

# Unified Fire Authority Strategic Plan

2018 - 2021



*"Consistency with the right strategic plan is the ultimate key to success.  
Yesterday's action would never make up for today's procrastination."*

— Edmond Mbiaka

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# Vision - Mission - Values

## **Vision:**

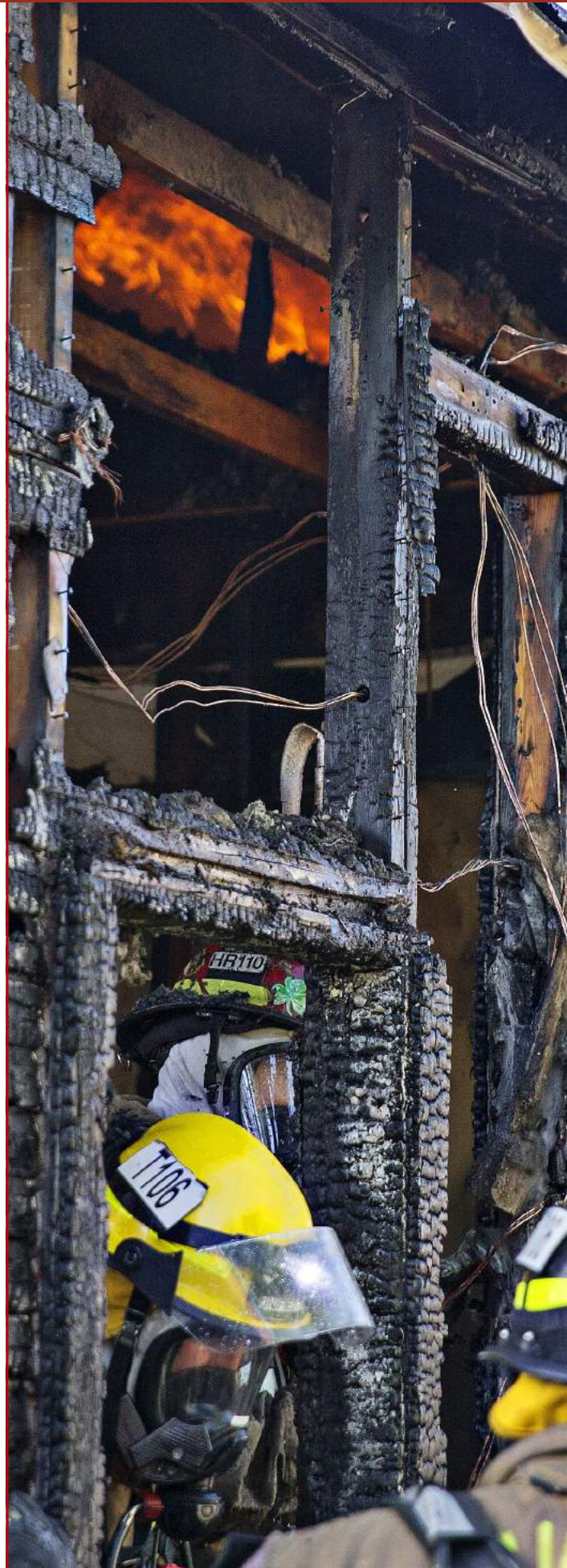
To enhance and protect the safety and well-being of our community.

## **Mission:**

To save lives, protect property, and strengthen community relationships with professionalism, courage, and dedication.

## **Values:**

- ♦ **Integrity** – We are honest, trustworthy, and accountable. Honor guides our actions.
- ♦ **Professional** – Professionalism is the culmination of competence, knowledge, resourcefulness, quality, attitude, and cooperation related to how we provide our services within the community and at all levels of the organization. This professionalism allows us to appropriately interface with each other and the public. Being professional also encapsulates the goal of doing right and being nice.
- ♦ **Respect** – Valuing each other and acknowledging the diversity and worth that is inherent within all individuals.
- ♦ **Accountable** – Being accountable to each other, to the organization, and to the citizens whom we serve is a fundamental value and will allow us to make the best decision: be it fiscal, procedural, ethical, or moral.
- ♦ **Teamwork** – We each bring our own skills and experience, yet we recognize that we are better together. We support and depend on each other to achieve our goals—both as an organization and as individuals. Synergistic interactions are critical. This also includes communication, both vertically (up and down) and laterally.
- ♦ **Dedication** – Dedication is a commitment not only to the duties of a firefighter, but also to each other as a team, to the citizens which we serve, and propels us forward in becoming the most competent professionals.
- ♦ **Courage** – Courage and bravery are the foundations of our character. Bravery is the ability to overcome fear through fortitude, instinct, compassion for others, and training. Courage is the ability to act at all times with integrity and showing the fortitude to operate effectively under any condition.





# Purpose

The purpose of this paper is to provide an update with respect to the Strategic Planning processes to date, and to encapsulate the categories, goals and outcomes statements recently proposed to the Board of Directors and the organization.

# Plan

In late 2016, Unified Fire Authority administration recognized the need of updating the organizational Strategic Plan – previously created in 2006. Under the direction of the Board of Directors and Chief Dan Petersen, the Strategic Planning committee has worked in conjunction with administration, UFA personnel, and stakeholders to identify potential goals, outcomes, and action items for the organization.

Following several internal and community SWOC (Strengths, Weaknesses, Outcomes and Challenges) analysis meetings, over 100 data points were collected. From the information obtained, six strategic categories were created, along with corresponding goals and anticipated outcomes – with an intended completion date of three years from the time of full adoption.

Finally, UFA believes the goals, outcomes and action-items contained herein match the intent as outlined in Best Practices for Good Management, as prepared by the Office of the Legislative Auditor.

# Process

There are many steps involved in the formation of a strategic plan. Below is a general summary of the processes, actions taken, and items to be addressed:

- ♦ Internal and External SWOC Analysis – Capturing the Data
- ♦ Categories, Goals and Outcomes Identified and Adopted
- ♦ Division Ownership of Outcomes – Formulating Action-Items
- ♦ On-Going Project Management – Action-Items, Funding and Timelines

In early 2017, members of Command Staff and the Strategic Planning Committee met with community stakeholders and station crews throughout the jurisdiction. Collectively, they provided over 100 specific insights. From these, six overarching categories were identified – resulting in the following organizational goals.

## 1-Best Practices

**Establish best practices that ensure UFA is operating effectively and efficiently to both minimize the risks in the community and provide value for our member agencies.**

## 2-Capital Plan

**Establish a realistic long-range capital plan to maintain and replace UFA fleet, facilities, and equipment.**

## 3-Culture and Pride of Ownership

**Ensure that UFA staff continue to value the importance of being nice, competent and professional when engaging with the community.**

## 4-Professional Development

**Ensure personnel are provided a clear picture of what constitutes exceptional performance for their current position and identifies professional growth opportunities to prepare for future positions in the UFA.**

## 5-Stakeholder Engagement

**Ensure UFA is providing meaningful communication and interaction with stakeholders to establish partnerships in the reduction of risk and to provide increased opportunities for them to engage in discussions on service delivery.**

## 6-Employee Investment

**To value human capital and ensure the well-being of our personnel.**



In conjunction with the original data received and the defined goals, UFA will strive to realize the following outcomes over the course of the next three years.

## 1-Best Practices

- A. Board and organizational policies are established, easy to find and effective
- B. Best rate possible achieved for all loans
- C. Budget processes, document, and audit findings are in compliance with GASB
- D. The budget document incorporates the strategic plan, performance measures, and Outcomes
- E. Member fee structure adopted
- F. Board structure and governance reviewed and adopted by the UFA Board of Directors
- G. Strategic plan reviewed annually with action items that drive the budget process
- H. Member joining and separation processes are reviewed and revised as necessary
- I. Baselines and benchmarks for organizational performance measures established and routinely reported
- J. Grant proposals drafted and submitted effectively
- K. Community satisfaction survey is completed that measures the value, trust and reputation of the UFA
- L. Organizational programs evaluated for effectiveness and sustainability
- M. Revenue streams and expenditures are reviewed annually to ensure sustainability
- N. Gaps in coverage are identified and closed
- O. Standards of Cover is established that defines service delivery including: staffing models and service levels that effectively reduce the risk in the community
- P. ISO rating reviewed and enhanced if possible
- Q. Turnout times and dispatch call processing times are within national standards
- R. New CAD established and evaluated for operational effectiveness
- S. Critical Operational performance protocols are adopted by UFA and throughout the region
- T. Operational actions meet or exceed industry standards respective to EMS patient outcomes
- U. Interagency command and control-level training program developed (LE, PW, Fire, etc.)
- V. Performance measure comparison between UFA, valley agencies, and like-size agencies completed

## 2-Capital Plan

- A. Preventative maintenance programs are established
- B. Ten or greater year apparatus and equipment capital plans are established and funded
- C. Twenty year facilities needs assessment completed and reviewed annually

### 3-Culture and Pride of Ownership

- A. Personnel are trusted by the public to do the right thing and enjoy working in the community
- B. Public interaction continually reveals professional personnel, polished apparatus, and presentable facilities
- C. Personnel are continually striving for excellence
- D. Interactions between each other and the public are positive and friendly
- E. Internal communications are maintained and enhanced (i.e. Command Staff minutes, Chief's video)

### 4-Professional Development

- A. A professional development plan is in place
- B. Promotional practices are reviewed and conducted to ensure a fair and objective process
- C. Formal leadership training focused on UFA leader expectations is delivered
- D. A mentorship program for the development of interested personnel is in place
- E. Leadership competencies are established and integrated into leadership training and job descriptions
- F. Personnel appraisal system is revised to ensure accurate feedback on performance and opportunities for improvement

### 5-Stakeholder Engagement

- A. Projections and plans for growth potential within UFA service area are identified
- B. Liaison program further defined and relationships within all jurisdictions solidified
- C. On-boarding instruction for new Board members and annual refresher for concurrent Board members established
- D. City and township roles and responsibilities identified in regard to Emergency Management
- E. City and township staff engaged in UFA service level discussions
- F. Interaction with legislators and elected officials are effective
- G. CERT program evaluated and revised as necessary
- H. Private sector risk reduction programs are evaluated (i.e. Kennecott, Overstock, Rio Tinto, etc.)
- I. UFA branding formalized, marketing plan established, and media relations strengthened
- J. Public outreach programs are enhanced and needs of the communities are being met
- K. Websites and social media are being utilized effectively
- L. Outreach and training plans for public sector completed – planning commissions, economic development, etc. (Envision Utah, Wasatch Front Regional Council, SLCo Regional Economic Development)



## 6-Employee Investment

- A. The Board acts to establish competitive wage and benefit packages
- B. Health and wellness programs are established
- C. The Board acts to promote employee retention
- D. Annual retirement education is offered to employees (finance, lifestyle, etc.)
- E. Recognition for outstanding achievement of employees formalized
- F. Educational opportunities for Operations and staff personnel are reviewed and policies established
- G. General Staff and liaisons received education on UFA governance and Special Service Districts
- H. Financial planning education is provided to new employees



## ■ July 2018

### Office of the Chief/Administration/Planning

- ✓ Professional Development Plan formulated and adopted by the organization in July 2018 (Outcome 4-A).

### Safety

- ✓ Research best practices in connection to behavioral and physical health and wellness programs by July 2018 (Outcome 6-B).

### Human Resources

- ✓ Thoroughly review all recruitment, promotion and selection policies by July 2018; develop new policies that outline the modified practices and provide guidelines for selection of employees that are clear, fair and objective (Outcome 4-B, PM).
- ✓ Follow the adopted schedule for wage comparison studies for civilian positions beginning July 2018 (Outcome 6-A, PM).

### Information Outreach

- ✓ Design and construct an onsite (EOC) studio to assist in creating higher quality, more consistent videos to improve internal communication by July 2018 (Outcome 3-E).
- ✓ Launch and produce a new monthly Chief's video at the start of each month to outline upcoming
- ✓ Restructure UFA Customer Service Committee by July 2018 (Outcome 6-E).  
important items and initiatives by July 2018 (Outcome 3-E).

### Fire Training

- ◆ Ensure Operations utilization of new Valley Training Alliance Tactical Worksheet by July 2018 (Outcome 1-T).
- ◆ Schedule joint training Command Training Center (CTC) events in conjunction with Emergency Operations Center, Incident Management Teams and Military (HRF, 85<sup>th</sup>, Special Operations) by July 2018 for the next calendar year (Outcome 1-V).
- ◆ VTA Multi-Jurisdictional Live Fire Training scheduled for one day a week during the calendar year by July 2018 (Outcome 1-V).

### Wildland

- ✓ Submit all bills to the State of Utah within fourteen days of assignment completion starting July 2018 (Outcome).

### Urban Search & Rescue

- ✓ Upgrade Program Manager from current Captain level leadership to Division Chief by July 2018 (PM). USAR
- ◆ Review all current Agreements and MOU's and update as necessary by July 2018 (Outcome 1-T).  
*Moved to September 2018*

### Emergency Management

- ✓ Reclassification and increase of Special Projects Coordinator by July 2018 (Outcome 6-A).

### Operations

- ✓ Begin development of Minimum Operational Performance Standards by July 2018 (Outcome 1-T).
- ✓ Improve transport capability by implementing Peak-Load Units by July 2018 (Outcome 1-O).



## ■ August 2018

### Office of the Chief/Administration/Planning

- ✓ Draft a new inter-local agreement for the Board of Directors to consider by August 2018 (Outcome 1-F).

### Safety

- ✓ Explore and expand outreach/networking opportunities within private sector health and safety industry, such as the Utah Safety Council by August 2018 (Outcome 5-H).

### Records/Compliance

- ✓ Work with Operations to identify and improve on Fire Record Reporting to ensure compliance and identify performance measures by August 2018 (Outcome 6-F).

### Information Outreach

- ◆ Develop a media outreach plan by August 2019 (Outcome 5-I). *Moved to September 2018*
- ◆ Develop RFP and procure new 3rd party vendor by August 2018 to rebuild the UFA website (Outcome 5-K). *Moved to September 2018*
- ◆ Develop employee recognition strategic plan and calendar by August 2108 (Outcome 6-E). *Moved to September 2018*
- ◆ Strengthen CERT 'Train the Trainer' program by August 2018 (Outcome 5-G).

### Finance

- ✓ Create a more effective process for contract, RFP and RFQ submission by August 2018 (Outcome).

### Wildland

- ◆ Establish tracking procedures to account for UFA Participation in the State of Utah Catastrophic Wildland Fire Reduction match program by August 2018 (Outcome). *Moved to September 2018*
- ◆ Implement tracking procedures to record training provided by the Division to UFA Operations, seasonal employees and the Valley Training Alliance by August 2018 (Outcome). *Moved to September 2018*
- ◆ Track project work, training and educational and information outreach hours completed in fulfilling the requirements of State of Utah Catastrophic Wildland Fire Reduction Policy by August 2018 (Outcome). *Moved to September 2018*

### Information Technology

- ◆ Train Biotech personnel, and part-time Zoll Technicians, to perform preventative maintenance on our Zoll monitors and equipment by August 2018 (Outcome 2-A).
- ◆ Create performance baselines and benchmarks using a satisfaction survey and ticket-tracking software by Aug 2018, and show improvement by tracking helpdesk ticket completion-times by June 2019 (Outcome 1-I & PM).

### Emergency Management

- ✓ Continue to expand S.A.F.E. in public awareness and education and exercises – First advertising campaign implemented by August 2018 (Outcome 5-J & 5-L).

## ■ September 2018

### Office of the Chief/Administration/Planning

- ♦ Establish a process for new member cities to join the UFA and existing member entities to separate by September 2018 (Outcome 1-F).
- ♦ Establish a mentor program and revise position task books in connection to the Professional Development Plan by September 2018 (Outcome 4-D).
- ✓ Establish annual refresher training for Board members by September 2018 (Outcome 5-C).

### Human Resources

- ✓ Provide review and feedback to assist in the issuance of the Professional Development Plan by September 2018; modify internal recruitment and promotional processes to incorporate the plan, as well as adopted leadership competencies, as vacancies occur (Outcomes 4-A , 4-E).

### Special Enforcement

- ✓ Integrate Tactical Bomb Tech program to SWAT Teams served by UFA by September 2018 (Outcome).

### Finance

- ✓ Further expand and improve UFA budget document by September 2018 in an effort to achieve the GFOA Award for Distinguished Budget (Outcomes 1-C, 1-D).

### Wildland

- ✓ Implement the Individual Development Plan to provide a map and course of action to aid in employee training and development. Connect this to annual employee evaluations by September 2018 (Outcome).
- ✓ Establish tracking procedures to account for UFA Participation in the State of Utah Catastrophic Wildland Fire Reduction match program by August 2018 (Outcome). *Moved from August 2018*
- ✓ Implement tracking procedures to record training provided by the Division to UFA Operations, seasonal employees and the Valley Training Alliance by August 2018 (Outcome). *Moved from August 2018*
- ✓ Track project work, training and educational and information outreach hours completed in fulfilling the requirements of State of Utah Catastrophic Wildland Fire Reduction Policy by August 2018 (Outcome). *Moved from August 2018*

### Urban Search & Rescue

- ✓ Exercise all phases of the five mobilization modules for measurement of task force abilities, and identify areas of improvement by September 2018 (Outcome 1-T).
- ✓ Review all current Agreements and MOU's and update as necessary by July 2018 (Outcome 1-T). *Moved from July 2018*

### Emergency Management

- ✓ Provide successful oversight of Combine Coordinated Terrorist Attack (CCTA) grant for performance period ending in 2020 by hiring an Intelligence Specialist in July 2018 (Outcome).

### Information Outreach

- ✓ Develop a media outreach plan by August 2019 (Outcome 5-I). *Moved from August 2018*
- ✓ Develop RFP and procure new 3rd party vendor by August 2018 to rebuild the UFA website (Outcome 5-K). *Moved from August 2018*
- ✓ Develop employee recognition strategic plan and calendar by August 2108 (Outcome 6-E). *Moved from August 2018*

## ■ October 2018

### Office of the Chief/Administration/Planning

- ◆ Identify a process to track and project growth in UFA service areas that allows Operations to evaluate future needs by October 2018 (Outcome 5-A).

### Safety

- ✓ Identify implementation plan for behavioral and physical health and wellness program by October 2018 (Outcome 6-B).

### Human Resources

- ✓ Schedule a Wills-for-Heroes session in the fall of 2018 and provide for an annual session in subsequent years (Outcome 6-H).
- ✓ Administer promotional examination for Battalion Chief in October 2018 utilizing third-party developers and administrators and establish the two-year promotional list (Outcome 4-B, PM).
- ✓ Identify opportunities to increase the value of feedback provided to promotional examination participants prior to the administration of the Battalion Chief examination in October 2018 (Outcome 4-B, PM).
- ✓ Revise and deploy methods to obtain feedback from promotional examination participants and evaluators regarding the perceived objectiveness, fairness and validity following the Battalion Chief examination in October 2018 (Outcome 4-B).

### Information Outreach

- ◆ Create an RFP to select a 3rd party research vendor for the purpose of developing a questionnaire that is administered to a representative portion of UFA customers by October 2018 (Outcome 1-K).

### Finance

- ✓ Assist in formulation of apparatus and equipment capital plan and coordinate funding for approved capital plan apparatus and equipment by October 2018 (Outcome 2-B).

### Wildland

- ◆ Complete Community Wildfire Protection Plan for Salt Lake County by Fall of 2018 (Outcome).

### Fire Prevention

- ◆ Initiate a fire inspection pilot program by a hazard assessment of businesses in our district by October 2018 (Outcomes 1-Q, 5-H).

### Urban Search & Rescue

- ✓ Seek out other training and exercise partnerships within Department of Defense communities by October 2018 (Outcome 1-T).
- ◆ Conduct Rescue Specialists Structural Collapse Specialists course by October 2019 (Outcome 1-T).

### Operations

- ✓ Begin the Standards of Cover project to identify performance gaps and establish performance benchmarks/measures by October 2018 (Outcome 1-P).



## ■ November 2018

### Records/Compliance

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- ◆ Review and Update UFA's Records Retention Schedule by November 2018 (Outcome 1-I).

### Special Enforcement

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- ✓ Create apprentice positions and formalize succession planning, and formalize with the Professional Development Plan by November 2018 (Outcome).

### Information Outreach

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- ✓ Assist the vendor in administering the research survey to the public in November 2018 (Outcome 1-K).



# December 2018

## Office of the Chief/Administration/Planning

- ♦ Establish the Board Policy Manual incrementally through 2018 with a fully adopted manual by December 2018 (Outcome 1-A).

## Safety

- ♦ Enhance safety officer training for all current safety committee members, battalion chiefs, district chiefs, and fire training officers by December 2018 (Outcome 6-F).

## Human Resources

- ♦ In conjunction with the Safety Officer, Health and Safety Committee and the AC of Administration and Planning, participate in brain-storming and research endeavors to identify the key elements and best practices to include in a comprehensive wellness program by December 2018 (Outcome 6-B).

## Finance

- ♦ Create/provide additional training materials for p-card program and payroll system by December 2018 (Outcome). FIN
- ♦ Ensure timely payments on all current debt payments by December 2018 (Outcome 1-B).

## Fire Training

- ♦ Recommend new or modified UFA Standard Operating Guides by December 2018 (Outcome 1-T).

## Wildland

- ♦ Pursue grants to fund mitigation work for UFA Communities by December 2018 (Outcome). WL
- ♦ Complete White Paper for management of canyons in UFA's jurisdiction by December 2018 (Outcome).

## Logistics

- ♦ Complete specifications and order fire apparatus and light fleet vehicles, funded in FY 18/19 capital replacement plan by December 2018 (Outcome 2-B).
- ♦ Implement new fleet management software system purchased in FY 17/18 by December 2018 (Outcome 2-A).
- ♦ Purchase 74 sets of new firefighter turnout gear to replace 74 sets of expiring gear by December 2018 (Outcome 2-B).
- ♦ Implement SCBA mask hydro sonic cleaning program in fire stations, to improve firefighter health and safety and reduce mask repair/replacement costs by December 2018 (Outcome 2-A).
- ♦ Complete seismic evaluation and retrofit assessment for fire stations by December 2018 (Outcome 2-C).

## Information Technology

- ♦ Facilitate the migration to the new Hexagon Computer Aided Dispatch (CAD) by December 2018 (Outcome 1-S). IT
- ♦ Create a 3-5 year IT strategic plan for equipment replacement and software upgrades by December 2018 (Outcome 1-G). IT
- ♦ Update a UASI-funded microwave network by December 2018 (Outcome). IT

## ■ December 2018 Cont.

### Urban Search & Rescue

- ◆ Increase number of deployable and trained task force members by December 2018 (Outcome 1-O).
- ◆ Increase the number of Live Find and Human Remains capable canine teams by December 2018 (Outcome 1-O).
- ◆ Identify additional funding sources (i.e. grants) for which UT-TF1 will qualify by December 2018 (Outcome 1-J).

### Emergency Medical Services

- ◆ Implementation of PulsePoint for Salt Lake Valley by December 2018 (Outcomes 1-I & 1-P).

### Emergency Management

- ◆ Completion of initial onboarding of Intterra program by December 2018 (Outcome 1-P).
- ◆ Plan development, review, testing and training, for CCTA, and update Mitigation Plan by December 2018 (Outcome 5-D). EM
- ◆ IMT development and expansion (i.e. participating agencies, budget line item GL, T&E), to included two exercises and participating agency agreements by December 2018 (Outcome 1-V).

### Operations

- ◆ Stabilize Operational staffing through modification of the part-time program, ambulance staffing strategies and overall staffing methodologies to provide adequate ALS and ambulance transport (Outcome 1-O).





## ■ January 2019

### Human Resources

- ♦ Identify and select instructors, consultants and other resources to provide Retirement and other Financial Planning education for UFA employees and begin offering regularly scheduled educational seminars, webinars and newsletters to employees by January 2019 (Outcomes 6-D, 6-H).
- ♦ Complete a wage comparison study for all sworn firefighter ranks by January 2019.

### Information Outreach

- ♦ Hold focus groups with the public to determine qualitative responses to UFA. January 2019 (Outcome 1-K).

### Finance

- ♦ Work with Chief Legal Officer and Policy Analyst to rewrite Finance policies, such as Purchasing, Meals, and Surplus by January 2019 (Outcome).

### Information Technology

- ♦ Complete Intterra connections to Hexagon, Spillman, and Zoll RMS for situational awareness and analysis by January 2019 (Outcome 1-P). IT
- ♦ Acquire and maintain the Mobile Interoperable Tactical Solution (MITS) truck from Salt Lake City to enhance emergency communications and deployment capabilities by January 2019 (PM).

### Urban Search & Rescue

- ♦ Assess current capability of UT-TF1 training facilities against future needs by January of each year and incorporate into annual budget process for UFA (Outcome 1-T).

### Emergency Management

- ♦ Establish basic expectations & job descriptions for SL County government employees by January 2019 (Outcome 5-D, 5-F).

### Operations

- ♦ Improve data collection and use to support trend analysis for stated Strategic Outcomes through Intterra project, Hexagon CAD and in support of the Standard of Cover process (Outcome 1-R).

■ February 2019

No Action Items

18/19 Fiscal Year Tracking of Action Items





## ■ March 2019

### Human Resources

- ◆ Administer an entry-level firefighter and/or EMT process and establish a two-year hiring list prior to March 2019 (Outcome 4-B, PM).
- ◆ Develop a white paper of the Tuition Assistance program, including an analysis of utilization and need and recommendations for revisions centered around effective and fair distribution of funds by March 2019 (Outcome 6-F).
- ◆ Thoroughly review and modify all pay practices policies to streamline and clearly identify pay practices tied to various employment actions (e.g. reclassifications, promotions, transfers, demotions, assignments, outstanding achievements, etc.) by March 2019 (Outcomes 4-B, 6-A, 6-C, 6-E, PM).

### Information Outreach

- ◆ Report results of survey and focus groups to the board, command staff and other UFA personnel by March 2019 (Outcome 1-K).
- ◆ Create a UFA Marketing/Communications Plan that includes a new apparel logo and brand standards by March 2019 (Outcome 5-I).

### Wildland

- ◆ Update and manage Community Wildfire Protection Plans already completed (Big Cottonwood Canyon, Cottonwood Heights, Eagle Mountain, High Country Estates I, Lambs Canyon, Mount Air) by March 2019 (Outcome).

### Urban Search & Rescue

- ◆ Provide task force leaders with specific areas of responsibility within the task force to develop and manage in order to increase program awareness of critical task force needs by March 2018 (Outcome 4-A).
- ◆ Update the task force 3 year strategic plan and plan purchases for the FY 17 grant funds accordingly by March 2018 (Outcome 1-G).





## ■ April 2019

### Information Outreach

- ◆ Assist the UFA medical division in creating strategic communication plans for outreach programs like Push to Survive and Pulse Point by April 2019 (Outcome 5-J).

### Finance

- ◆ Review division budget proposals for action items and the related costs/benefits, performance measures, and outcomes in comparison to the Strategic Plan by April 2019 (Outcome 1-G).
- ◆ Prepare revenue projections and collect division estimates/proposals for future budget year by April 2019 (Outcome 1-M).

### Wildland

- ◆ Implement the task book process in UFA Operations; work on establishing NWCG qualification depth within the department by April 2019 (Outcome).

## ■ May 2019

### Records/Compliance

- ◆ Perform a thorough risk analysis of UFA's protected health information and implement measures to mitigate the risks by May 2019 (Outcome 1-I).

### Information Outreach

- ◆ Launch newly redesigned UFA Website by May 2019 (Outcome 5K).

### Wildland

- ◆ Use initial attack responses to train and mentor UFA Operations personnel on local wildland fire responses by May 2019 (Outcome).

### Information Technology

- ◆ Provide support to Information Outreach for the department website by May 2019 (Outcome 5-K).

## ■ June 2019

### Records/Compliance

- ◆ Provide HIPAA Refresher to all divisions by June 2019 (Outcome 6-F).
- ◆ Provide patient care report documentation training that cover EMS specific fundamentals, constructing an effective narrative, and the essentials of clinical and operational compliance by end of the fiscal year (Outcome 6-F).

### Human Resources

- ◆ Research other types of performance appraisal systems by June 2019 and begin development and implementation of a new performance appraisal system that directly ties to the Professional Development Plan to be implemented in FY 19-20 (Outcome 4-F).

### Finance

- ◆ Review audit findings and recommendations for UFA, UFSA, and UFA Health & Welfare Trust and develop a corrective plan by June 2019 (Outcome 1-C).

### Logistics

- ◆ Reduce fire apparatus out of service time and reduce after-hours callbacks for emergency service by completing apparatus preventative maintenance services within 0-30 engine hours of the scheduled service interval (300 engine hours) by June 2019 (Outcome 2-A).
- ◆ Take delivery of and place into service fire apparatus and light fleet vehicles, funded in FY 18/19 capital replacement plan by June 2019 (Outcome 2-B).
- ◆ Implement phased in preventative maintenance programs for Bay Doors, HVAC, sand and grease traps, and lawn sprinkler systems to reduce repair, emergency repair and replacement costs at stations and facilities by June 2019 (Outcome 2-A).
- ◆ Roll out new heavy fleet Vehicle Inspection Report program/process to all stations by June 2019 (Outcome 2-A).
- ◆ Roll out new station supply ordering website to all stations, to improve order status communication and inventory tracking capabilities by June 2019 (Outcome 3-B).
- ◆ Add additional items to heavy fleet preventative maintenance program to include brake pad replacement and windshield stone chip repairs by June 2019 (Outcome 2-A).
- ◆ Implement a phased in program to upgrade interior/exterior lights and light fixtures to high efficiency LED at stations and support facilities to improve energy efficiency and reduce power costs by June 2019 (Outcome 2-A).
- ◆ Complete fire station design and architectural rendering process to establish conceptual design for future fire stations by December 2018 (Outcome 2-C).
- ◆ Implement small engine and equipment tracking system and preventative maintenance program by June 2019 (Outcome 2-A).

### Information Technology

- ◆ Encourage and provide opportunities for division members to gain new skills through training classes or industry conferences by June 2019 (Outcome 6-F).

## ■ June 2019 Cont.

### Fire Prevention

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- ◆ Provide training for fire plans examiner and certification for staff members by June 2019 (Outcome 3-B).
- ◆ Increase ICC and professional certifications for three personnel through continued training programs with ICC and NFPA by fiscal year end 2019 (Outcome 3-B).
- ◆ Monitor Brycer Compliance Engine program for fire protection systems and capture fire protection systems not in the database by June 2019 (Outcomes 1-Q, 5-H).

### Emergency Management

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- ◆ Facilities development and optimization (i.e. perimeter fence, Ops Room redo, big screen, communications equipment) by June 2019 (PM).
- ◆ E.M.A.P. accreditation attained by June 2019 (Outcome 4-A & 1-L).
- ◆ Process identification and memorialization, such as declaration, notification, and communication by June 2019 (Outcome 3-E).





## Emergency Management

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- ◆ Continue countywide C.E.R.T. committee and train-the-trainer program – Two train-the-trainer courses and one Program Manager course annually (Outcome 5-G).
- ◆ Continue and expand training and exercise on SL County valley divisions/branches (Outcome 1-V).
- ◆ Continuation of CCTA program – through the end of grant performance period in 2020.

## Emergency Medical Services

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- ◆ Develop and implement an EMT Advanced training and education plan facilitating the transition from EMT-B to EMT-A while on duty. Throughout the 2018/2019 fiscal year (Outcomes 1-G, 1-I, 1-T, 1-U).
- ◆ Initiate an EMS quality assurance plan utilizing the Just Culture Algorithm. Throughout the 2018/2019 fiscal year (Outcomes 1- U, 3-C, 3-D, 4-F).
- ◆ Apply an aggressive improvement plan (IP) for all UFA practitioners following the outcome of the Just Culture Algorithm. Throughout the 2018/2019 fiscal year (Outcomes 4-F, 1-U, 3-C, 3-D).
- ◆ Deliver three thousand training hours of new lifesaving curriculum throughout UFA's service areas. To include PulsePoint/Push to Survive/Utah Naloxone/Stop the Bleed. Within the 2018/2019 fiscal year (Outcomes 1-I, 3-A, 3-B).
- ◆ Facilitate a quarterly meeting with the District Chiefs related to EMS Training & Exercise. Evaluating and quantifying the training related to EMS delivery. The District Chiefs will have the opportunity to request, adjust, support all EMS training efforts. These efforts will be documented within the 2018/2019 Training and Exercise plan (Outcomes 1-I, 1-P).

## Process

In order to obtain the aforementioned data, the UFA administration and members of the Strategic Planning Committee facilitated four community meetings in various areas throughout the UFA jurisdiction.

During these meetings, attendees listened as officers presented an overview of the services provided by the agency. Immediately following the presentation, participants then conducted a SWOC (Strengths, Weaknesses, Opportunities, and Challenges) analysis.

The Strategic Planning Committee members served as facilitators as the attendees debated and discussed the various components of the SWOC. These four meetings took place during the month of May 2017.

### Strengths

- ◆ Size of the organization
- ◆ Economy of Scale
- ◆ Community Involvement
- ◆ Liaisons
- ◆ Transparency
- ◆ Resources, Equipment, & Response
- ◆ Relationships – External
- ◆ Relationships – Internal
- ◆ Employee Development, Knowledge, History, & Characteristics

### Opportunities

- ◆ Innovation & Best Practices
- ◆ Retirement
- ◆ Creative Solutions
- ◆ Relationships, Community Education, & Transparency
- ◆ UFA Growth
- ◆ UFA Response

### Weaknesses

- ◆ Staffing & Standards of Cover
- ◆ Equipment, Capital Expenditures & Tax Base
- ◆ Recruitment, Longevity, & Retirement
- ◆ Attitudes
- ◆ Size of the Organization
- ◆ Nature of the Job
- ◆ Board
- ◆ Dispatch
- ◆ Communication & Community Outreach
- ◆ Administration

### Challenges

- ◆ Dispatch
- ◆ Community Education, Outreach, & Transparency
- ◆ Growth
- ◆ Loss
- ◆ Relationships
- ◆ Funding
- ◆ Internal Growth & Professional Development