

10/18/2023

TRUTH-IN-TAXATION  
PUBLIC MEETING





# TNT PUBLIC MEETING AGENDA & INFORMATION

## **INTRODUCTION & AGENDA**

Opening Devotion (non-denominational)

Pledge of Allegiance

Opening Remarks-ACB Chair (R Clayton Huckaby)

ACB Role Call-Board Clerk (Cathye Huckaby)

Presentations as follows:

The function of the Special Service District-Eric Kerns

Public Safety and the Fire Department-John Southwick

Growth and the Five (5) Year Plan-Chief Jim Banks

Truth-in-Taxation Presentation-R Clayton Huckaby

## **PUBLIC QUESTIONS AND COMMENTS**

You are requested to keep your questions and comments to three (3) minutes.

***The Harmony Valley Fire Association provided desserts and refreshments.*** [OBJ]

## **ITEM 1: RAISING TAXES**

Truth-in-Taxation in New Harmony Valley Special Services District

"Truth in Taxation" is a process in Utah designed to ensure transparency in property tax increases and allow taxpayers to weigh in before local entities increase their tax revenues. The process does not necessarily prevent a property tax increase; instead, it provides for public input and ensures that taxpayers are informed about proposed tax hikes.

Here are the critical aspects of Utah's Truth in Taxation law and code:

**Certified Tax Rate:** This tax rate would generate the same revenue for a local entity (like a city or school district) as it received the previous year from existing property. In other words, if the total value of property in an area goes up, the certified tax rate would go down, ensuring that the local entity does not receive a windfall just because property values increased.

**Notices to Taxpayers:** If a local entity wishes to levy a tax rate higher than the certified tax rate (thus collecting more revenue from existing property than the previous year), it must notify taxpayers. This notice will detail the

# TNT PUBLIC MEETING AGENDA & INFORMATION

proposed increase in tax revenues and include the date, time, and location of a public hearing to discuss the expansion.

**Public Hearing:** Any entity proposing to increase its property tax revenues must hold a public hearing, allowing taxpayers to voice their opinions on the matter. This public hearing must be well-advertised in advance.

**Advertisements:** Entities that want to raise property tax revenues must advertise their intentions and the upcoming public hearing in a local newspaper and on the Utah Public Notice Website. The advertisement should include details on the tax increase and its impact on taxpayers.

**Limitations on Increases:** There's a cap (0.000800) on how much a local government entity can increase its budgeted property tax revenues from one year to the next.

**Adoption of the Tax Rate:** Once the public hearing has been held and taxpayers have had a chance to weigh in, the local entity can formally adopt the new tax rate. The rate can be anything up to (but not exceeding) the rate proposed in the notice to taxpayers.

It's worth noting that these procedures make it more transparent and challenging for local entities in Utah to increase property tax revenues. The goal is to strike a balance between local government's needs and taxpayers' ability to understand and have a say in how their tax dollars are used.

## **ITEM 2: ROLE OF THE SPECIAL SERVICE DISTRICT**

The administrative control board of the Special Service District in Utah is a distinct local government entity created to provide specific services within a defined geographic area. The administrative control board of the special service district is established when the services provided in an area exceed what is typically covered by the county or municipality and need specialized administration or funding. For public safety and fire services, the administrative control board of the special service district plays a critical role in many parts of Utah, particularly in areas that may not be covered by a city, county, or town's fire department or need supplemental services.

# TNT PUBLIC MEETING AGENDA & INFORMATION

Role of the administrative control board of the special service district in public safety and fire department:

Provision of services: the administrative control board of the special service district can be created to establish, equip, and maintain a fire department or other public safety services where such services may not exist or need strengthening.

Funding: since the administrative control board of the special service district can levy taxes, they provide a mechanism to fund the specific services they deliver. This includes acquiring equipment, hiring personnel, or building infrastructure.

Coordination: the administrative control board of the special service district coordinates with other local agencies, ensuring that the services are efficient and not redundant.

## **ROLE OF LOCAL TAXPAYERS:**

Funding through taxes: local taxpayers fund the administrative control board of the special service districts through property taxes. An administrative control board of the special service district has the authority to levy a tax within its power to pay for its services.

Public Input: Like any local government decision-making process, the establishment, modification, or dissolution of an administrative control board of the special service district will typically involve opportunities for public input. Residents can voice concerns and support or oppose proposed actions or budgetary considerations.

Beneficiaries of the Services: The taxpayers within the Administrative Control Board of the Special Service District boundary benefit directly from its specialized services, such as enhanced fire protection.

## **OVERSIGHT BY THE STATE OF UTAH:**

Legislative Framework: Utah provides the legislative framework under which the administrative control board of the special service district operates. This includes rules about their formation, governance, powers, and dissolution.

Annual reporting: the administrative control board of the special service district must submit annual financial statements to the state, ensuring transparency and adherence to financial regulations.

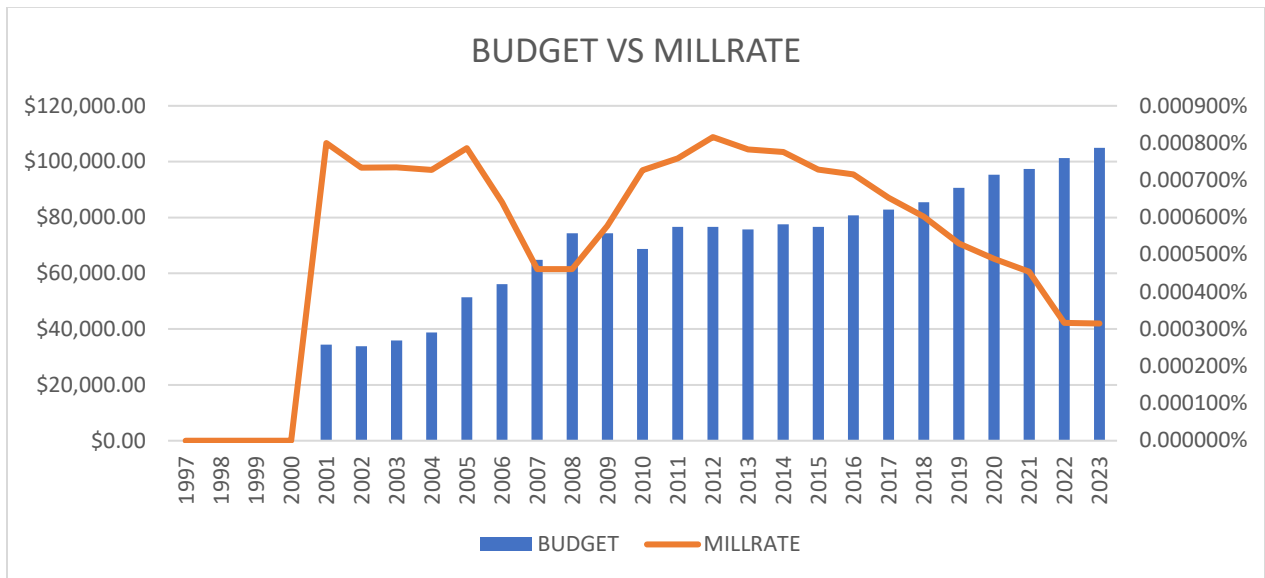
# TNT PUBLIC MEETING AGENDA & INFORMATION

**Auditing:** The state can conduct audits of the administrative control board of the special service district to ensure proper fiscal management and compliance with state regulations.

**Approval Processes:** Approval processes may involve state-level entities depending on the specific actions or changes the administrative control board of the special service district wants to make (like borrowing money).

Overall, Special Service Districts in Utah provide a valuable mechanism for areas to receive specialized services tailored to their unique needs, especially in the context of public safety and fire departments. They ensure that residents in those areas receive essential services and are funded by and accountable to the local taxpayers they serve, all within a framework set and overseen by the state of Utah.

## ITEM 3: HISTORY



### Fire Department Budget:

**1997-2000:** The budget was \$0.00, indicating that the fire department was not funded, or the data might be missing from the County Website records.

**2001-2022:** Starting from \$34,400 in 2001, the budget has generally trended upwards, reaching \$101,268 in 2022. There are minor fluctuations along the way, but the overall trajectory is an increase.

**2006:** The budget for this year is \$56,157, which aligns with the increasing trend between 2005 (\$51,347) and 2007 (\$64,854).

**2023:** The budget is \$104,995, continuing the previous upward trend.

# TNT PUBLIC MEETING AGENDA & INFORMATION

## **MILL RATE:**

1997-2000: The mill rate was 0%, which could indicate no tax or levy was charged, or data might be missing.

2001-2005: The mill rate starts at 0.0008%, the maximum by law in 2001, peaking at 0.000786% in 2005.

2006: The mill rate is 0.000641%, a decline from 2005 but still higher than the figures in 2007 and 2008.

2007-2008: The mill rate drops to 0.000461% and remains consistent for these two years.

2009-2012: The mill rate starts increasing again, peaking at 0.000816% in 2012.

2013-2022: There is a general declining trend in the mill rate, reaching 0.000317% in 2022.

2023: The mill rate is 0.000315%, continuing the declining trend from the previous years.

## **ASSUMPTION:**

**Budget Trend:** The fire department's budget increased from 2001 to 2023. While there are fluctuations in some years, the overall trajectory is upward.

**Mill Rate Trend:** The mill rate started higher in the early 2000s and has shown a general decline in recent years, especially from 2013 onwards.

Considering these observations, it can be inferred that while funding requirements (or costs) for the fire department have increased, the mill rate, which can be seen as a relative taxpayer contribution, has decreased. The decrease in the mill rate could be due to a range of factors, such as a growing tax base, more efficient budget management, the introduction of alternative revenue streams, or conscious policy decisions to ease taxpayer burdens.

The Administrative Control Board agrees to increase the fire department's budget further; nevertheless, we have employed some potential strategies to mitigate the situation.

**Reassess the Mill Rate:** Given the decline in the mill rate over recent years, consider a modest increase. This should be done carefully considering taxpayers' ability to pay and potential implications on local economic conditions.

# TNT PUBLIC MEETING AGENDA & INFORMATION

**Diversify Funding Sources:** Explore alternative revenue streams like grants, donations, or business partnerships. For instance, some fire departments have successfully obtained grants for equipment or training from federal or state agencies.

**Efficiency Audits:** Conduct a thorough audit of current expenses before seeking more funds. Funds can be reallocated to priority areas by identifying inefficiencies or redundancies without necessarily increasing the overall budget.

**Community Engagement:** Engage the community in discussions about the fire department's needs. This can create more public buy-in and understanding, making securing funding through bonds, levies, or other means more accessible.

**Cost Sharing:** Explore potential collaborations with neighboring communities or municipalities. Sharing the cost of expensive equipment or training can allow access to better resources without bearing the entire cost alone.

**Fee-for-Service Models:** Consider charging fees for specific non-emergency services the fire department offers, such as inspections, safety demonstrations, or event standby services.

**Capital Campaigns:** For significant expenses like a new fire station or specialized equipment, consider a capital campaign to raise funds from the community, local businesses, and other stakeholders.

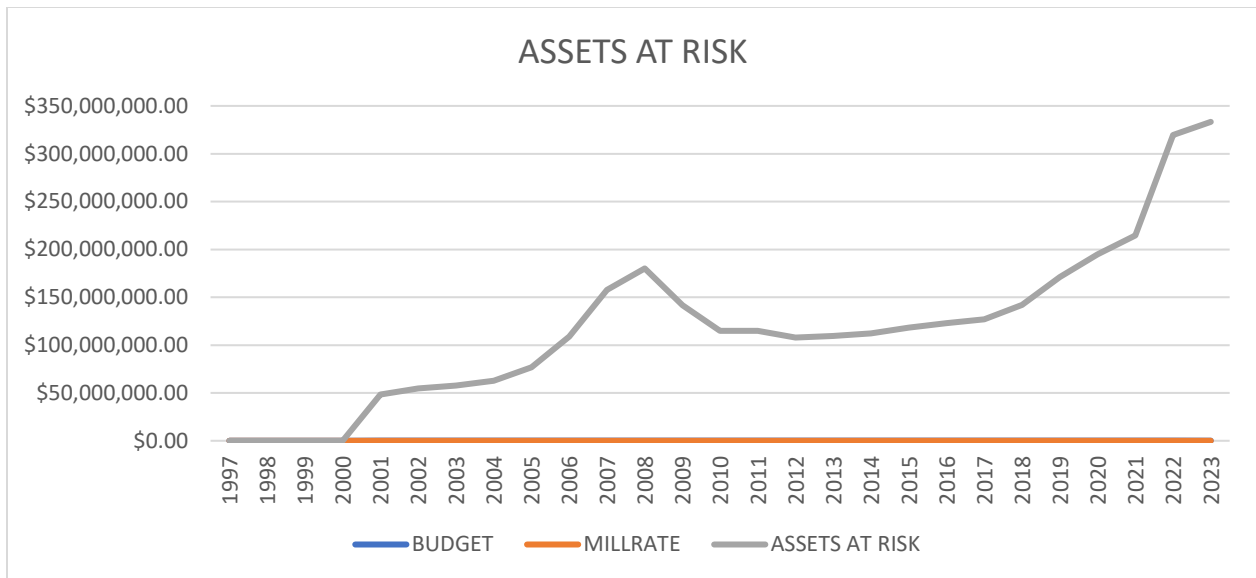
**Review Service Levels:** Ensure that the services provided match the needs and expectations of the community. Adjusting service levels can sometimes lead to cost savings that can be redirected to other essential areas.

The ACB assumes any approach to increasing the budget should be transparent, justified by the needs of the community and the fire department, and communicated effectively to all property owners.

## **ITEM 4: ASSETS AT RISK**



# TNT PUBLIC MEETING AGENDA & INFORMATION



## Real Estate Market Values at Risk:

2001-2004: The values show a consistent rise, indicating an expanding or appreciating real estate market.

2005-2008: There's a significant jump in these years, with the value more than tripling between 2005 and 2008.

2009-2012: A notable decrease and a slight stabilization in the values, possibly indicating a market downturn or a correction.

2013-2023: Starting in 2013, the values show a consistent increase each year, culminating in an incredibly significant jump in 2022.

## Comparative Observations:

**Budget vs. Real Estate Market Value:** The fire department's budget has increased over the years, albeit at a slower rate than the real estate market values at risk. This could mean that as the potential property value at risk increases, the relative budget for fire protection is not keeping pace.

**Mill Rate vs. Real Estate Market Value:** The mill rate has shown a declining trend in recent years, especially from 2013 onwards. This decline is happening alongside an increase in real estate values. This could also mean that even though the potential asset value at risk is increasing, the proportion of tax from property owners is decreasing, possibly due to policy decisions or a growing tax base.

# TNT PUBLIC MEETING AGENDA & INFORMATION

## **POTENTIAL PROBLEMS:**

**Mismatched Growth Rates:** The most significant potential concern is the disparity between the real estate market values growth rate at risk and the fire department's budget. Suppose the budget does not proportionally increase with the value of the properties it is meant to protect. In that case, the department might find it challenging to safeguard the growing assets in the community adequately.

**Declining Mill Rate:** As the real estate market values grow, a declining mill rate means that the fire department might not be capturing a proportional increase in funding from this appreciation.

## **RECOMMENDATIONS:**

**Reevaluate Budget Needs:** It may be crucial to conduct a risk assessment to determine if the current budget adequately addresses the increased values at risk, considering equipment, workforce, training, and other operational needs.

**Mill Rate Adjustments:** Given the increase in real estate market values, a modest increase in the mill rate could help bridge the gap between the budget and the increasing assets at risk. Again, this should be balanced with taxpayer affordability.

**Community Engagement:** Engaging with the community to communicate the importance of adjusting the budget to protect increasing property values can be beneficial.

In conclusion, while both the fire department budget and real estate market values have increased over time, there appears to be a growing disparity between the two. This will undoubtedly lead to inadequate resources for the fire department in the face of rising assets at risk, especially if the trend continues.

---

## **ITEM 5: AGING FIRE DEPARTMENT EQUIPMENT AND WHY IT SHOULD BE REPLACED OR REPAIRED:**

The importance of state-of-the-art fire equipment for the general public's safety can be explained as follows:

1. **Faster Response Times:** Modern fire equipment is designed with efficiency in mind. Quicker deployment means firefighters can reach emergencies faster, potentially saving more lives and property.

# TNT PUBLIC MEETING AGENDA & INFORMATION

2. Improved Fire Suppression: State-of-the-art equipment can tackle fires more effectively, reducing the time a fire burns and limiting its potential to spread.

3. Specialized Equipment for Different Emergencies: Different emergencies require different responses. Advanced equipment means firefighters can address electrical fires, chemical fires, and other specialized situations safely and efficiently.

4. Enhanced Rescuer Safety: Better equipment doesn't just protect the public; it also protects firefighters. This means a decreased likelihood of injury on the job, ensuring a fully staffed and prompt response team.

5. Precision in Emergency Situations: Modern equipment, such as thermal imaging cameras, can detect people trapped in smoky environments or highlight hot spots in walls. This precision can make the difference between life and death.

6. Reduced Property Damage: While the primary goal is saving lives, modern fire equipment also results in reduced property damage. By effectively controlling and extinguishing fires, there's less damage to homes and businesses.

7. Adaptable to Growing Communities: As our valley evolves, so do our fire department's challenges. We have an increased potential for wildfires and structure fires, and they require specific equipment and tactics. State-of-the-art equipment allows our fire department to adapt to these challenges.

8. Improved Communication: Modern communication tools ensure firefighters can remain in constant contact with one another, coordinating their efforts and sharing vital information in real time.

9. Training and Simulation: Today's advanced equipment often comes with simulation and training tools, ensuring that firefighters can train in realistic scenarios. This prepares them better for real-world situations.

10. Public Confidence: Knowing that their local fire department is equipped with the best tools available reassures the public. This confidence can also inspire more community members to support funding and other resources for their fire departments.

In conclusion, state-of-the-art fire equipment plays a pivotal role in ensuring the public's and firefighters' safety. By continually adopting and integrating the latest technology and tools, fire departments can offer the highest level of protection and response to their communities.

# TNT PUBLIC MEETING AGENDA & INFORMATION

## Item 6: Harmony Valley Growth

### **Population Density:**

- 2000: 190 people / 51 square miles = 3.73 people per square mile.
- 2023: 1,273 people / 51 square miles = 24.96 people per square mile.
- Household Density:
- 2000: 69 households / 51 square miles = 1.35 households per square mile.
- 2023: 718\* homes / 51 square miles = 14.08 homes per square mile.

The growth in population density from 2000 to 2021 is from 3.73 people per square mile to 24.96 people per square mile. Similarly, household density has increased from 1.35 households per square mile in 2000 to 14.08 households per square mile in 2021.

This calculation reflects substantial growth over the 21-year period, but the densities are much more reasonable when considering the 51 square miles of the valley.

Conclusion: The growth in both population and housing within New Harmony Valley over the past two decades is notably significant, even when considering the valley's full 51 square miles (about twice the area of Cleveland, Ohio). The density figures now reflect a more spaced and potentially rural or semi-rural setting but indicate an upward trend in the region's development and attractiveness. Given the consistent increase in the district's budget during this time, it's evident that the region has seen economic growth alongside its population and housing expansion. This growth trend is positive from a development perspective, but as earlier, it remains essential to ensure that the quality of life, services, and infrastructure are managed to accommodate this growth. \* County assessor database and the Post Office.

<https://www.city-data.com/zips/84757.html>

## **ITEM 7: PUBLIC INFORMATION**

A list of resources for those wanting to learn more or get involved can be found at [www.nhfd.info](http://www.nhfd.info).

**DRAFT**

**STRATEGIC FIVE-YEAR PLAN  
NEW HARMONY VALLEY SPECIAL  
SERVICE DISTRICT-FIRE  
DEPARTMENT  
2024-2029**



***1388 S OLD HWY 91 NEW HARMONY, UTAH***

# DRAFT

## INTRODUCTION

*The New Harmony Valley Special Service District Fire Department* is committed to improving our community's fire safety and emergency services. Our five-year Plan will ensure we can meet the needs of our citizens now and in the future. In the next five years, our goal is to:

- 1) Upgrade and expand our emergency response infrastructure, including a new fire station and vehicles.
- 2) Invest in our volunteer firefighters by providing additional training and continuing education opportunities.
- 3) Pursue partnerships with local businesses and organizations to strengthen our ability to respond to emergencies.
- 4) Improve public safety by providing educational programs to our citizens regarding fire safety and prevention.
- 5) Enhance our financial stability by increasing revenue through regular mill levy increases, grants, bonds, and other funding sources.
- 6) Utilize state-of-the-art technology to improve our efficiency and effectiveness.
- 7) Strengthen our relationships with neighboring fire departments to ensure mutual aid during emergencies.
- 8) Review and consider merging our resources with neighboring Districts and/or Fire Departments to sustain our effectiveness in the future.

The New Harmony Valley Special Service District Fire Department is committed to providing our citizens with the best possible emergency services. Our five-year Plan will ensure we can meet the needs of our community now and in the future. By investing in our infrastructure, volunteer firefighters, and technology, we will be able to provide a higher level of service to the citizens of New Harmony Valley.

The New Harmony Valley Special Service District in Washington County, Utah, is a unique government entity that provides services to the local community. The district was by a resolution created by Washington County in 1997 to provide essential services such as fire protection to the area. Over the years,

# DRAFT

the district has grown to encompass more than fifty-one square miles, including the incorporated town of New Harmony and the larger unincorporated community known to some as Harmony Valley. An Administrative Control Board of five residents are elected or appointed when necessary for four years. The ACB oversees the district's operations, sets service rates, and decides the budget. The New Harmony Valley Special Service District is integral to the local community, providing essential services for the area's residents and businesses.

## MESSAGE FROM THE CHAIRMAN

As Chairman, I am honored to serve the district, and as such, I am pleased to introduce our Five-Year Strategic Plan, 2024 – 2029. The New Harmony Valley Special Service District involves all volunteers comprised of the ACB and Fire Department it manages. This Five-Year Strategic projection represents a collaborative approach that includes internal and external stakeholders who provide input between our Fire Chief and ACB members. The results establish a written document and a management tool used annually to ensure that, as a department, we remain committed to our core values, mission, and philosophy of continuous improvement.

The district and fire department uses a data-driven approach to projections, which allows our activity to identify areas of deficiency early and then implement a results-driven approach to improving our delivery of service. This Plan and the incorporated goals are the foundation for a meaningful and measurable approach to advancing our organization by enhancing our service model and supporting our volunteer firefighters. Furthermore, because of the direct correlation between this Plan and the district's budget process, our citizens will surely realize increased accountability and transparency.

This Plan is a fluid document that takes a unified, purpose-driven, and performance-oriented approach to problem-solving and will serve as an organizational blueprint as we set priorities, goals, and resources to focus our efforts on a common goal. Upon implementation of this Plan, we are committed to measuring the performance through an evaluation of outcomes to ensure we are on course with our intended purpose to protect our community and our volunteer firefighters.

R CLAYTON HUCKABY  
CHAIRPERSON

**DRAFT**

## **FINANCING**

We are proud that the Administrative Control Board has been actively funding and operating our fire department since 1997. However, as our community has grown, so have our needs. We understand that uninhibited growth can pose a severe threat, so we are committed to providing our residents with safe and efficient fire and medical services. Despite our best efforts, we currently face budget shortfalls that donations do not cover. We have applied for grants and continue working hard to secure funding, but we know this is only a temporary solution. Our goal is to provide our residents with the highest quality fire and emergency services possible. To achieve this, we will be submitting a request for a Mill Rate/levy increase in 2024 of \$50,000 or 47.62% the first year and two (2) percent increase every year after that for the next four years or until such time as our district can build up a substantial reserve to accommodate our projected requirements. While this may seem like a solution, any major capital expenditure may require a Bond Issue to realize our intended goals and this increase would cover the debt service payment. Should we discover that our district is eligible to render bonds either through the special service district or the local building authority we would merely hire the services of a municipal bond company such as Zion's Bank and they would be paid on contingency of the district obtaining approval for the bond.

## **ORGANIZATIONAL RESPONSIBILITIES**

The Organizational responsibilities of New Harmony Valley Special Service District Fire Department consists of an administrative control board, a fire chief, and an office manager. The administrative control board is responsible for overseeing the financial and general mission of the fire department. This board is responsible for setting the annual budget, appointing a Fire Chief,



# DRAFT

and determining in concert with the fire chief the overall direction of the fire department. The Chairperson of the ACB, besides conducting monthly board meetings, is primarily responsible for being the public face of the district. They will conduct all public meetings, network with other districts and agencies and represent the district at all local, county, and state functions. Another board member will be designated as treasurer and oversee the budget for the district with the assistance of a local CPA firm in coordination with the office manager. Moreover, a third board member or in our case the office manager will function as board clerk to ensure custodianship of recordings of all public meetings. However, all board members can and will be requested to perform additional duties when it is determined that these duties are to facilitate the overall mission of the organization.

The fire chief is responsible for all operational matters in the department. This includes determining the number of volunteer firefighters, the equipment needed, and the training and certification requirements. The fire chief also supervises the operations of the department, including responding to incidents, conducting drills, and providing public education. The office manager is responsible for managing the administrative functions of the department, including budgeting, and purchasing. This person also works with the fire chief to ensure that all personnel are trained and certified.

**DRAFT**

# **HARMONY VALLEY FIRE DEPARTMENT FIVE YEAR STRATEGIC PLAN 2024-2029**



## **INTRODUCTION**

The Harmony Valley Fire Department is an all-volunteer agency providing fire suppression, prevention, and emergency medical service. The Fire Chief supervises the Department under the direction of the district's administrative control board. Additional volunteer firefighters include seventeen (17) Firefighters/EMS and one office manager support staff. Two fire stations are in operation throughout the community, responding to calls 24/7.

In developing this Strategic Plan, department personnel contributed and identified key factors that affect the organization's performance and established goals to keep the department operating at maximum efficiency.

# DRAFT

Concerns primarily expressed by the volunteer firefighters centered on the increased call volume,

In addition to seeking volunteer firefighters' input, the Strategic Projections Team recruited the efforts of external stakeholders such as the Harmony Valley Fire Association, a nonprofit organization dedicated to raising donations and support for the volunteers of our fire department, bringing the community's perspective into consideration by including residents. This group's input was utilized to establish goals that enhance the mission of serving and protecting the community by delivering excellent fire service. Overwhelmingly, the group provided positive feedback about their perception of the Department. Concerns expressed included maintaining and/or improving response times, continuing a full-service fire and emergency medical service section, and training the workforce, and ensuring the department has the necessary equipment to accomplish its tasks.

Working with the results of the above processes, the assessment team established the following goals with corresponding objectives for the Fire Department precisely and for the Public Safety, volunteer firefighters, and staff at large. It is the intent of the Strategic Projections Team to review this document annually, ensuring that benchmarks are being met and that the purpose of the Plan is being accomplished. This Plan is a flexible document subject to adjustments as needed to complete the mission, with any fiscal impact determinations being brought to the Administrative Control Board for approval. The following goals have been selected to accomplish the needs of the community and volunteers.

## **FIRE DEPARTMENT PLANS GOALS/OBJECTIVES**

**GOAL #1- DEVELOP AND SUSTAIN A VOLUNTEER WORKFORCE.**

**Objective 1.1** *Analyze the current volunteer firefighters' levels and forecast the needs of the Department to maintain the service level objectives set forth by NFPA standards and the ACB.*

# DRAFT

## **Strategy 1.1.1**

Conduct an annual volunteer firefighter's staffing analysis based on NFPA 1710 standards and community growth/demand. Recommending engaging (6) Firefighter/Paramedics by 2025.

## **Strategy 1.1.2**

Annually research and apply for alternate funding sources. 2022 FEMA Safer Grant submitted for additional firefighter funding. Status Unknown.

## **Strategy 1.1.3**

Make volunteer firefighter recommendations to the ACB consistent with the findings of the volunteer firefighters' staffing analysis.

Timeline: Annually

Estimated Cost Projections:

**Objective 1.2** *Analyze recruitment and retention efforts for volunteer firefighters to maintain service level objectives.*

## **Strategy 1.2.1**

Analyze recruitment and retention efforts of other agencies throughout the state and nation.

## **Strategy 1.2.2**

Develop network for promoting and advertising the benefits of working for Harmony Valley Fire Department.

## **Strategy 1.2.3**

Develop cadet program enrollment at high school/Church and community for recruitment of young personnel in the fire service.

## Strategy 1.2.4

*Complete a department wide volunteer firefighters' analysis to determine minimum volunteer firefighter levels during specific times of the day and shift schedules, if feasible, that are adequate to maintain the service level objectives set forth by the ACB, community growth, and demand for service.*

Timeline: Annually

Estimated Cost Projections:

# DRAFT

**Objective 2.1** Evaluate *nursing homes, assisted living, and rehabilitation facilities to determine the impact on services.*

**Strategy 2.1.1**

Analyze department data to determine call-out volume per bed, per year for all assisted living, nursing, and rehabilitation facilities.

**Strategy 2.1.2**

Analyze type of calls and response made to facilities.

**Strategy 2.1.3**

Determine the fiscal impact of these types of facilities on department operations.

Timeline: Annually      Estimated Cost Projections:

## **GOAL #2-** ANALYZE, MODIFY, AND DEVELOP AN EMS SYSTEM

**Objective 2.1** Evaluate *the effects of an increasing population within the community on services.*

**Strategy 2.1.1**

Analyze census predictions of future residents.

**Strategy 2.1.2**

Evaluate the current workload on existing services.

**Strategy 2.1.3**

Identify future service needs and effects of increased workload.

Timeline: Monthly      Estimated Cost Projection

# DRAFT

**Objective 2.2** *Analyze the Need for Community Paramedic Program within New Harmony Valley.*

**Strategy 2.2.1**

Research state and national laws regarding the implementation of a Community Paramedic Program.

**Strategy 2.2.2**

Conduct cost analysis associated with a Community Paramedic Program implementation.

**Strategy 2.2.3**

Evaluate and analyze the benefits of a Community Paramedic Program.

Timeline: Monthly

Estimated Cost Projections:

## **GOAL #3**-MAINTAIN A HIGH LEVEL OF SERVICE TO THE COMMUNITY THROUGH THE MAINTENANCE AND ACQUISITION OF PHYSICAL RESOURCES

**Objective 3.1** *Analyze the need for a new fire new station, or addition to Kolob Station. Evaluate facilities maintenance schedule and Capital improvement needs of the fire facilities.*

**Strategy 3.1.1**

Work with ACB to establish a Capital Improvement Plan for all fire facilities.

# DRAFT

## **Strategy 3.1.2**

Identify potential repair priority issues whether vehicle or facilities.

## **Strategy 3.1.3**

Budget for unexpected capital repair expenses.

## **Strategy 3.1.4**

Hire and complete an Impact Fee Study to fund capital improvements.

## **Strategy 3.1.5**

Sign a contingency contract with Zion's Bank to research and if feasible apply for and manage a bond for capital improvements.

Timeline: Ongoing

Estimated Cost Projections:

**Objective 3.2** *Review recommended fleet replacement schedule and replace or recondition vehicles according to NFPA standards and maintenance recommendations.*

## **Strategy 3.2.1**

Provide recommendations to ACB to determine departmental needs for each fire apparatus.

## **Strategy 3.2.2**

Receive bids on prospective apparatus according to replacement needs and evaluations.

Timeline: Annually

Estimated Cost Projections:

**Objective 3.3** *Inventory and evaluate equipment in need of replacement or upgrade.*

# DRAFT

## **Strategy 3.3.1**

Inventory all station apparatus tools and equipment.

## **Strategy 3.3.2**

Identify outdated/damaged equipment and present that report to the ACB.

## **Strategy 3.3.3**

Research new equipment and provide needs assessment for New Harmony Valley Fire to the ACB.

Timeline: Semi-Annually

Estimated Cost Projections:

## **GOAL#4-ENSURE CORE PROGRAMS MEET SERVICE DELIVERY DEMANDS**

**Objective 4.1** *Evaluate and monitor the training program to ensure all requirements are met with the State of Utah, OSHA, NFPA, and Department standards.*

### **Strategy 4.1.1**

Evaluate the current delivery of EMS and fire continuing education and make recommendations for changes to the system.

### **Strategy 4.1.2**

Establish personnel evaluations for the Department and a system to track progress. Utilize the assessment to highlight successes and identify weaknesses.



# DRAFT

## **Strategy 4.1.3**

Develop and publish a fire mitigation procedure for single-family houses, outbuildings, and wildfires.

Timeline: Annually

Estimated Cost Projections: \$4000

**Objective 4.2** Evaluate *and monitor Fire Prevention activities.*

## **Strategy 4.2.1**

Collect data on residents and businesses which utilize department-provided training - extinguisher, CPR, and car seat checks.

## **Strategy 4.2.2**

Identify needs and establish a program to educate and deliver high-quality programs to the public.

Timeline: Annually

Estimated Cost Projections:

**Objective 4.5** Evaluate *Best Practices for the Department.*

## **Strategy 4.5.1**

Establish a list of changes/improvements made through the Best Practice process to date.

## **Strategy 4.5.2**

Identify resources needed to complete the process.

## **Strategy 4.5.3**

Identify resources needed to begin bringing the department up to best practices standards.

**Objective 4.6** Improve *response times by leveraging technology that reduces reaction time.*

# DRAFT

## **Strategy 4.6.1**

Purchase an infrared Drone to assist in mitigating fire evaluations and planning.

## **Strategy 4.6.2**

Timeline: Annual

Estimated Cost Projections: \$10,000

# **GOAL#5-ENHANCE PROGRAMS TO ADDRESS IMMEDIATE AND LONG-TERM MENTAL HEALTH, PHYSICAL HEALTH, AND WELLNESS ISSUES OF OUR VOLUNTEERS**

**Objective 5.1** Evaluate *a yearly physical program*.

## **Strategy 5.1.1**

Identify needs and benefits of a program.

## **Strategy 5.1.2**

Develop program guidelines/policy.

## **Strategy 5.1.3**

Evaluate the fiscal impact of a program.

## **Strategy 5.1.4**

Purchase PPE Washer/Extractor Equipment to remove harmful chemicals.

Timeline: Annually

Estimated Cost Projections: \$30,000