

Colchester Hayward Vol. Fire Co.

Established in 1854

Dear Brothers and Sisters,

2/8/09

The purpose of this letter is to inform you of the Department and Company's attempt to formulate and develop a strategic plan for our organizations. In a nutshell, the strategic planning process will help us map out where we plan to be in the next 5-15 years and identify the actions and steps necessary to get us there. Change is never easy and this process will involve a lot of work. We need and expect input from every member possible regardless of how long you have been here, from cadets to chiefs, groaners to grunts, and our customers, the citizens of Colchester to be successful.

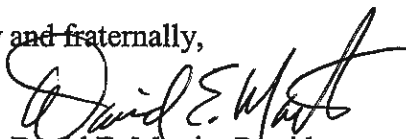
What do we need from you?

- Most of all, as stakeholders, we need your involvement in this process from start to finish.
- We will solicit members to participate in focus groups to help us better define the issues facing the organizations.
- We want truthful, candid input. The chief officers have guaranteed that there will be no retribution for members offering legitimate opinions (no personal attacks) on the various issues and policies in the organizations. This honest feedback will be critical to the success of this whole process; we can not address what we do not identify.
- Your patience, this process is likely to take in excess of a year to complete, possibly up to two. Doing it right is far more important than doing it quickly.

So we look forward to working with ALL of you on this important process over the next several months. Meetings will be held monthly, on the Sunday before each monthly meeting and we invite and encourage all members to attend, regardless of experience or seniority in the organization.

If there any questions, feel free to contact any department/company officers. We are here to support you and need you to support this process.

Sincerely and fraternally,


David E. Martin, President


Walter Cox, Chief