



Strategic Plan 2021-2023

Adopted January 19, 2021



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Message from the Fire Chief

UFA adopted its first written three-year strategic plan in December 2017. The UFA spent all of 2017 gathering input from stakeholders on what we do well and how we could do better (there were significant opportunities for us to do better). In January 2017, the UFA received the results of a State Audit with 51 findings and 126 recommendations. Senior leadership was removed, and I was invited to lead the organization. The UFA used the strategic planning process to focus on how we could improve the UFA and provide value for our communities. We established a three-year plan with six overarching goals. The leadership team adopted action items and prepared each year's budget proposals centered on advancing the organization toward the adopted vision, mission, and goals.

Near the end of the 2018-2020 plan, UFA surveyed the elected officials and professional staff from all municipalities to measure how they think UFA was performing compared to the same survey taken in 2018. Here are a few highlights of the results from that survey:

- **86.4%** have a **very favorable** impression of the UFA compared to 75.3% in 2018.
- **93.2%** feel the UFA personnel working in the stations are responsible to them and the community compared to 81.8% in 2018. (6.8% said probably so for a total of 100%)
- **91.5%** feel the UFA Liaison is responsive to them and their community compared to 81.8% in 2018. (6.8% said probably so for a total of 88.6%)
- **75.8%** feel UFA's executive leadership is responsive to them and the community compared to 66.2% in 2018. (19% said probably so for a total of 94.8%)
- **74.5%** believe the services UFA provides are worth taxpayer dollars compared to 66.2% in 2018. (16.9% said probably so for a total of 91.4%)
- **66.1%** **strongly agree** that UFA feels like my local fire department compared to 62.3% in 2018. (23.7% somewhat agree for a total of 89.8%)

I am proud of the work that has been done and pleased that the people we serve feel we are doing well. In 2020, Division Chief Case and Assistant Chief Pilgrim led a process to gather input to build a new three-year plan that will take us from January 2021 to December 2023. This plan will be posted in all our facilities and drive our resource allocation for the next three budget cycles.

I am confident that we will accomplish the sustaining goals and achieve the key initiatives in this plan. This plan is embraced by the entire organization and will be moved forward by everyone in the organization. Following this plan will allow us to continue placing kind, competent people into the community solving problems and making life better for the people our firefighters and staff interact with.



Dan Petersen, Fire Chief

The Fire Chief serves as the Chief Executive Officer of the Unified Fire Authority.

About UFA

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.

Professionalism - Professionalism is the culmination of competence, knowledge, resourcefulness, quality, attitude, and cooperation relation 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.

Accountability - 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 in 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.



5.7-Magnitude Earthquake, Magna

Sustaining Goals

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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House Fire, Midvale

Goal 1 - Best Practices

Provide exceptional service and value to our communities with the goal of making life better.

Make intelligent data-driven decisions by enhancing the use of business intelligence (BI) capability that provides reporting and dashboarding.



Fire Safety Week, Eagle Mountain

Goal 2 - Community and Partner Involvement

Provide meaningful interaction with all UFA communities and ensure UFA acts and is perceived as their local Fire Department.

Work together with a variety of public and private partners toward a common goal of reducing risk.



Life Saving Award, Millcreek

Goal 3 - Resilient Culture

Reinforce a culture that invests in our people, the community and innovation - to ensure a highly reliable and resilient organization.

Value the importance of being nice, competent and professional when engaging with the community.

Demonstrate pride in our work and show humility in our actions.



Recruit Graduation, Fire Training

Goal 4 - Professional Development

Provide leaders intent to guide exceptional performance and deliver growth opportunities for UFA Staff.

Select the best people possible for all positions within our organization.



ME-103, Herriman

Goal 5 - Well-being of our people

Enhance the behavioral health and physical well-being of our people.



Chipper Days, Hi-Country Estates

Key Initiatives

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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Initiative 1 - Enhanced Leadership

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

- Establish programs for the development and preparation of personnel for leadership positions
- Continue delivering the Leadership Cohort with CenterPoint
- Introduce and institutionalize a Mission-Driven Culture
- Establish leadership competencies for selected positions
- Establish a formal mentorship and task book program for the positions of Captain and Battalion Chief that culminates in an assessment to qualify personnel to act in those positions
- Prepare interested Chief Officers for the position of Fire Chief and establish an effective transfer of command for the Unified Fire Authority



Urban Interface Fire, Eagle Mountain

Initiative 2 - Improved Emergency Services Delivery

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

- Determine the right staffing and configuration of resources to effectively solve the problems identified in the SOC
- Adopt and work towards achieving a benchmark for call processing and turnout time
- Establish regional fire and medical protocols that allow Salt Lake Valley agencies to perform critical assignments in a consistent and effective manner
- Support Operations personnel with programs, tools and opportunities that will enhance and improve their ability to provide effective emergency service delivery



Initiative 3 - Improved Community Involvement

Enhance engagement with our communities as their local fire department through the support and administration of community events and activities.

- Enhance the Liaison Program to improve UFA's availability to municipal administrations
- Engage with the public in an effective and proactive manner during community activities
- Foster partnerships with local law enforcement agencies operating in the municipalities we serve, bringing added value to the community
- Increase our municipalities awareness of the services available from UFA that may help their communities
- Strengthen UFA's social media efforts to support and inform our communities
- Improve outreach to the diverse populations within the UFA service area
- Support and improve recruitment efforts that reach diverse populations throughout our community



Initiative 4 - Improve Behavioral Health

Taking care of our 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.

- Fortify existing employee behavioral health programs that are available
- Expand the Peer Support Program
- Provide training to improve behavioral health resiliency for all employees
- Identify and reduce the number of barriers for employees to seek and receive routine wellness checkups before any sign of a problem
- Improve both access and willingness of employees to quickly receive treatment at the first sign of an issue
- Improve and expand access for employees to receive treatment for depression, anxiety and post-traumatic stress disorder (PTSD)
- Expand access for employees to receive treatment to overcome suicidal thoughts or the desire to turn to substance abuse
- Improve programs for all employees to be aware of co-workers' mental health struggles and provide resources to help
- Continue to review our practices looking for opportunities to reduce unnecessary stressors





Trench Collapse, Riverton

UFA Facts

2020 Statistics

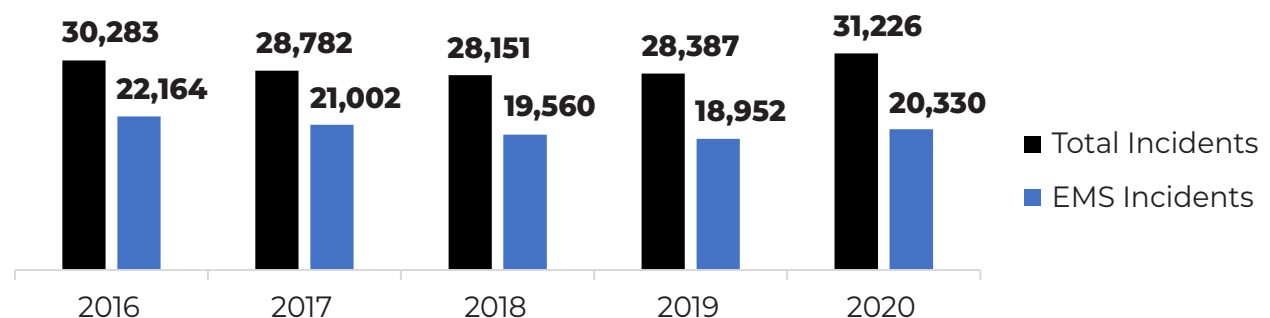
| | |
|---------------|---|
| 31,226 | Total Incidents (10% Increase) |
| 59,056 | Total Unit Responses (4.6% Increase) |
| 4,625 | Total Fire Inspections (4.3% Increase) |
| 197 | Fire Investigations (26% Increase) |
| 10 | Arrests for Arson by Special Enforcement |
| 96 | Special Enforcement Explosives-Related |
| 104 | SWAT Paramedic Deployments |
| 153 | Total Community Events (29% Decrease) |
| 312 | Station Tours/Drive-by Tours (4.3% Increase) |
| 139 | Wildland Deployments in Nine States |
| 7 | US&R Deployments (180 Total Personnel) |
| 5 | EMAC Deployments; California and Oregon (35 Firefighters) |
| 9 | ECC Activations |
| 31 | Firefighters Completed Recruit Camp 2020 |
| 36 | New Firefighters Hired, Recruit Camp 2021 |
| 17 | Promotions |
| 35 | Part-Time EMS Staff Hired (15 Paramedics) |

Personnel

| | |
|------------|--------------------|
| 457 | Sworn |
| 55 | Civilian |
| 150 | Part-Time/Seasonal |

Resources

| | |
|-----------|--------------------------|
| 24 | Fire Stations |
| 14 | Ambulances (5 Peak Load) |
| 12 | Engines, Type 1 |
| 11 | Engines, Type 6 |
| 7 | Ladder Trucks |
| 5 | Engines, Type 1-3 |
| 3 | HazMat |
| 3 | Tactical Tenders |
| 2 | Heavy Rescue |
| 2 | Water Rescue |
| 1 | Air & Light |



Acknowledgments

Many people contributed in the development of our strategic plan. The participation of the Strategic Plan Workgroup, multiple city staff members and leadership, private stakeholders and the UFA organization at large. The time and effort of all involved is much appreciated. This plan will continue to guide the organization in providing the highest level of service to our communities. Finally, the UFA Board has shown consistent 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

Assistant Chief Riley Pilgrim
Division Chief Bryan Case
Division Chief Jay Torgersen
Battalion Chief Embret Fossum
Captain Eric Holmes
Paramedic Chad Green

Paramedic Matthew McFarland
Paramedic Pete Young
Engineer Mike DeGering
Engineer Barrett LaJeunesse
HazMat Technician Kendall Perry
Senior Accountant Nyla Benedict

Command Staff

Fire Chief Dan Petersen
Chief Financial Officer Tony Hill
Chief Legal Officer Brian Roberts
Assistant Chief Dominic Burchett
Assistant Chief Stephen Higgs
Assistant Chief Riley Pilgrim

Operations Chief Dusty Dern
Fire Marshal Brad Larson
Director of Communications Nile Easton
Human Resources Director Arriann Woolf
Executive Assistant Cyndee Young

Board of Directors

Alta Town Harris Sondak
Brighton Town Dan Knopp
Copperton Township Kathleen Bailey
Cottonwood Heights City Mike Peterson
Eagle Mountain City Tom Westmoreland
Emigration Township Gary Bowen
Herriman City Jared Henderson
Holladay City Rob Dahle
Kearns Township Kelly Bush

Magna Township Trish Hull
Midvale City Robert Hale
Millcreek City Jeff Silvestrini
Riverton City Sheldon Stewart
Salt Lake County Catherine Kanter
Salt Lake County Dea Theodore
Taylorsville City Kristie Overson
White City Township Allan Perry

