



**UNIFIED  
FIRE  
AUTHORITY**

**STRATEGIC PLAN  
2024-2026**

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UNIFIED FIRE AUTHORITY  
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# MESSAGE FROM THE CHIEF

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I am excited to present Unified Fire Authority's 2024-2026 Strategic Plan. This is the third iteration of the plan which has served to guide our efforts from top to bottom to ensure that we are meeting the needs of our communities and stakeholders. Not only does this plan provide overall guidance for our organization but assists in the development of our annual budget to ensure that tax funds are allocated to programs that meet these needs.



The current planning process began in March 2023 with the selection of an internal Strategic Plan Working Group. This group consisted of 14 sworn and non-sworn employees representing a range of divisions and ranks within Unified Fire Authority.

The first step was to review the existing plan's goals, key initiatives, and our organization's overall **Mission, Vision and Values.**

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The previous plan consisted of:

➤ **Sustaining Goals**

1. Best Practices
2. Community and Partner Involvement
3. Resilient Culture
4. Professional Development
5. Well-being of our People

➤ **Key Initiatives**

1. Enhanced Leadership
  2. Improved Emergency Services Delivery
  3. Improved Community Involvement
  4. Improve Behavioral Health
- 

After this initial review, we felt confident that our existing Mission, Vision, Values and strategic goals remain valid and should continue with this strategic plan.

The second step, led by the Strategic Plan Working Group, was a comprehensive SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis of our organization from the perspectives of both internal and external stakeholders. Members of this group conducted 73 station meetings, 13 division meetings, 6 community meetings and 1 public safety partner meeting, between July and September 2023. This resulted in the collection of 2,230 data points related to our organization's current SWOC. These data points were combined to identify roughly 210 themes, which were then categorized to develop Sustaining Goals and Key Initiatives for the next three years. In addition to the existing 5 goals, our review process resulted in an additional sustaining goal "Enhance and Improve Communications."

I am proud of the work that our organization has accomplished in the last 3 years, which was verified and validated in large part through this planning process. Our work, however, does not end here. We have identified opportunities that will continue to improve our organization's service within the communities that we serve. Throughout our organization, extraordinary efforts are being made to serve our communities with high quality fire, emergency medical service, and emergency response and planning. I am looking forward to the great work ahead that will be guided by this strategic plan.

A handwritten signature in black ink that reads "Dominic C. Burchett".

**DOMINIC C. BURCHETT**  
FIRE CHIEF

# VISION

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

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# MISSION STATEMENT

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

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# VALUES

Integrity | Professionalism | Respect | Accountability | Teamwork | Dedication | Courage



PARAMEDIC  
UNIFIED FIRE



PRO-TACT  
FUSION

MOTOROLA  
XT-REM

PRO-TACT  
FUSION

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**SUSTAINING GOALS**

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These are the goals that will remain in focus beyond just this strategic plan. This is how we strive towards our vision and accomplish our mission. Staff will build specific initiatives and action items to accomplish these goals.

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Best Practices

Community and Partner Involvement

Resilient Culture

Professional Development

Well-Being of Our People

Enhance and Improve Communications



# GOAL 1 - BEST PRACTICES



Provide exceptional service and value to our communities while making life better for those we serve.



Make data-informed operational and organizational decisions.



Foster national, state, and local relationships with stakeholders to improve access to new ideas and best practices.



Review the Standards of Cover, identify benchmarks for response times, and implement measures to meet the risk tolerance of UFA communities.



Monitor and anticipate supply chain issues and inflationary costs that impact the UFA through effective budgeting, including capital replacement based on needs and growth.

# GOAL 2 - COMMUNITY AND PARTNER INVOLVEMENT



Engage in meaningful interaction with all UFA communities as their local fire department.



Work with external stakeholders toward a common goal of reducing community risk.



Be kind, competent, and professional.



Effectively share the 'story' of UFA and its people.



# GOAL 3 - RESILIENT CULTURE



Reinforce an innovative culture that invests in our people and the community to bolster organizational reliability.



Prepare UFA communities for impacts from major incidents, catastrophes, or disasters through community education and involvement.



Take a proactive approach to overall well-being by establishing programs for employees to learn and build resiliency.



Enhance the ability of UFA to navigate adversity, address change, and pursue continuous improvement.

# GOAL 4 - PROFESSIONAL DEVELOPMENT



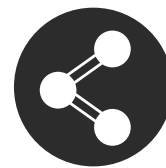
Provide leaders intent that promotes access to opportunities for growth and development of all UFA employees.



Create a solutions-based organization, where ingenuity and creativity are valued.



Prepare and select the best people possible for all positions.



Encourage involvement in regional and national training opportunities.

# GOAL 5 - WELL-BEING OF OUR PEOPLE



Enhance the overall well-being of our people through a proactive, holistic approach to physical, mental, social, and financial wellness.



Promote fitness standards, cancer initiatives, and access to health and wellness resources.



Continue recognition of work well done, significant accomplishments, and provide opportunities for employees to gather and build relationships.



Enhance behavioral health resources including a robust peer support program.



Provide access to education on financial planning and retirement.

# GOAL 6 - ENHANCE AND IMPROVE COMMUNICATIONS



Identify ways to improve current communication systems and infrastructure.



Streamline communication within the organization with more efficient and effective sharing between Administration, Divisions, and Operations.



Improve external communication and stakeholder relationships.



UNIFIED FIRE AUTHORITY  
**KEY INITIATIVES**

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UFA has identified the following initiatives where there is both need and opportunity to improve service to our communities. These initiatives will be in sharp focus with the pace of improvement determined by the time and resources provided over the course of the three-year strategic plan.

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Enhanced Leadership

Improved Emergency Services Delivery

Improved Community Involvement

Improve Behavioral Health

Improve Internal and External Communications



# INITIATIVE 1 - ENHANCED LEADERSHIP



Focused effort on providing the tools to effectively meet or exceed the expectations of leaders and provide for successful and sustained leadership.



Establish new programs for the development of personnel for leadership positions.

Continue existing leadership training, working toward a Mission Driven Culture.

Establish a formal mentorship and task book program for the positions of Captain and Battalion Chief.

Identify, mentor, and train your replacement to prepare future leaders of the organization.

## INITIATIVE 2 - IMPROVED EMERGENCY SERVICES DELIVERY



Review and act on the initiatives in the Standards of Cover (SOC) to improve delivery of emergency services.



Continue to recruit and retain the right employees to effectively manage growth and attrition.

Evaluate and implement staffing and resource configuration to effectively address performance gaps identified in the SOC.

Identify and adopt benchmarks for operational performance measures.

Support Operations personnel with programs, tools, and opportunities that will enhance and improve emergency service delivery.

Continue to work with partner agencies to enhance regional protocols to improve consistency.

Increase collaboration with partner agencies.





# INITIATIVE 3 - IMPROVED COMMUNITY INVOLVEMENT



Enhance engagement with our communities as their local fire department.



Continue to support the Liaisons as representatives of UFA.



Engage with the public in an effective and proactive manner.



Foster partnerships with local law enforcement agencies operating in the communities we serve.



Increase community awareness of the services UFA provides.

# INITIATIVE 4 - IMPROVE BEHAVIORAL HEALTH



Take care of behavioral health and well-being to ensure UFA employees are mentally healthy and resilient throughout a career that often places them in stressful and traumatic situations.



Set expectations for personal ownership of overall wellness and utilization of resources when needed.

Emphasize behavioral health resiliency through improved training for all employees.

Fortify existing employee behavioral health programs for long-term sustainability.

Enhance training for the Peer Support Program.

Identify and reduce barriers for employees to seek and receive routine wellness checkups.

Streamline access for employees to receive treatment for post-traumatic stress, depression, and suicidal ideations.

Provide education for employees on available resources to assist co-workers' struggling with behavioral health.

Educate employees on techniques and resources to prevent or overcome substance abuse.



# INITIATIVE 5 - IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS



Set and reinforce the expectation that personnel remain informed by reading and listening to department communications.



Expand outreach to diverse populations.



Strengthen UFA's social media efforts to support and inform the community.



Identify and address obstacles that interfere with the accuracy and content of messaging within the department.



Identify and provide training on more effective means of communication throughout a large organization.



# UFA FACTS

## 2023 STATISTICS

**35,784**

Total Incidents

**62,064**

Total Unit Responses

**8,406**

Total Fire Inspections

**198**

Fire Investigations

**12**

Arrests for Arson by Special Enforcement

**47**

Special Enforcement Explosives-Related

**61**

SWAT Paramedic Deployments Enforcement

**210**

Total Community Events

**335**

Station Tours/Drive-by Tours

**67**

Wildland Deployments in EIGHT States

**5**

US&R Deployments

**5**

ECC Activations

**39**

Promotions

**31**

Firefighters Recruit Camp Graduates 2023

**33**

Firefighter Recruit New Hires 2024

**44**

Part-Time EMS Hires

## PERSONNEL

**485**

Sworn

**57**

Civilian

**152**

Part-Time/Seasonal

## RESOURCES

**25**

Fire Stations

**3**

Battalions

**15**

Ambulances

(4 Jump Ambulances)

**12**

Type 1 Engines

**5**

Type 1-3 Engines

**12**

Type 6 Engines

**7**

Ladder Trucks

**4**

Water Tenders

**2**

HazMat Units

**2**

Heavy Rescue Units

**5**

Water Rescue Teams

**1**

Air & Light

# ACKNOWLEDGMENTS

It is important to recognize those who contributed in the development of our strategic plan. The work accomplished by the Strategic Plan Workgroup, city staff and leadership, private stakeholders, and the UFA organization at large. The time, effort, and attention to detail of all involved is appreciated. This plan will guide the organization to provide the highest level of service to our communities. Lastly, the UFA Board has shown steady support for our strategic planning process since the first plan was implemented in 2018. It is the hope that this plan will contribute to the continued success of Unified Fire Authority.

## STRATEGIC PLAN WORKGROUP

**Strategic Plan Lead Captain** Steve Quinn  
**Assistant Chief** Riley Pilgrim  
**Division Chief** Rob Ayres  
**Battalion Chief** Nathan Bogenschutz  
**Captain** Bret Morley  
**Captain** Sam Garfield  
**Local 1696/Captain** Michael Conn

**Paramedic** Matt Evans  
**HazMat Technician** Andrew Ridd  
**Information Outreach** Ryan Love  
**IT Director** Casey Bowden  
**Senior Accounting Specialist** Aaron Whitehead  
**Purchasing Agent** Erica Langenfass

## COMMAND STAFF

**Fire Chief** Dominic Burchett  
**Chief Financial Officer** Tony Hill  
**Chief Legal Officer** Brian Roberts  
**Assistant Chief** Riley Pilgrim  
**Assistant Chief** Dustin Dern  
**Assistant Chief** Zach Robinson

**Operations Chief** Wade Russell  
**Fire Marshal** Brad Larson  
**Director of Communications** Nile Easton  
**Human Resources Director** Kiley Day  
**Executive Assistant** Cyndee Young

## BOARD OF DIRECTORS

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**Town of Brighton** Dan Knopp  
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**Kearns Metro Township** Chrystal Butterfield

**Magna Metro Township** Trish Hull  
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**Salt Lake County** Sheldon Stewart  
**Taylorsville City** Kristie Overson  
**White City Metro Township** Tyler Huish



## UNIFIED FIRE AUTHORITY

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