



2017

PROGRESS ON THE STATED GOALS FOR 2017

Chief getting to know the people

- Chief met with all crews and staff in early 2017
- Chief is scheduling 2-3 meetings with each battalion this winter to talk with crews
- Chief made himself available by invitation to meet with individual crews this winter
- Chief avoided “dropping in” to the stations, out of respect for the crews’ space

Communication

- Command Staff highlights published weekly
- Video Q&A published monthly
- Monthly meetings with Labor
- Chief is available and has an open door policy (Requires chain of command to get things done)

Adopt expectations of leaders

- Completed and posted in all facilities
- Conducted 360s on ACs, BCs, and the Chief
- Provided professional leadership coaching for ACs and BCs that received the 360s

Review Vision, Mission, and Values

- Established new Vision, Mission, and Values:
 - Final version voted on by organization
- Posters created for all facilities

Review the major functions of the organization

- Re-organized; flattening the administration
- Established Division Supervisor role
- Budget process clarified the purpose, funding, organizational structure, and budget for each division
- Established District Chief role as the shift commander

Evaluate the governance and funding

- Presented options for governance to the board of directors
- Presented a new member fee option that was approved by the Board in December 2017

Enhance community/partner relationships

- Strengthened liaison program:
 - Information, monthly meetings with those assigned
- Held four regional meetings with community leaders:
 - Strengths, Weaknesses, Opportunities, Challenges
- Held first City Manager/CFO meeting
- Active in the Valley Chiefs Alliance

Build a Strategic Plan

- Adopted:
 - Vision, Mission, Values, Strategic Goals and Outcomes
- Divisions working on their action items
- Anticipate completion in February 2018
- Current version posted on website

ADDITIONAL KEY ACCOMPLISHMENTS IN 2017

Crews continued to deliver high quality service

- **28,784** Emergency Incidents
- **56,648** Total unit responses
- **6,186** Occupancy/systems inspections and plan reviews
- **341** Fire investigations and bomb related calls
- **2** UFA deployments to California wildfires
- **3** USAR deployments to Texas, Florida, and Puerto Rico
- **165** Wildland deployments to 13 states
- **114** Minimum operational daily staffing (*104 full-time*)
- **18 of 24** Heavy Apparatus staffed at four-person

- Placed an Engineer on all heavy apparatus
- Managed the exit of Draper with no layoffs
- Provided merit, longevity, COLA, and market adjustment increases for employees
- Employee development plan initiated
- Announced the Captain and Battalion Chief promotional dates for 2018

- Board took oath of office; committing to excellence, honesty, and ethically serving on the board
- Completed 100 of the 126 UFA State Audit recommendations
- Published transparent and comprehensive budget:
 - Posted on web and placed in stations
- Established a capital replacement plan
- Presented to all UFSA cities and townships on UFSA Tax Increase and UFA’s performance/value
- Worked with legislators in 2017 on several bills that affected the UFA; assisting with new, more restrictive fireworks legislation for 2018

WICKED ISSUES

- Lots of change...
- Balancing local control, regional delivery, and organizational stability
- Competitive wages and Tier 2 retirement
- Day staff positions: How do we interest sworn staff?
- New deployment with BLS staffing on some heavy apparatus, causing challenges with ALS response needs
- Part-time Firefighter program struggling, both with interest of candidates and acceptance by full-time employees
- Loss of some credibility in transition to Kronos

2018 KEY INITIATIVES

- Complete remaining audit recommendations
- Prioritization of benefit and compensation issues for 2018 budget process
- Finalize the strategic and employee development plans
- Start the standards of cover
- Make strategic use of our data
- Continue working through the governance issue
- Finalize leadership in operations through District Chief promotional process