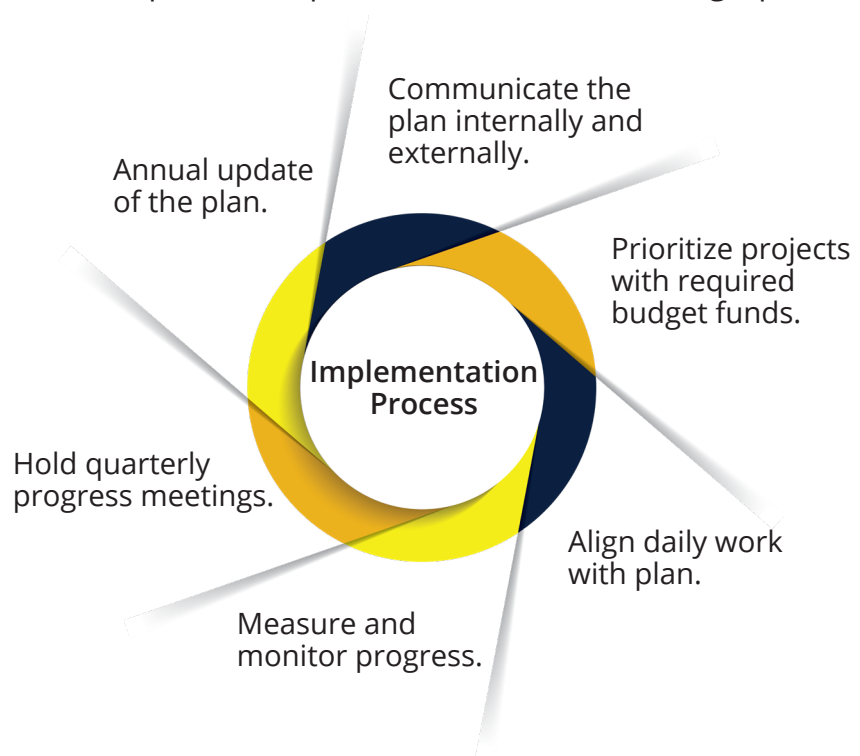
This strategic plan is the result of many hours of work by members of the Hildale-Colorado City Fire Department. Key to the success of this effort is having an implementation and performance measurement system in place that ensures the plan remains contemporary and exercised.

The overall management of the strategic plan is the fire chief's responsibility. The fire chief has identified goal leaders for each of the strategic plan's goals whose responsibility will be to ensure that all objectives for their goals are achieved. Goal leaders in turn may develop their own teams to accomplish the associated objectives. The goal leaders will work together to balance human, physical and financial resources as the department moves forward with the plan.

Progress and performance measurement of the plan will be reviewed by the strategic plan team at quarterly meetings. These meetings will cover each of the goals and provide a forum to recognize progress and determine if timelines for any objectives need to be adjusted.

The strategic plan team will perform an annual formal review of the plan and develop an annual report for the previous year that will be submitted to the fire governing board. The review will include a progress assessment of the goals that may result in re-prioritization due to budget concerns and other significant factors that may require an adjustment to the plan. The review and report will be a tool for the fire chief in creating an annual operational plan that follows the strategic plan priorities. This process ensures the strategic plan will be used as the foundation for annual operating budget development, capital improvement plan (CIP) development, and equipment and staffing planning.

The ultimate success of the plan will require support from the governing boards, all members of the organization and the community as a whole.



True appreciation is expressed to all those who have participated in this strategic plan process. Your input is valuable and will help guide us into a productive future. To the citizens we serve, even though we may only see you on what may be the worst day of your life, we are there for you.

Thank you for the privilege of service.

-Kevin J. Barlow, Fire Chief





HILDALE-COLORADO CITY FIRE DEPARTMENT

40 South Pioneer St.
P.O. Box 248
Colorado City, AZ 86021

928-875-2400

EXPECT EXCELLENCE