



2018

PROGRESS ON THE GOALS FOR 2018

Best Practices

- Completed all 126 State Audit recommendations
- Delivered Board Member Orientation Training
- Reviewed true costs to provide ambulance transport service and evaluated several models of service
- Reconfigured ambulance staffing to improve Advanced Life Support coverage
- Further enhanced the Division Budget process for revenue and expenditure accountability
- Administrative overhead streamlined further
- Division-wide review to assess the value of support services
- Established an Executive Team evaluation system focusing on leadership expectations
- Purchased and trained on 70 Thermal Imaging Cameras to enhance effectiveness and safety in fire ground operations

Capital Replacement Plan

- Implemented an apparatus and equipment 10+ year plan, funding the first cycle in FY18/19
- Sale of surplus equipment yielding over \$765,000 in revenues allocated to the Capital Replacement Fund
- Initiated planning to construct five to six UFSA fire stations and seismically retrofit 13 UFSA fire stations (Seeking funding November 2020)

Culture & Pride of Ownership

- Focusing efforts to hire individuals with the right values and develop a two-year Journeyman Program
- Support for the line of duty death of Matt Burchett and active duty death of Curtis Day
- Established a new standard uniform to provide a more professional image to the public
- Created an open door policy allowing for conversations between all levels of the organization

Professional Development

- Delivered Professional Leadership Development for over 60 UFA leaders, including one-on-one coaching
- Standardized the promotional processes and clarified the methods used to reach the final subjective decision
- Delivered a Captain Boot Camp and Engineer School for interested personnel to prepare for the roles and to compete effectively in the promotional process
- Leadership roundtable opportunities with guest panel members from across the US and UK

Stakeholder Engagement

- Educated Board Members in how UFA delivers Emergency Medical Services to their communities
- Established a UFA Legislative Committee, including Board Members
- Comprehensive surveys of City and Township elected and professional staff regarding UFA's performance

Employee Investment

- Delivered in-station peer counseling for LODD
- Funded six additional Firefighter positions
- Increased the starting pay for Firefighters by 8.25%
- Improved process for light-duty and transition back to Operations

2018 STATISTICS

- **27,849** Total Incidents
- **54,834** Total Unit Responses
- **3,371** Total Fire Inspections
- **215** Total Fire Investigations
- **207** Total Community Events, **1,002** Station Tours
- **120** Wildland Deployments, covering 10 states
- **4** US&R Hurricane Deployments
- **2** EMAC Deployments to California Wildfires
- **3** Level III and **9** Enhanced Watch ECC Activations
- **8** New Firefighters hired and trained
- **26** New Firefighters offered employment for 2019
- **130** Part-Time EMS Staff hired and trained

MEMBER AGENCY SURVEY RESULTS – FALL 2018

- **94.8%** Feel crews are responsive to community needs
- **89.6%** Agree UFA feels like their local fire department
- **96.1%** Believe UFA is moving in the right direction overall
- **94.8%** Believe UFA services are worth taxpayer dollars

WICKED ISSUES

- Reach the goal of increasing wages for sworn staff to the top three of the 15 largest fire agencies on the Wasatch Front
- Meeting the variable expectations of all cities and townships while ensuring they achieve the value of the regional model
- Balancing the increasing cost and demand for service while keeping member fees and taxes low
- Potential increase of URS Contribution Rate impacting the UFA budget by \$1,100,000
- Excessive overtime to maintain minimum staffing due to ongoing/unpredictable retirements
- The speed of change and the overall impact on the organization, including the introduction of a massive change to the EMS delivery model

2019 KEY INITIATIVES

- Assisting line personnel with the transition to the One-and-One (single medic/single EMT) service model
- Continue to close the gap of sworn employee wages with the board-adopted "Top 3" commitment
- Pursuit of additional career Firefighter positions to reduce dependence on the Part-Time Program
- Enhance a smaller Part-Time EMS Program through the selection process, training, and effective leadership
- Resolve the loss of statutorily required funding for the URS Firefighter Retirement System
- Pursue legislation allowing for better planning of Firefighter retirements and the hiring and training of replacements through an incentive with URS
- Work closely with the new town of Brighton in addressing the impact of losing \$952,000 in recreational fees from SL County
- Support the UFSA plan for new stations and station seismic retrofitting
- Continue advancing efforts toward the goals and outcomes identified in the Strategic Plan