



# 2019

## PROGRESS ON THE GOALS FOR 2019

### ***Best Practices***

- Approved a “Revised and Restated Interlocal Agreement”
- Implemented the Single Medic System making all response apparatus ALS
- Approved nine new FTE’s, making six of the nine 24-hour ambulances staffed with full-time Firefighters
- Implemented the Check-It Controlled Substance Program
- Contracted IT services to Les Olson
- Relocated an ambulance to Station 120 following deteriorating response time
- Authorized “over hire” of six Firefighter positions to cover retirement-caused shortages
- Anticipating improved ISO rating from Class 3 to Class 2
- Implemented Fleetio Fleet Management Software
- Utilizing Intterra for routine data analysis, municipality reporting, and live situation and resource tracking

### ***Capital Replacement Plan***

- Capital Expenditure Plan updated in the budget
  - Replaced 3 Type VI Engines, 3 ambulances, 4 BC vehicles, all Mobile Data Tablets, 45 ZOLL Monitors, ordered 2 Type I Engines
- Completed Seismic Evaluation of stations and applied for grant funds to complete structural/non-structural work
- Established both six and ten person station designs

### ***Culture & Pride of Ownership***

- Continued focus on quality of hiring process
- Hosted leadership discussion on Culture in Fire Service
- Continued Questions For The Chief videos, and established a weekly podcast on a variety of topics

### ***Professional Development***

- Delivered three Leadership Cohorts
- Hosted three separate Leadership Roundtables for Command Staff, General Staff, and IAFF Leadership
- Administered an AC Promotional Process to fill a vacancy and prepare future candidates for upcoming opportunities
- Battalion Chief Boot Camp delivered to over 20 attendees

### ***Stakeholder Engagement***

- Board of Directors approved a fully revised and restated Interlocal Agreement
- Worked with Firefighters and the community to design a new Station 112
- Held two meetings with UFSA city managers and CFO’s to ensure UFA was meeting their city goals

### ***Employee Investment***

- Employees at top step received a 10.7% wage increase to reach the “Top 3” target
- Supported a restructure of Tier 2 Firefighter Retirement providing for a 2% per year multiplier instead of 1.5%
- Recovered funding for the Tier 1 FF Retirement System that would have impacted UFA \$1.1 million annually
- Secured a \$422,000 Behavioral Health Grant
- Trained fifteen UFA personnel in peer support
- Adopted the final version of the Professional Development Plan
- Developed a new annual evaluation process focusing on self-evaluation and employee development

## 2019 STATISTICS

- **28,388** Total Incidents
- **56,479** Total Unit Responses
- **4,435** Total Fire Inspections
- **156** Special Enforcement Fire Investigations, **14** Arrests
- **45** Special Enforcement Explosives-Related Responses
- **77** SWAT Paramedic Deployments
- **215** Total Community Events
- **1,085** Station Tours
- **55** Wildland Deployments, Covering **5** States
- **2** US&R Deployments of **52** Total Personnel
- **1** EMAC Deployments to California for 8 Days
- **6** Enhanced Watch Activations, **1** Level III ECC Activation
- **28** New Firefighters Hired, **25** Completed Recruit Camp
- **33** Firefighter Candidates Given Final Offers
- **20** Promotions: 1 Assistant Chief, 1 Division Chief, 1 Battalion Chief, 8 Captains, 2 Engineers, 7 HazMat Specialists, 1 Deputy Fire Marshal
- **52** Part-Time EMS Staff Hired and Trained, **34** Remain

## WICKED ISSUES

- Maintaining “Top 3” wages for sworn staff
- Meeting various expectations from municipalities while ensuring value from the regional model
- Balancing the increasing cost and demand for service while keeping member fees and taxes low
- Potential reduction of the \$1.8 million Recreational Fee from SLCo, following the incorporation of Brighton
- Maintaining minimum staffing levels with ever increasing demand on overtime
- Heavy reliance on part-time staff due to daily vacancies
- Speed of change and the overall impact on the organization
- Paramedics are promoting or retiring faster than can be replaced

## 2020 KEY INITIATIVES

- Develop a new three year community based Strategic Plan
- Begin a more formal approach to a Mission Driven Culture
- Find options to create a sustainable plan to maintain minimum staffing
- Continue adding full-time Firefighter positions to reduce dependency on part-time program
- Work with Brighton to address the potential loss of recreational fees from SLCo
- Support the UFSA plan for seven new stations and seismic retrofit of five stations
- Continue advancing efforts toward goals and outcomes identified in the Strategic Plan
- Review, revise, and develop Board and UFA policies that provide leaders intent and set the directional tone
- Continue addressing issues related to Paramedics and encourage employees to pursue this specialty, however, prepare a Lateral Hire Policy if necessary