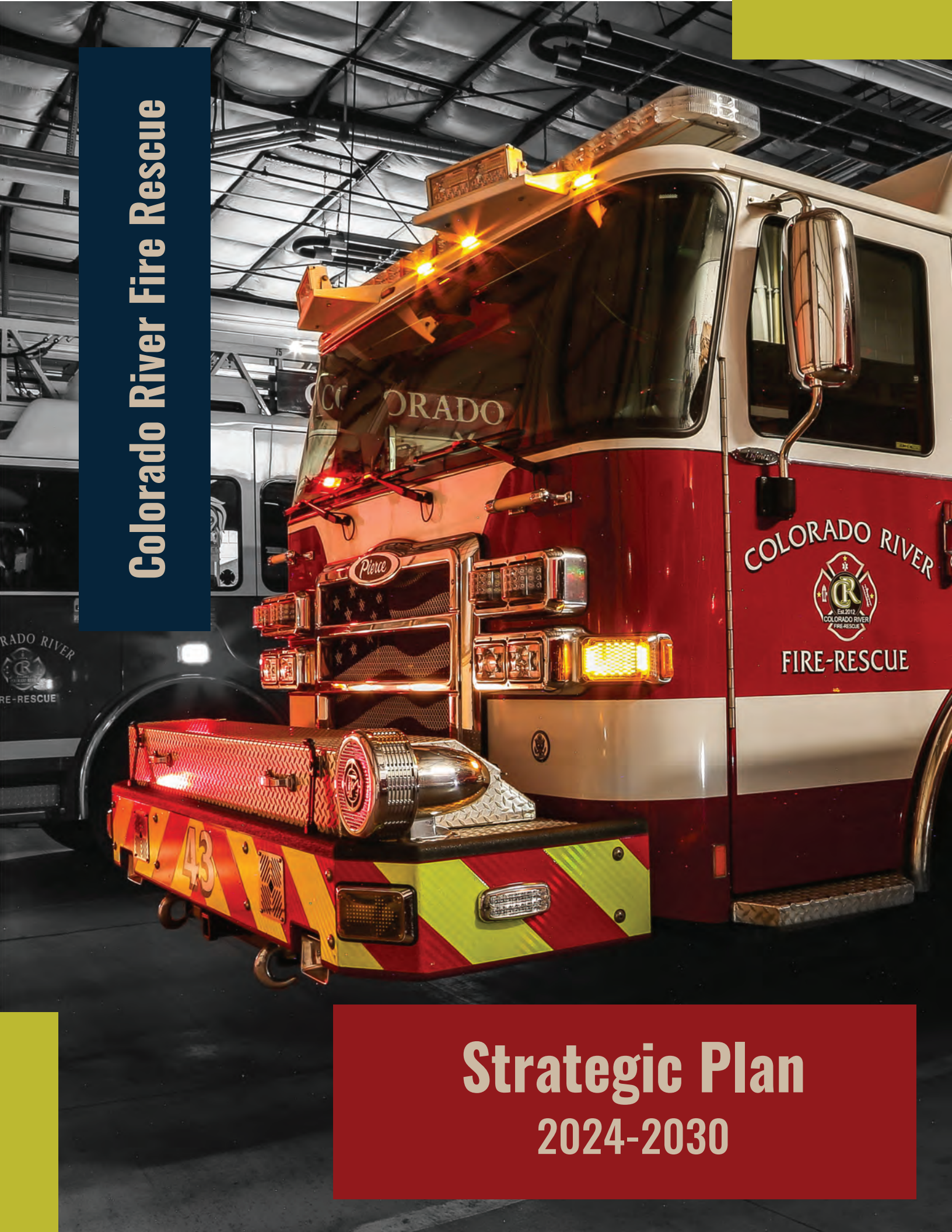


Colorado River Fire Rescue



Strategic Plan
2024-2030



Colorado River Fire Rescue

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May 14, 2024

Members of Colorado River Fire Rescue and the Communities of Rifle, Silt, and New Castle:

We are excited to share our efforts in developing a new strategic plan for Colorado River Fire Rescue (CRFR). Our commitment to serving and protecting our communities led us to embark on this journey, and we are thrilled to present our vision for the future.

Our newly crafted Mission Statement is at the heart of our strategic planning process: "We are Ready; We Protect Life, Home, and Property." This concise statement encapsulates our unwavering dedication to preserving the lives and assets of our community members. Our Mission Statement serves as our guiding principle, reminding us of the essential purpose behind every action we take.

Integral to our Mission Statement are our core values of Integrity, Professionalism, Courage, and Compassion. These values are not merely words on paper but are deeply ingrained in the fabric of our organization. They serve as the bedrock upon which our strategic plan is built, shaping our priorities and actions as we strive to deliver high-quality service to you.

Throughout the process of crafting our strategic plan, these values have served as our North Star, guiding us in every decision we make. Integrity ensures that our actions are transparent, accountable, and ethical. Professionalism drives us to continuously improve our skills and practices to serve our communities better. Courage empowers us to face challenges head-on, embracing innovation and change to adapt to evolving needs. Compassion reminds us to approach every situation with empathy and understanding, recognizing the human element in every interaction.

Our strategic plan reflects these values and our commitment to excellence in every aspect of our service delivery. It outlines clear goals and objectives to enhance our capabilities, improve response times, and ensure the safety and well-being of CRFR responders and our community members. We are dedicated to continuous improvement, and this plan serves as a roadmap for achieving our shared vision of a safer, more resilient community.

We invite you to join us in implementing our new strategic plan. Together, we can strengthen the effectiveness of CRFR, assuring that our communities receive the highest level of protection and care. Your input and support are crucial as we work to create a safer, more resilient environment for all.

Thank you for your ongoing trust and partnerships in safeguarding our communities,

Sincerely,

Alan Lambert
Board President

Leif Sackett
Fire Chief

Mission Statement:

"We are Ready; We Protect Life, Home, and Property."



Executive Summary

Strategic planning is a critical process for any organization, and its significance is amplified for entities like Colorado River Fire Rescue (CRFR). As a front-line agency dealing with emergencies and potentially life-threatening situations, the strategic planning process allows CRFR to operate effectively, respond to changes in the environment, and continuously improve the services to meet community needs.

In its simplest form, strategic planning is about setting long-term goals, identifying the best approach to achieve those goals, and understanding the resources required. It's a roadmap that guides organizations from where they are now to where they want to be.

For CRFR, the first step of the strategic planning process is Environmental Scanning. This involves a comprehensive analysis of internal and external factors that can impact the organization. Internally, CRFR considered the skills, capabilities, and limitations of personnel and equipment. Externally, the department assessed factors such as the local geography, population density, weather patterns, and potential hazards. This step helps CRFR understand the landscape they are operating in and identify any opportunities or threats that might arise.

The second step, strategy formulation, involves developing specific strategies to achieve the organization's goals based on the insights garnered from the environmental scan. For CRFR, this included strategies to improve response times, enhance training programs, or upgrade equipment. The key at this stage was to create strategies that are actionable, measurable, and aligned with the organization's mission, goals, and objectives.

Next comes strategy implementation. This is where the plans are put into action. For CRFR, this could mean deploying new equipment, implementing new training protocols, or initiating community awareness programs. This step requires careful project management to ensure that the strategies are implemented as planned and that all team members understand their roles and responsibilities.

The final step in the strategic planning process is evaluation and control. This involves monitoring the implementation of the strategies and assessing the effectiveness in achieving the organization's goals. For CRFR, this could involve regular reviews of response times, incident reports, and community feedback. If a strategy is not working as expected, adjustments can be made based on these reviews.

In conclusion, strategic planning is more than just a managerial tool for CRFR. It is a vital process that enables the organization to continuously improve services, respond effectively to changes in the environment, and ultimately, better serve and protect the communities. As a leader in the fire service, it is important to understand and utilize this process to ensure the ongoing success and growth of the department that serves the communities.



Table of Contents



Mission & Values.....	4
Goals & Objectives	8
Environmental Scanning	13
Strategy Formulation	19
Strategic Choice	23
Strategy Implementation	25
Evaluation & Control.....	33



Mission & Values

Mission

The organizational mission of Colorado River Fire Rescue (CRFR) serves as its guiding light, articulating the department's purpose and reason for existence. It is a declaration of what the department provides, whether that be services, products, or a combination of both. For CRFR, this typically involves emergency response services, fire prevention education, and community safety initiatives.



The mission statement also defines the unique purpose which sets CRFR apart from other departments of its type. This reflects a commitment to a particular standard of service, the approach to emergency management, and a focus on specific community needs. By clearly stating this unique purpose, the mission helps distinguish CRFR from other fire rescue departments, enhancing its identity and reputation.

Moreover, the mission describes what the department is now and what it wants to become. This dual focus on the present and future ensures that CRFR remains grounded in its current capabilities and responsibilities while striving for continuous improvement and growth.

In determining the revised mission, all these factors were considered. The revised mission needed to accurately reflect the services provided by CRFR, identify its purpose, and capture its current state and future aspirations. It was developed through a process of consultation and reflection, involving input from department members, stakeholders, and reflection on the wider community. The result is a mission statement that encapsulates the essence of CRFR, guiding its operations and driving its strategic direction.

The Mission Statement of Colorado River Fire Rescue is:

We are Ready; We Protect Life, Home, and Property.

Values

Values play a crucial role in a fire service organization like Colorado River Fire Rescue (CRFR). They serve as the ethical compass that guides all actions and decisions within the organization. As first responders, members of CRFR often find themselves in situations where they must make rapid decisions under high-pressure conditions. In such scenarios, having clear and shared values can help ensure consistency and integrity in their actions.

Values also contribute to the development of organizational culture. They define what is considered important within the organization and set expectations for behavior. Well-defined values encourage an outcome of courage, dedication, and collaboration within a fire service organization.

Furthermore, values help in building trust and fostering strong relationships within an organization and the communities served. By demonstrating a commitment to values CRFR can earn trust and confidence throughout the district. This is especially important for fire service organizations, as the effectiveness depends on the cooperation and support of community members.

Finally, values can act as a source of motivation and pride for the members of an organization. Upholding values give members a sense of purpose and fulfillment, boosting morale and job satisfaction. Values not only guide behavior but also enhance the overall performance and effectiveness of a fire service organization.



The Values of Colorado River Fire Rescue are:





Goals & Objectives

Strategic Goals

Strategic goals are broad, long-term objectives that an organization seeks to accomplish. These open-ended statements represent the overarching outcomes CRFR aims to achieve in support of its mission and vision. Unlike tactical or operational goals, strategic goals are not typically quantified, or time specified. Instead, they provide general direction for our organization's efforts and serve as a guide for decision-making. They paint a picture of what the organization wants to achieve over an extended period, often several years or more.

The importance of strategic goals cannot be overstated. They set the course for CRFR's future, providing a sense of direction and purpose. They help align the efforts of all members of the department, ensuring that everyone is working towards the same end. Strategic goals also form the basis for strategic planning, informing the development of strategies, programs, and policies. Without clear strategic goals, CRFR may struggle to make progress or achieve its desired impact. Thus, strategic goals play a crucial role in driving the department's success and sustainability.

The Strategic Goals of Colorado River Fire Rescue are:



Respond to all calls in a manner that provides the best possible outcomes.



Reduce the overall risk of the district both in terms of property and life safety.



Build and maintain a strong relationship with the communities, their residents, and other partners in the district.



Ensure the department is fully prepared to respond to calls and/or requests for support both within and outside the district.



Increase the effectiveness of core operational efforts with supporting functions.

Strategic Objectives

Strategic objectives are the concrete end results that CRFR aims to achieve through its planned activities. They translate the broad strategic goals into specific, actionable targets, providing a clear path for implementation. Unlike strategic goals, strategic objectives are usually time-bound and expressed using action verbs, describing what needs to be accomplished and by when.

The achievement of strategic objectives is crucial as it leads to the fulfillment of the mission.

Each objective represents a step towards realizing the department's overarching vision and purpose. By setting and pursuing strategic objectives, CRFR can ensure that its efforts are focused and aligned, driving progress towards the desired end state.

The importance of strategic objectives lies in their role as a bridge between strategy and execution. They provide clarity and direction, helping all members of the team understand what they need to do and when. Strategic objectives also serve as a basis for performance measurement, allowing organizations to track progress, identify areas for improvement, and make necessary adjustments. Without these well-defined strategic objectives, an organization may struggle to implement its strategies effectively or achieve its mission.

The strategic objectives of Colorado River Fire Rescue (with related goals) are:

Goal #1: Respond to all calls in a manner that provides the best possible outcomes.
1. Identify EMS activations and alerts for cardiac, trauma, stroke, and sepsis 90 percent of the time.
2. Be in the 90th percentile of NFPA 1710 travel time standards.
3. Be in the 90th percentile of NFPA 1710 turnout time standards.
4. Ensure an effective response force responds to all incidents per NFPA 1710, at the 90th percentile.
5. Ensure 90 percent citizen satisfaction with our service delivery.

Goal #2: Reduce the overall risk of the district both in terms of property and life safety.

1. Decrease the exposure of Wildland Urban Interface (WUI) in high-risk areas by 25% across the district.
2. Ensure 90% percent compliance of adopted International Fire Code.
3. Provide education and equipment to increase bystander interventions.
4. Decrease repeat utilization of EMS for chronic conditions by 50%.

Goal #3: Build and maintain a strong relationship with the communities, their residents, and other partners in the district.

1. Develop and publish an annual report for CRFR.
2. Ensure 80% of the public understand and know the capabilities of CRFR.
3. Establish partnerships that achieve synergy.
4. Recruit 80% of new members from within a 100-mile radius of the district.

Goal #4: Ensure the department is fully prepared to respond to calls and/or requests for support both within and outside the district.

1. Ensure 95% of response personnel meet fire and EMS standards established by CRFR.
2. Ensure front line apparatus have less than a 10% annual downtime.
3. Maintain a Workers Compensation Experience Modification at 1 or lower.
4. Maintain 80% utilization of budgeted training and educational benefits.
5. Hire/promote 90% of full-time positions from within CRFR.
6. Maintain a continuous local, state, and national wildland response capability.

Goal #5: Increase the effectiveness of core operational efforts with supporting functions.

1. Support member wellbeing and safety congruent with industry best practices.

2. Maintain 90% employee retention.

3. Sustain supported technology platforms.

4. Maintain communication interoperability with area responders.

5. Maintain defined classes of supplies at 90% or above.



Environmental Scanning

Colorado River Fire Rescue (CRFR) conducted a robust environmental scanning process as part of its strategic planning efforts. This method involved a comprehensive analysis of both internal and external factors that can impact the organization, thereby enabling the department to make informed decisions and take proactive measures.

In its external environmental scanning, CRFR used the STEEP model, which considers Societal, Technological, Economic, Environmental, and Political factors.

From a societal perspective, CRFR assessed the needs and expectations of the overall community, considering demographic trends and societal values. Technological factors involved evaluating emerging technologies that could improve the organization's response capabilities and operational efficiency. Economic factors such as taxes and other funding sources across Colorado were considered. Environmental factors included geographical considerations, weather patterns, and potential natural hazards. Finally, political factors involved changes in regulations and governmental policies that could impact fire department operations.

Internally, CRFR conducted an analysis of the department's organizational structure, culture, and resources. The culture within the organization impacts how team members interact, make decisions, and approach work. The organizational structure affects communication lines, decision-making processes, and overall operational efficiency. The resource analysis determines

how well the department does in areas such as human resources, finance/budget, operations, apparatus, capital structures, and information systems, among others.

By systematically analyzing these internal and external factors, CRFR was able to identify opportunities for improvement, anticipate potential threats, and develop strategic plans that align with the department's mission and vision. This comprehensive environmental scanning process forms a critical part of CRFR's strategic planning, enabling the department to better serve and protect the community.



The identified External Factors for Colorado River Fire Rescue (with annotations for Opportunities or Threats) are:

• Shortage of qualified paramedics CO/National labor market (T)
• Cancer concerns within the fire service (T)
• Apparatus purchase timeframes (T)
• Reduced property tax valuations (T)
• Inflation (T)
• Local/Regional/State/National Grant Funds (T)
• Surprise Billing (T)
• Recession (T)
• Communication/Language Barriers (T)
• Volunteer service is low (T)
• Education level (O)
• Population (O)
• Structure Gear (O)
• Artificial Intelligence (O)
• Oil and Gas Production (O)
• Street/Highway/Road Quality (T)
• Weather conditions drought/flooding/wildfire/runoff (T)
• Effects of wildland fire (O)
• Regional political shift (O)
• State collective bargaining (O)
• Competition for people (T)
• Competition for resources (O)
• Revenue for EMS (O)

The identified Internal Factors for Colorado River Fire Rescue (with annotations for Strengths or Weaknesses) are:

• Capital Replacement Plan (S)
• Following through with the replacement of capital (W)
• IT System moving to cloud-based (S)
• Funding to meet future needs, 2021 voter-approved mill increase (S)
• Divisions/Chain of Command (S)
• Staffing of stations (W)
• The Board of Directors represents the community and staff (S)
• Quality of our personnel (S)
• Capital Structures (W)
• Age of some apparatus (W)
• Community Outreach (W)
• Training (S)
• Facility updates (W)
• Policy/SOG/SOP (W)
• Competitive Wages (S)
• Training grounds (W)
• Drone Capacity (W)
• Staff at all levels wear many hats (W)

Once Colorado River Fire Rescue identified the strategic factors, the next step required prioritization to identify the factors which had the most significance. This was done using the External Factors Analysis Summary (EFAS) and Internal Factors Analysis Summary (IFAS) tables.

The EFAS table helped CRFR to categorize and evaluate the importance of each identified external strategic factor. These factors, drawn from the STEEP model analysis, include societal expectations, technological advancements, economic conditions, environmental factors, and political regulations. Each identified factor was assigned a weight based on its relative importance, with a total of all weights adding up to 1.00.

The IFAS table functions similarly but focused on internal strategic factors. These factors, including elements of culture, organizational structure, and resources, were also assigned weights according to the determination of significance in achieving the organization's objectives.

After the prioritization of strategic factors using the EFAS and IFAS tables, Colorado River Fire Rescue proceeded to consolidate these into a single SFAS (Strategic Factors Analysis Summary) table. This holistic table then formed the basis for the final SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

The SFAS table, essentially, is a synopsis of the strategic factors identified in the EFAS and IFAS tables. It includes the most significant internal and external factors that can influence the organization's future. Each factor from the EFAS and IFAS tables is given a weight based on its importance, and a rating based on CRFR's response to it. The weighted scores are then calculated.

In creating the SFAS table, CRFR started by selecting the most impactful factors from the EFAS and IFAS tables. This selection was based on the weights and ratings of the factors. The selected factors were then organized into four categories: Strengths, Weaknesses, Opportunities, and Threats, with strengths and weaknesses representing internal factors, and opportunities and threats representing external factors.

Each factor in the SFAS table was then assigned a new weight, rating, and score, like the EFAS and IFAS process. The final step involved summing up the scores for each category, which provided a quantitative representation of CRFR's strategic position.

The SFAS table thus became a concise and comprehensive representation of the strategic factors affecting CRFR. It formed the basis for the final SWOT analysis, where strengths and opportunities were leveraged, and strategies were developed to address weaknesses and mitigate threats. This ensured that CRFR's strategic planning was well-informed, robust, and

adaptive to both internal and external environments.

The final refined SWOT for Colorado Fire Rescue is:

Strengths	Weaknesses
<ul style="list-style-type: none">• Quality of Personnel• Future Funding	<ul style="list-style-type: none">• Policies/SOPs/SOGs• Station Staffing• Succession Planning• Culture/QOL/Job Satisfaction
Opportunities	Threats
<ul style="list-style-type: none">• Population Growth• Alternate Revenue Streams• EMS Abuse	<ul style="list-style-type: none">• Qualified Applicant Shortages• Decreased Government Funds• Cancer



Strategy Formulation



The strategy formulation process used by Colorado River Fire Rescue was a comprehensive and methodical approach that considered various key categories of strategic planning. These included competitive strategies, directional strategies, and functional strategies.

Competitive Strategies

Considering the competition among different fire departments for resources and recruits, CRFR considered competitive strategies to position itself as a preferred choice. This potentially involved offering attractive benefits and career development opportunities to attract and retain quality personnel. Additionally, CRFR worked to efficiently manage their resources and continually seek additional funding sources, as indicated in its final strategies and implementation plan.

Directional Strategies

Directional strategies helped CRFR determine whether they needed to grow, maintain, or reduce their operations and/or capabilities. The strategic options considered areas of growth, such as expanding their services in response to community needs. CRFR also identified areas where they could maintain their current operations and existing staffing levels. In cases where reduction was necessary, CRFR considered ways to cut costs to ensure financial sustainability.

Functional Strategies

Functional strategies involved the different functions within the department, such as training, human resources, logistics, and IT. CRFR's strategic plan considered its commitment to providing ongoing training and professional development for their staff. The HR strategy focused on attracting, retaining, and developing top talent. Logistically, the department continued to work to ensure efficient resource allocation and response times. In terms of IT, the department desired to use technology to improve operational efficiency and response capabilities.

In conclusion, CRFR's strategy formulation process was a comprehensive approach that considered various strategic categories. The department's focus on competitive, directional, and functional strategies allowed it to effectively respond to external pressures, align operations with its mission, and ensure each departmental function contributes towards the overall objectives.



The developed strategy packages considered for Colorado River Fire Rescue are:

Strategy Package #1
<ul style="list-style-type: none">• Replace station 61.
<ul style="list-style-type: none">• Increase capability by staffing to 13 per shift.
<ul style="list-style-type: none">• Implement health-related job performance standards to reduce cancer exposure to members.
<ul style="list-style-type: none">• Promote fire prevention educational efforts.
<ul style="list-style-type: none">• Increase training capabilities by adding a training captain position.

Strategy Package #2
<ul style="list-style-type: none">• Replace station 61.
<ul style="list-style-type: none">• Increase capital replacement funding for apparatus, equipment, and station upgrades.
<ul style="list-style-type: none">• Grow in capability by implementing a community paramedic program to reduce the risk to life and property.
<ul style="list-style-type: none">• Leverage technology to increase responder capabilities.

Strategy Package #3
<ul style="list-style-type: none">• Replace station 61.
<ul style="list-style-type: none">• Expand capabilities by providing resources to increase responder mental and physical wellness.
<ul style="list-style-type: none">• Increase employee retention by offering superior benefits packages to members when compared to similar agencies.
<ul style="list-style-type: none">• Enhance training to implement minimum standards for common fire and EMS tasks.

Strategy Package #4	
	<ul style="list-style-type: none"> • Replace station 61.
	<ul style="list-style-type: none"> • Expand capability by increasing the number of regionally hosted training courses held at CRFR.
	<ul style="list-style-type: none"> • Implement cancer prevention measures in all aspects of the organization to contribute to the long-term well-being of responders.
	<ul style="list-style-type: none"> • Increase public interaction through enhanced use of diversified media platforms.



Strategic Choice

A decision matrix was used by the department to determine the best package of individual strategies. The process involved evaluating each strategy package against specific criteria, such as cost, feasibility, and acceptance by membership.



The strategic options were then ranked based on total weighted scores. The option with the highest score was considered the most favorable as it met the defined criteria to the greatest extent.

By using a decision matrix, CRFR was able to systematically evaluate and compare the different strategic options, ensuring that the final adopted strategies aligned with its budget, operational capabilities, and member preferences. It ultimately informed CRFR's decision to combine the elements of various strategy packages and determined to pursue a list of appropriate strategies.

Strategies for Colorado River Fire Rescue:

Upgrade, replace, and/or modernize stations to meet current industry standards



Transform staffing levels to meet the service and workload demands of the district.



Reduce cancer and other health risks to personnel.



Grow community risk reduction efforts to decrease the risk to life and property.



Increase the training capabilities of the organization.



Increase member recruitment and retention.



Design and implement an aggressive marketing strategy to brand CRFR locally, statewide, and nationally.



Ensure personnel are equipped with response-ready apparatus and equipment.





Strategy Implementation

The strategy implementation process was the stage where Colorado River Fire Rescue translated the chosen strategies into actionable steps. This involved the identification of programs, allocation of budgets, and the development of policies.

Identification of Programs

Initially, CRFR identified the specific programs that would help achieve the strategic objectives. For instance, if one of the strategies was to improve personnel skills, a corresponding program could be regular training and development workshops. Each strategic goal potentially had one or more programs associated with it.

Allocation of Budgets

Once the programs had been identified, CRFR allocated budgets to each. This involved continuous work with the Board of Directors to determine the financial resources required for each program and ensured alignment with the department's overall budget. The cost-effectiveness of each program was also considered during budget allocation. This step ensured that the department has the necessary funds, or needs to seek supplemental funds and grants, to successfully implement its strategies.

Development of Policies

In parallel with program identification and budget allocation, CRFR will develop policies that support the strategic goals. These policies provide a framework for actions that guide the behaviors and decisions of personnel. The revision/development of these policies are essential for maintaining consistency, setting expectations, and ensuring compliance with regulations. For example, if a strategy involves enhancing operational efficiency, a policy might be developed that outlines standard procedures for equipment usage and maintenance.

As part of the strategic implementation process, Colorado River Fire Rescue developed an action plan for each strategy. These action plans serve as a roadmap that details the specific tasks required for implementation, the timeframe for completion, and the party responsible for each task.

The first step in building an action plan was to break down each strategy into specific tasks. These tasks were the individual actions that needed to be taken to achieve the strategic objectives. For instance, if the strategy is to improve personnel skills, a related task might be to organize a training workshop.



Each task was assigned a specific timeframe for completion. This provided a schedule for implementation and helped ensure that progress would be made in a timely manner. Timeframes can range from short-term (weeks or months) to long-term (years), depending on the complexity and scope of the task.

Responsibility for each task was assigned to a specific party or parties. This could be an individual, a team, or a department within CRFR. Assigning responsibility ensures accountability and clarifies who oversees executing each task.

The implementation plan for Colorado River Fire Rescue Strategies includes (note: the information regarding the specific names with assigned responsibility for tasks has been omitted in this public document):

Strategy: Upgrade, replace, and/or modernize stations to meet current industry standards.	
Station 61 Replacement	
Create a station modernization committee	Q1 FY24
Reach out to departments for ideas	Q2 FY24
Send individuals to design conference	Q2 FY24
Identify/pursue grant and funding opportunities	Q4 FY24
Identify the architect/engineer	Q4 FY24
Finalize Station Location	Q4 FY 24/Q1 FY 25
Determine the Feasibility of moving Admin/Wildland to a central location.	Q1 FY 25
Determine Building Usage, Public Safety vs. Fire only	Q1 FY 25
Finalize Station plans	Q1/Q2 FY25
Submit Requests for Qualifications to contractors	Q2 FY25
Identify contractor	Q3 FY25
Break ground on new Station 61	Q1 FY26
Station 61 Ribbon Cutting	Q4 FY27
Station Modernization	
Create a station modernization committee	Q1 FY24
Reach out to departments for ideas	Q2 FY24
Identify deficiencies in existing stations	Q3 FY24

Retro Fit Station 61	Q1 FY24
Cancer Prevention Upgrades to Stations	Q1 FY 24
Identify/pursue grant and funding opportunities	Q4 FY24
Identify Station Locations/Feasibility Study	Q4 FY 24
Identify station upgrade methodology	Q3 FY24

Strategy: Transform staffing levels to meet the service and workload demands of the district.	
General Staffing	
Add positions required to return staffing to pre-financial hardship levels	Q1 FY24
Complete Standard of Cover (SOC)	Q3 FY24
Create a timeline on staffing levels based on SOC	Q1 FY25
Streamline Organizational Chart to reflect organizational needs	Q1 FY25
Staffing Feasibility Study	Q4 FY 24/Q1 FY 25
District Growth Study	Q4 FY 24/Q1 FY 25
Board Approval for funding of feasibility studies	Q4 FY 24/Q1 FY 25
Wildland Division Staffing	
Identify and pursue grants to support fuel tech staffing	Q1 FY24
Engage stakeholders for additional personal	Q2 FY24
Add staffing for year-round mitigation and initial attack capabilities	Q2 FY25
Add additional engine lead	Q1 FY25

Strategy: Reduce cancer and other health risks to personnel.**Cancer Prevention**

Develop and implement a cancer prevention policy	Q3 FY24
Purchase extrication gear/PPE for all members	Q3 FY24
Maintain and enhance preventative cancer screening	Q1 FY24
Equip apparatus with clean cab features	Q2 FY24
Retrofit stations to support hot, warm, and cold zones	Q3/4 FY26
Promote a healthy lifestyle	Q1 FY24

Strategy: Grow public education, community risk reduction, and prevention efforts to decrease the risk to life and property.**Public Education**

Develop and implement a commercial property inspection/preplan.	Q1 FY25
Conduct community CPR once a month	Q1 FY24
Work with schools to identify the needs of the district and the students	Ongoing
Conduct Public Safety Announcements	Ongoing
Research and identify community risk reduction assessment.	Q3 FY25

Mobile Integrated Health (MIH)

Research systems and structures	Q2 FY26
Identify potential payor sources	Q3 FY26
Develop MIH Job Description	Q4 FY26
Hire MIH Staffing	Q1 FY27

Implement Program	Q3 FY27
Provide training in MIH to crews	Q2 FY27
Wildfire Mitigation	
Create Chipping Program	Q1 FY25
Participate in building zoning and planning when in the WUI	Ongoing

Strategy: Increasing the training capabilities of the organization.	
Training	
Complete a training needs assessment	Q1 FY25
Conduct at least one regional training annually	Q3 FY24
Conduct biannual training with first-responder agencies	Ongoing
Plan and participate in community training exercises	Ongoing
Develop an annual skill proficiency program	Q1 FY25
Ensure full-time members meet ISO requirements	Ongoing
Annual emphasis on operational high-risk, low-frequency events	Q4 FY24
Succession Planning	
Evaluate task books for efficiency	Q1 FY25
Develop Standard Evaluation Guides for all positions	Q2 FY25
Increase engagement in higher education	Ongoing
Enhance opportunities for administrative development	Q1 FY27
Credential Fire Officers	Q3 FY27

Develop a plan to emphasize soft skills	Q4 FY24
-----------------------------------------	---------

Strategy: Increase member recruitment and retention.	
Recruitment	
Gain access to high schools for recruiting	Ongoing
Recruit a total of 20 Vol/PTE members	Q3 FY26
Develop and implement a program to enhance recruitment within the community.	Q1 FY26
Retention	
Maintain a competitive benefits package compared to similar departments	Q3 FY25
Conduct a wage survey	Q3 FY25
Implement cultural surveys	Annual
Develop a retention plan	Q4 FY24

Strategy: Design and implement an aggressive marketing strategy to brand CRFR locally, statewide, and nationally.	
Recruitment	
Identify and implement PIO/marketing plan	Q1 FY25
Pursue feasibility of hiring marketing agency to assist in outreach	Q2 FY26

Strategy: Ensure personnel are equipped with response-ready apparatus and equipment.	
Equipment	
Follow the established capital replacement plan	Q1 FY24

Ensure NFPA compliance with PPE	Ongoing
Purchase ballistic PPE	Q3 FY24
Apparatus	
Follow the established apparatus capital replacement plan	Q1 FY24
Sign purchase agreement for new water tender	Q1 FY24
Submit RFP for new fire engine	Q2 FY24
Sign purchase agreement for new fire engine	Q1 FY25
Submit RFP for new ladder truck	Q1 FY25
Sign purchase agreement for new ladder truck	Q1 FY26



Evaluation & Control



The final step of the strategic planning process is Evaluation and Control. This step is an ongoing process throughout the execution of the strategic plan. It involves tracking the progress of the implemented strategies, assessing the effectiveness, and making necessary adjustments to keep the plan on track.



Evaluation

Evaluation entails gathering information related to success or issues with implementation. This involves both quantitative and qualitative data.

Quantitative data includes key performance indicators (KPIs) such as response times, training completion rates, or budget adherence. Qualitative data, on the other hand, comes from personnel feedback, community responses, or stakeholder reviews.

Methods for gathering this information include surveys, audits, regular reporting, performance

metrics, and feedback sessions. For instance, Colorado River Fire Rescue may conduct a survey among its personnel to assess the effectiveness of a new training program or use performance metrics to measure improvements in response times.



Control

Control refers to the measures taken to adjust the strategic plan and keep it on track. Based on the information gathered through evaluation, CRFR might find that some strategies are not working as expected or that external circumstances have changed, requiring adjustments to the plan.

Control measures may involve recalibrating goals, adjusting budgets, revising policies, or altering programs. For example, if a particular strategy is over-budget but yielding good results, CRFR might decide to allocate more funds to it. Conversely, if a strategy is not delivering the desired outcomes, it may be modified or replaced.

In conclusion, the Evaluation and Control Stage is a crucial part of the strategic planning process and cannot be overlooked. It ensures that the strategic plan remains relevant and effective, enabling CRFR to continually improve its operations and better serve the communities.





Acknowledgements

Colorado River Fire Rescue wishes to formally acknowledge and express appreciation for the significant contributions made by our stakeholders and team members during the strategic planning process.

Alan Lambert – Board Chair/President

Addy Bristol – Board Vice-President

Richard Miller – Board Secretary

Adria Milton- Baker – Board Treasurer

Paige Haderlie – Board Director

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