

THIS AGENDA IS SUBJECT TO CHANGE WITH MINIMUM 24 HOURS NOTICE



## **UNIFIED FIRE AUTHORITY BOARD AGENDA**

February 20, 2024, 7:30 a.m.

NOTICE IS HEREBY GIVEN THAT THE UNIFIED FIRE AUTHORITY BOARD OF DIRECTORS SHALL ASSEMBLE BOTH ELECTRONICALLY AND IN-PERSON FOR A MEETING AT UFA HEADQUARTERS LOCATED AT  
3380 SOUTH 900 WEST, SALT LAKE CITY, UT 84119

THE PUBLIC MAY ATTEND IN-PERSON OR ELECTRONICALLY VIA ZOOM WEBINAR AT:  
<https://zoom.us/j/98255960431?pwd=VW9iWk1KQ0JYTj9lSDIxMS96KzZXZz09>  
Password: 123911

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1. Call to Order – Vice Chair Stevenson
2. Public Comment  
Please limit comments to three minutes each. The UFA Board typically will not engage directly but may direct staff to address comments following the meeting.  
There are three options for comments during this meeting:
  - a. In-Person.
  - b. Live during the Webinar by logging in as described above. If you wish to make a comment, select the “Raise Hand” button at the bottom of the screen. You will then be added to the queue and invited to speak.
  - c. EMAIL: Public comments will be accepted prior to the meeting via email at [publiccomment@unifiedfire.org](mailto:publiccomment@unifiedfire.org) until 7:00 a.m. February 19, 2024. Emailed comments submitted prior to 7:00 a.m. February 19, 2024, will be read or summarized into the record, comments received after the deadline will be forwarded to the UFA Board, but not read into the meeting record or addressed during the meeting.
3. Minutes Approval – Vice Chair Stevenson
  - a. January 16, 2024
4. Administer Oath of Office for New Board Members – Cyndee Young, Clerk
5. Annual Board Member Requirements – CLO Roberts
  - a. Code of Ethics Review
  - b. Conflict of Interest Policy Review
  - c. Designation of Alternate
  - d. State Auditor Training Reminder
6. Consent Agenda
  - a. Review of January Disbursements – CFO Hill

7. Committee Updates
  - a. Benefits & Compensation Committee (Meeting held 2/15/24)  
– Chair Silvestrini
    - i. Next meeting 3/28/24
  - b. Governance Committee (No meeting) – Chair Silvestrini
    - i. Committee Members
  - c. Finance Committee (Next meeting 4/15/24) – Chair Henderson
    - i. Committee Members
8. Consideration of 2024-2026 Strategic Plan – AC Pilgrim
9. Operations Report – AC Dern
  - a. Incident Highlight
10. Fire Chief Report
  - a. 2023 Accomplishments – AC Pilgrim
  - b. Legislative Update – AC Pilgrim
  - c. Final FY22/23 Health Insurance Contingent Premium Settlement
  - d. Fire School Update

11. Possible Closed Session

The Board may consider a motion to enter Closed Session. A closed meeting described under Utah Code Section 52-4-205 may be held for specific purposes including, but not limited to:

- a. discussion of the character, professional competence, or physical or mental health of an individual;
- b. strategy sessions to discuss pending or reasonably imminent litigation;
- c. strategy sessions to discuss the purchase, exchange, or lease of real property;
- d. discussion regarding deployment of security personnel, devices, or systems; and
- e. investigative proceedings regarding allegations of criminal misconduct.

A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

Re-Open the Meeting

12. Adjournment – Vice Chair Stevenson

**The next UFA Board meeting will be held March 19, 2024, at 7:30 a.m. both electronically and at UFA Headquarters located at 3380 South 900 West, Salt Lake City, UT 84119**

**THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFA MEETINGS.**

**In accordance with the Americans with Disabilities Act, UFA will make reasonable accommodation for participation in the meetings. Please call the clerk at least three working days prior to the meeting at 801-743-7213. Motions relating to any of the foregoing, including final action, may be taken at the meeting. This meeting will also be held electronically to allow members of the UFA Board to participate. This agenda is subject to change with a minimum 24-hour notice.**

**CERTIFICATE OF POSTING**

The undersigned, does hereby certify that the above agenda notice was posted on this 19<sup>th</sup> day of February, 2024, on the UFA bulletin boards, the UFA website [www.unifiedfire.org](http://www.unifiedfire.org), posted on the Utah State Public Notice website <http://www.utah.gov/pmn/index.html> and was emailed to at least one newspaper of general circulation within the jurisdiction of the public body.

Cynthia Young, UFA Board Clerk



## UNIFIED FIRE AUTHORITY BOARD MINUTES

January 16, 2024, 7:30 a.m.

Electronically Via ZOOM Webinar/UFA Headquarters – 3380 South 900 West SLC, UT 84119

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1. Call to Order  
Quorum present  
Chair Weichers called the meeting to order at 7:33 a.m.
2. Public Comment  
None  
Public comment was available live and with a posted email address
3. Approval of Minutes  
Mayor Knopp moved to approve the minutes from the December 12, 2023, UFA Board Meeting as submitted  
Council Member Hull seconded the motion  
All voted in favor, none opposed
4. Board Service Recognition Presentation – Chair Weichers
  - Chair Weichers presented Mayor Dahle with a service award for his work on the UFA Board
  - Council Member Perry was also recognized for his work on both the UFA and UFSA Boards
  - Chair Weichers welcomed Paul Fotheringham, Holladay, and Tyler Huish, White City, as their replacements
5. Consent Agenda
  - Review of December Disbursements
    - CFO Hill called attention to the fact that the SelectHealth contingent funding payment was made in December for FY22/23
    - No discussion

Mayor Silvestrini moved to approve the December disbursements as submitted  
Council Member Hull seconded the motion  
All voted in favor, none opposed
6. Committee Updates
  - CLO Roberts reviewed the committee members
  - Benefits & Compensation Committee – Chair Dahle
    - Meeting held 1/3/24
    - Next meeting 2/15/24
    - With Mayor Dahle stepping away from the Board, the Benefits and Compensation Committee will be in need of a Chair
    - Ongoing discussion at these meetings will be the Top 3 pay position and the continued inclusion of Park City as a comparison

- Chief Burchett stated that Mayor Dahle asked that Board Members communicate any discussion or decision by their councils regarding the member fee increase, cap, and any guidance as to what they feel they can absorb
- Mayor Dahle mentioned that with the big increase given to public safety last year and most councils needing tax increases, there may be a challenge for this year
- The Benefits & Compensation Committee wants to provide a realistic recommendation to the Finance Committee, so any guidance they can get would be appreciated
- Governance Committee – Chair Silvestrini
  - No meeting held
  - Chair Silvestrini will be stepping down from this post with the intent to Chair the Benefits and Compensation Committee
- Finance Committee – Chair Henderson
  - Next meeting 4/15/24

#### 7. Quarterly Report

- CFO Hill reviewed the second quarter report
- Noted is that the Liability Insurance is over budget with the new stations and the addition of more vehicles through the Capital Plan
- This overage will be managed within the Administrative Budget and will be balanced
- In response to Council Member Baileys question regarding refinancing, CFO Hill stated that the rates are well below the current rate so there is no need to refinance
- There is also an under-expend in Salary and Benefits due to vacancies
  - The vacancies have now been filled and numbers should return to normal
- No further questions

Mayor Silvestrini moved to approve the quarterly financial report including the list of expenditures for the last quarter as presented

Mayor Knopp seconded the motion

All voted in favor, none opposed

#### 8. 2024-2026 Strategic Plan

- AC Pilgrim provided an overview of the process and final draft of the Strategic Plan
- Feedback was solicited and received from public safety partners, community partners, and internally as well
- This process began March 2023 and will go before the UFA Board in February for approval
- Council Member Fotheringham asked about the intent to find a way to establish a metric and measurement of these goals
  - AC Pilgrim explained that the data points are easy to track
  - Action items have been identified within each Division that are tracked and reviewed monthly as a goal
  - These items are based on SWOC feedback and completion is subjective
  - Leadership has spent much time ensuring the action items meet the intent of the SWOC
- In response to Deputy Mayor Kanter's question about reporting these items to the Board, AC Pilgrim stated that a quarterly report will be provided

#### 9. Operations Report

- AC Dern provided an overview of the Operations Report included in the packet
  - Over 36,000 incidents took place in 2023
  - Pertinent final data will be published in the Accomplishments Poster in February
- Holiday Staffing
  - Christmas day and eve staffing went well



- Only ran short 1 Firefighter on 12/23
- Moved 1 Firefighter to an ambulance for a partial shift 12/24
- Very limited impact to staffing through the holiday
- Crew Recognition
  - Chief Burchett presented crewmembers Chief Coins for their work to provide a tree, presents, and dinner to a family who experienced a fire in Millcreek
  - Thanks to BC Anderton, Sam Christensen, Molly Doyle, John Hickey, Heath Bambury, Rachel Walker, Jake Henderson, and Millcreek Gardens for their donations

#### 10. Fire Chief Report

- Grand Opening Station 102
  - Crews have been in the Magna Station 102 for a couple weeks
  - The grand opening takes place today at 1:00 p.m.
- New Board Member Orientation
  - Welcome Holladay Council Member Paul Fotheringham and White City Council Member Tyler Huish
  - Meetings with new Board Members will be scheduled to orient them to UFA/UFSA
- Legislative Committee
  - Chief Burchett reviewed members of the UFA Legislative Committee
  - If any other Board Members are interested in joining the Committee, please reach out
  - Mayor Silvestrini clarified that there is not much of a time commitment
- 2024/2025 Budget Priorities
  - Chief Burchett explained that he has received about 100 new asks from the Divisions
  - A 10% non-personnel stress test was also done in each Division
  - It is unknown where benefits and wages will land until the February Benefits and Compensation Committee Meeting
  - Chief stated that his top goal is Top 3 and keeping UFA within that goal
  - A second recruit camp is a priority, as is Behavioral Health, and inflationary costs
  - Chief Burchett will gather the costs for a second recruit camp for the next Board Meeting

#### 11. Closed Session

No closed session

#### 12. Adjournment

Council Member Hull moved to adjourn the January 16, 2024 meeting  
 Mayor Knopp seconded the motion  
 All voted in favor, none opposed

#### BOARD MEMBERS IN ATTENDANCE:

Council Member Kathleen Bailey  
 Council Member Catherine Harris  
 Council Member Trish Hull  
 Mayor Marcus Stevenson  
 Mayor Dan Knopp  
 Mayor Tom Westmoreland  
 Mayor Kristie Overson

Mayor Mike Weichers  
 Deputy Mayor Catherine Kanter  
 Council Member Tish Buroker  
 Mayor Jeff Silvestrini  
 Mayor Dahle  
 Council Member Sheldon Stewart

BOARD MEMBERS ABSENT:  
Council Member Jared Henderson  
Council Member Chrystal Butterfield  
Mayor Roger Bourke

STAFF IN ATTENDANCE:  
Chief Dominic Burchett  
CFO Tony Hill

CLO Brian Roberts  
Cynthia Young, Clerk

OTHER ATTENDEES:

AC Dern  
AC Pilgrim  
AC Robison  
Aaron Whitehead  
Alan Perry, White City  
Anthony Widdison  
Bill Brass  
Brandon Dodge  
Brian Anderton  
Bryan Case  
Calogero Ricotta  
Chet Ellis  
Courtney Samuel  
David Chipman, Public  
Debbie Cigarroa  
Erica Langenfass  
Jay Torgersen

Jill Tho  
Kate Turnbaugh  
Kenneth Aldridge  
Kiley Day  
Kiyoshi Young  
Krystal Griffin  
Kyle Maurer, Herriman  
Lana Burningham  
Mike Bagley  
Mike Greensides

Paul Fotheringham, Holladay  
Paul Story  
Rachel Anderson  
Reid Demman  
Rob Ayres  
Shelli Fowls  
Tara Behunin  
Tyler Huish, Holladay  
Wade Russell  
Wade Watkins

Molly Doyle  
Patrick Costin

## **BOARD ETHICS ACKNOWLEDGMENT**

I, \_\_\_\_\_, serving as a Board Member of the Unified Fire Authority, and pursuant to UFA Board Policy Chapter 1, Section 21 (attached), sign this acknowledgement that I have received the Code of Ethics, reviewed it, and am committed to upholding its requirements.

Signed: \_\_\_\_\_

Dated: \_\_\_\_\_



**Relevant Information:** The term ethics, used in its broadest form, refers to a set of moral principles. A “Code of Ethics,” as used in this policy, refers to the general rules of conduct the Board recognizes in respect to governance of the UFA. This Code of Ethics is intended to serve as a guide for Board Members. The Board is committed to excellence in leadership and decision-making that results in the highest quality of service. It is the Board’s intent to review and re-adopt this policy annually in the month of January and for each Board Member to sign an acknowledgement that the Code of Ethics has been reviewed and committed to by the Board Member.

1. The Board will follow all regulations and laws related to the conduct of UFA business, including laws related to the ethics of public officers and employees, open meetings laws, and whistleblower protection statutes. It will also honor its own adopted policies. Knowing the law is the starting point of effective governance.
2. The Board recognizes the dignity, values, and opinions of one another, employees, and the general public. It will encourage responsiveness and effective participation in all its communications.
3. The Board recognizes its primary responsibility is the formulation and evaluation of policy and the employment of a Chief Executive Officer (Fire Chief) to administer UFA business and Chief Legal Officer (CLO) to advise on legal matters, both at the direction of the Board.
4. The Board recognizes that operational matters of the UFA should ordinarily be directed to the Fire Chief and staff.
5. The Board commits to conducting all meetings in accordance with the Utah Open Meetings Act, or successor (the Act). It recognizes that UFA business is to be conducted in public with the limited exception of specific items that may be discussed in closed session pursuant to the Act.
6. The Board will focus on issues and seek solutions that are in the best interest of the public and avoid issues of personality and/or special interests, including using any authority for personal gain or that of close friends, family, or business associates.
7. The Board, both as a body and as a group of individuals, will support decisions made by the Board. Individual Members may disagree with a certain decision but should support the position as the considered opinion of the Board. This position is not

intended to restrict further consideration based on additional information but to provide for the effective continuation of UFA business.

8. The Board will work directly with the Fire Chief, CLO, and staff to obtain information and/or an enhanced understanding to improve effective decision making.
9. The Board should direct any complaint and/or issue directly to the Fire Chief or CLO as appropriate. It is the responsibility of the Fire Chief or CLO, as appropriate, to resolve the issue as may be necessary or bring the matter to the Board for full consideration.
10. Board Members, to the greatest extent possible, will forward business items to either the Board Chair or the Fire Chief for inclusion in a Board meeting agenda. The goal is to provide public notification of the issue and to allow time for the staff and other Board Members to research/consider the topic.
11. The Board recognizes it operates as a unit and that individual Board Members authority exists only as a member of the whole.
12. The Board acknowledges that policy decisions require Board action. When an individual Board Member receives a policy related question, the response must be based on established policy. The question may be brought to the full Board for further consideration. When such questions arise, the topic should be forwarded to the Board Chair, Fire Chief, and/or CLO for inclusion in a Board meeting agenda.
13. The Board recognizes effective operations require a team approach. The Board, Fire Chief, CLO, and staff members are expected to work together in a collaborative process assisting each other in the conduct of UFA business.
14. The Board recognizes the value of long-term planning and interaction with other agencies and will constantly maintain a focus on the long-term stability of the UFA to provide its services.
15. The Board will be courteous and responsive to citizen requests and will generally direct their concerns and interests to the Fire Chief or CLO as appropriate.

16. The Board, as a body and as a group of individuals, acknowledges that information and study foster good decision making and will commit the necessary effort to develop a working understanding of all issues that come before the Board.
17. The Board acknowledges that conflict or differences of view could arise between Members and will seek effective remedies that are in the best interest of the Board and the UFA.
18. The Board will seek legal counsel when indicated and will be guided by the legal advice provided by the CLO or outside counsel if necessary.
19. The Board acknowledges that conflicts of interest may occasionally arise and that each Board member is responsible to declare such actual or potential conflicts as specified by Utah law or Board policy.
20. The Board will provide channels for individuals to speak up when they feel something isn't right or looks out of place and allow for such in a non-threatening environment, including communication directly to the Board or CLO. The Board will also facilitate reporting through the chain of command that is two-way and unencumbered by rank, allowing for a free flow of thoughts by frontline staff when they have concern. The Board will have a continued commitment to the integrity of this organization and further resolving issues within policies without any suppression of open dialogue and communications or actions that inhibit the performance of individuals within the UFA.
21. The Board will facilitate and support a safe work environment and alert the appropriate individuals if any Board Member believes that safety has been compromised.
22. The Board will be a steward of the public trust and maintain an environment of trust and accountability.
23. The Board will comply with the Utah Public Officer and Employee Ethics Act and ensure individual accountability, including consequences for noncompliance.
24. Although this policy lists many ethical concerns specifically, the Board will have a

responsibility to go above and beyond what is specifically mentioned and act consistently with the spirit of the policy to ensure good ethical behavior. Even if an action is strictly within policy, if circumstances suggest unethical behavior, the Board will be committed to examine it for full compliance with the goals of this policy.

**Policy Statement:** It is the policy of the Board of Directors to annually review and adopt this Code of Ethics policy and for each Board Member to sign an acknowledgement that the Code of Ethics has been reviewed and committed to by the Board Member.



**Relevant Information:** Members of the Board must disclose actual or potential conflicts of interest between their duties as Board Members and their personal financial interests. A Board Member who complies with this conflict of interest provision may, using the Member's discretion, vote on the matter which is the subject of the actual or potential conflict of interest, abstain from voting or participating in the discussion, or leave the meeting during discussion and/or voting. Board Members may seek a confidential advisory opinion from the Chief Legal Officer as to the necessity of disclosing such potential conflicts of interest prior to disclosing them to the Board.

**Policy Statement:** It is the policy of the Board to require Board Members to disclose any and all potential conflicts of interest that may arise between their duties as Board Members and the Member's personal financial interests and act accordingly with respect to votes on matters implicating such conflicts.

## **CONFLICT OF INTEREST DISCLOSURE STATEMENT**

The undersigned, being first duly sworn on oath, states as follows:

1. I, \_\_\_\_\_, am an employee or Board Member of Unified Fire Authority holding the position of \_\_\_\_\_.

2. I, my spouse or my minor children, individually or in combination, own 10% or more of the outstanding shares of the following corporation (and/or 10% interest in any other business interest) as follows:

A. Name of Business: \_\_\_\_\_.

B. Address of Business: \_\_\_\_\_  
\_\_\_\_\_.

C. Principal Activity of Business: \_\_\_\_\_.

D. Value of Interest (check one): \_\_\_ less than \$25,000; \_\_\_ more than \$25,000.

3. I, my spouse or my minor children have a legal or equitable interest, exceeding \$2,000, in the following businesses that are subject to regulation by the Unified Fire Authority:

A. Name of Business: \_\_\_\_\_.

B. Address of Business: \_\_\_\_\_  
\_\_\_\_\_.

C. Principal Activity of Business: \_\_\_\_\_.

4. If I have provided business information in Para. 3, above, I certify that such business is in compliance with all pertinent laws and regulation subject to Unified Fire Authority regulation.

5. I certify that I have no conflicts of interests except those disclosed, in writing, and attached to this disclosure.

6. I certify that if I will benefit from the award of any contract by the Unified Fire Authority, prior to the consideration and award of the contract, I will disclose to the Fire Chief, the Board of Directors, and my immediate supervisor, in a sworn statement in writing at least ten days prior to the date of any such transaction, the nature of that benefit.

7. I certify that if I receive or agree to receive compensation for assisting any person or business entity in any transaction involving a political subdivision of the State

of Utah, I will file with the Fire Chief, the head of the agency with which the transaction is being conducted, and the state attorney general, a sworn statement and disclose, at least ten days prior to the date of any agreement with the employee or receipt of any compensation, whichever comes first, the following information:

- (a) My name, address, and employer;
- (b) The name and address of the person or business entity being or to be assisted;  
and
- (c) A brief description of the transaction as to which service is rendered or is to be rendered and of the nature of the service performed or to be performed.

8. I certify that if I am employed by any business entity which does or anticipates doing business with the Unified Fire Authority, I will publicly disclose to the Fire Chief, or if a Board Member to the Board, the nature of my interest in that business entity at least ten days prior to the date of beginning work or any time there is a change in employment status.

9. I certify that if I acquire any personal interest or investment which creates a conflict between my personal interests and my public duties I will file a sworn statement with the Fire Chief, or if a Board Member with the Board, that explains the precise nature of such conflict.

Dated this \_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Signature

STATE OF UTAH                    )  
  :ss  
COUNTY OF SALT LAKE    )

Subscribed and sworn to (or affirmed) before me by \_\_\_\_\_  
(name)  
on this \_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_  
Notary Public residing in Salt Lake

County

My Commission Expires:

\_\_\_\_\_

**This Statement is a public document and will be available for public inspection.**



UFA			
Morgan	Elise	Alta	<a href="mailto:emorgan@townofalta.com">emorgan@townofalta.com</a>
Zuspan	Keith	Brighton	<a href="mailto:keithzuspan@brighton.utah.gov">keithzuspan@brighton.utah.gov</a>
Clayton	Sean	Copperton	<a href="mailto:seanclayton@coppertonutah.org">seanclayton@coppertonutah.org</a>
Bracken	Scott	CWH	<a href="mailto:sbracken@ch.utah.gov">sbracken@ch.utah.gov</a>
Eagle Mtn			
Hawkes	Jennifer	Emigration	<a href="mailto:hawkes@ecmetro.org">hawkes@ecmetro.org</a>
Ohrn	Sherri	Herriman	<a href="mailto:sohrn@herriman.org">sohrn@herriman.org</a>
Durham	Matt	Holladay	<a href="mailto:mdurham@cityofholladay.com">mdurham@cityofholladay.com</a>
Schaeffer	Patrick	Kearns	<a href="mailto:oneway005@yahoo.com">oneway005@yahoo.com</a>
Pierce	Audrey	Magna	<a href="mailto:audrey.pierce@magnacity.org">audrey.pierce@magnacity.org</a>
Glover	Paul	Midvale	<a href="mailto:pglover@midvale.com">pglover@midvale.com</a>
Bev	Uipi	Millcreek	<a href="mailto:buipi@millcreek.us">buipi@millcreek.us</a>
Riverton			
Hartman	Lisa	SLCo/Kanter	<a href="mailto:lhartman@slco.org">lhartman@slco.org</a>
Theodore	Dea	SLCo/Stewart	<a href="mailto:dhtheodore@slco.org">dhtheodore@slco.org</a>
Taylorsville			
Price	Linda	White City	<a href="mailto:linda.price@whitecity-ut.org">linda.price@whitecity-ut.org</a>

“A Party may designate, on an annual basis, an “alternate” Board Member (who must still qualify under subsections a.ii and a.iii and be designated in writing to the Authority),”

a. ii. The County will receive two positions on the Board. One Board Member will be the County Mayor, or a Deputy Mayor or Associate Deputy Mayor as designated by the County Mayor, and one Board Member will be appointed from the County Council.

a. iii. Except for the County as provided for in subparagraph a(ii), each Board Member must at all times be an elected official of the Party and either a mayor or councilmember of the municipality’s governing body.



**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**JANUARY 2024**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Jan-24	1/31/2024	2	PAYROLL TRANS FOR 01/15/24 PAY PERIOD	N/A	\$ 1,524,979.07
Jan-24	1/10/2024	1	PAYROLL TRANS FOR 12/31/23 PAY PERIOD	N/A	1,316,507.23
Jan-24	1/17/2024	9	TRANSFER FUNDS FROM FIRE TO EM FOR SLCo EM FEE	N/A	1,233,175.00
Jan-24	1/3/2024	10324101	SELECTHEALTH	233520030611	574,164.10
Jan-24	1/24/2024	12424101	UTAH RETIREMENT SYSTEMS	Multiple	571,779.55
Jan-24	1/9/2024	10924101	UTAH RETIREMENT SYSTEMS	URS011024	552,130.20
Jan-24	1/26/2024	10	EFTPS - 01/25/24 PAYROLL	N/A	289,992.63
Jan-24	1/11/2024	6	EFTPS - 01/10/24 PAYROLL	N/A	240,997.34
Jan-24	1/25/2024	11	STATE TAX W/H ACH - JANUARY 2024 PAYROLL	N/A	164,442.06
Jan-24	1/7/2024	1072024	WELLS FARGO BUSINESS CARD	Multiple	148,700.92
Jan-24	1/11/2024	87537	ESO SOLUTIONS INC	ESO-124991	103,224.54
Jan-24	1/18/2024	87564	FUEL NETWORK	F2406E00933	47,830.10
Jan-24	1/4/2024	87529	UKG KRONOS SYSTEMS LLC	Multiple	40,713.53
Jan-24	1/31/2024	13124001	GCS BILLING SERVICES	3547	36,566.76
Jan-24	1/10/2024	11024101	STRATOS WEALTH PARTNERS	VEBA011024	35,492.00
Jan-24	1/25/2024	12524101	STRATOS WEALTH PARTNERS	VEBA012524	35,422.74
Jan-24	1/4/2024	87525	PEHP GROUP INSURANCE	Multiple	29,170.42
Jan-24	1/12/2024	11224002	DOMINION ENERGY	Multiple	28,595.54
Jan-24	1/25/2024	87575	CITY OF HOLLADAY	45313	27,015.00
Jan-24	1/11/2024	87552	CUSTOM BENEFIT SOLUTIONS, INC.	01102024	23,922.10
Jan-24	1/25/2024	87591	CUSTOM BENEFIT SOLUTIONS, INC.	01252024	23,922.10
Jan-24	1/25/2024	87586	ROCKY MTN POWER	Multiple	23,793.60
Jan-24	1/25/2024	87581	INTTERRA LLC	1214	22,500.00
Jan-24	1/11/2024	87546	POWERDMS INC	INV-46779	20,586.00
Jan-24	1/4/2024	10424101	UTAH DEPT WORKFORCE SERVICES	DWS1223	20,508.13
Jan-24	1/4/2024	87527	ROCKY MTN POWER	Multiple	19,454.46
Jan-24	1/4/2024	87512	AFLAC GROUP INSURANCE	45291	18,182.15
Jan-24	1/11/2024	87548	UNIFIED FIRE SERVICE AREA	174	15,671.76
Jan-24	1/3/2024	10324001	MAYORS FINANCIAL ADMIN	MFA0000834	15,244.00
Jan-24	1/24/2024	12424002	MAYORS FINANCIAL ADMIN	MFA0000837	15,244.00
Jan-24	1/18/2024	87561	EAGLE MOUNTAIN CITY	Multiple	13,764.06
Jan-24	1/24/2024	12424001	LES OLSON COMPANY	Multiple	13,304.17
Jan-24	1/17/2024	11724001	APPARATUS EQUIPMENT & SERVICE INC	23-IV-9102	12,967.41
Jan-24	1/10/2024	5	TRANSFER FUNDS FROM FIRE TO UFSA FOR BRIGHTON RENT #108	N/A	11,735.82
Jan-24	1/18/2024	87569	PACIFIC FITNESS PRODUCTS LLC	93525	11,563.00
Jan-24	1/4/2024	87513	APA BENEFITS INC	Multiple	11,515.74
Jan-24	1/18/2024	87565	HENRY SCHEIN INC.	Multiple	11,123.39
Jan-24	1/11/2024	87554	LOCAL 1696 - IAFF	01102024	10,767.85
Jan-24	1/25/2024	87593	LOCAL 1696 - IAFF	01252024	10,756.85
Jan-24	1/25/2024	87576	CONDER ENGINEERING LLC	1238	9,660.00
Jan-24	1/18/2024	87567	LIFE-ASSIST INC	Multiple	9,606.93
Jan-24	1/30/2024	12	TRANSFER FUNDS FOR PATIENT REFUNDS - DECEMBER 2023	N/A	9,046.55
Jan-24	1/18/2024	87560	BOUND TREE MEDICAL LLC	Multiple	9,019.28
Jan-24	1/11/2024	87538	GRAHAM FIRE APPARATUS SALES SERVICE	Multiple	8,765.31
Jan-24	1/4/2024	87517	GREATER SL MUNICIPAL SERVICES DIST	45293	8,162.60
Jan-24	1/18/2024	87572	TELEFLEX LLC	9507843721	6,768.95
Jan-24	1/25/2024	87589	UNIVERSITY OF UTAH	UFA-2023-12	6,428.00
Jan-24	1/18/2024	87563	FOOTHILL FITNESS EQUIPMENT	11705	5,900.00
Jan-24	1/3/2024	10324102	SELECTHEALTH	233520085129	5,688.30
Jan-24	1/18/2024	87571	ROCKY MTN POWER	Multiple	3,632.49
Jan-24	1/4/2024	87518	HENRY SCHEIN INC.	Multiple	3,589.72
Jan-24	1/4/2024	87514	FIDELITY SECURITY LIFE INSURANCE CO	166049693	3,530.05

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

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**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**JANUARY 2024**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Jan-24	1/25/2024	87577	EPISCOPAL DIOCESE OF UTAH	01172024UNIFIED	3,046.49
Jan-24	1/17/2024	11724005	WEIDNER & ASSOCIATES INC	Multiple	3,031.88
Jan-24	1/11/2024	87534	COMPUNET INC	244581	2,881.66
Jan-24	1/4/2024	87522	INVICTUS COUNSELING SUPPORT SERVICE	Multiple	2,835.00
Jan-24	1/25/2024	87600	PUBLIC EMPLOYEES LT DISABILITY	01252024	2,763.28
Jan-24	1/11/2024	87541	JAN-PRO OF UTAH	Multiple	2,560.00
Jan-24	1/31/2024	13124003	SERVICEMASTER OF SALT LAKE	137633	2,494.80
Jan-24	1/25/2024	87588	UKG KRONOS SYSTEMS LLC	12190800	2,413.53
Jan-24	1/11/2024	87533	BLOMQUIST HALE EMPLOYEE ASSISTANCE	JAN24-3907	2,230.00
Jan-24	1/2/2024	1	RECORD US MERCHANT FEE - DECEMBER 2023	N/A	2,200.25
Jan-24	1/11/2024	87532	BIG COTTONWOOD CANYON IMP DIST	1-407	2,160.00
Jan-24	1/4/2024	87520	INFOARMOR	45291	2,156.20
Jan-24	1/12/2024	11224004	FERRELLGAS	1125083095	2,136.76
Jan-24	1/4/2024	87530	UNIVERSITY OF UTAH	45278	2,130.00
Jan-24	1/25/2024	87592	FIREFIGHTERS CREDIT UNION	01252024TV	2,117.00
Jan-24	1/11/2024	87553	FIREFIGHTERS CREDIT UNION	01102024TV	2,114.00
Jan-24	1/11/2024	87542	L.N. CURTIS & SONS	Multiple	1,810.60
Jan-24	1/25/2024	87599	FIREFIGHTERS CREDIT UNION	01252024SF	1,719.00
Jan-24	1/11/2024	87559	FIREFIGHTERS CREDIT UNION	01102024SF	1,716.00
Jan-24	1/11/2024	87557	OFFICE OF RECOVERY SERVICES	01102024	1,691.30
Jan-24	1/25/2024	87596	OFFICE OF RECOVERY SERVICES	01252024	1,691.30
Jan-24	1/11/2024	87536	DEPT OF HEALTH & HUMAN SERVICES	8719	1,680.00
Jan-24	1/11/2024	87539	HENRY SCHEIN INC.	Multiple	1,616.00
Jan-24	1/25/2024	87587	SUNCREST COUNSELING	Multiple	1,500.00
Jan-24	1/4/2024	87526	ROB SCHMIDT BODY & PAINT INC.	RS18183	1,490.74
Jan-24	1/25/2024	87582	INVICTUS COUNSELING SUPPORT SERVICE	Multiple	1,417.50
Jan-24	1/11/2024	87543	LIFE-ASSIST INC	1392668	1,411.20
Jan-24	1/24/2024	12424003	SALT LAKE COUNTY SURVEYOR	Multiple	1,395.00
Jan-24	1/17/2024	11724002	LES OLSON COMPANY	Multiple	1,313.00
Jan-24	1/4/2024	87524	MONARCH FAMILY COUNSELING	Multiple	1,300.00
Jan-24	1/12/2024	11224001	ACE DISPOSAL INC	Multiple	1,278.96
Jan-24	1/11/2024	87540	INVICTUS COUNSELING SUPPORT SERVICE	Multiple	1,215.00
Jan-24	1/18/2024	87566	INVICTUS COUNSELING SUPPORT SERVICE	Multiple	1,215.00
Jan-24	1/31/2024	13124002	INVICTUS COUNSELING SUPPORT SERVICE	Multiple	1,197.50
Jan-24	1/18/2024	87573	UPPER LIMIT INC	Multiple	1,196.99
Jan-24	1/4/2024	87521	INTERSTATE BILLING SERVICE INC	3035260268	1,163.66
Jan-24	1/11/2024	7	RECORD CLIENT ANALYSIS FEE FOR UFA & UFSA FOR DECEMBER 2023	N/A	1,146.47
Jan-24	1/11/2024	87550	UTAH COMMUNICATIONS AUTHORITY	INV-3943	1,141.42
Jan-24	1/10/2024	11024003	NAPA AUTO PARTS	45291	1,088.13
Jan-24	1/17/2024	11724004	WAXIE SANITARY SUPPLY	82196073	1,075.58
Jan-24	1/11/2024	87545	MONARCH FAMILY COUNSELING	Multiple	1,040.00
Jan-24	1/11/2024	87544	MEANING TO LIVE	Multiple	910.00
Jan-24	1/4/2024	87528	SUNCREST COUNSELING	Multiple	900.00
Jan-24	1/25/2024	87579	HIRERIGHT LLC	G3827835	826.05
Jan-24	1/4/2024	87515	GRAHAM FIRE APPARATUS SALES SERVICE	414	768.79
Jan-24	1/25/2024	87585	MONARCH FAMILY COUNSELING	Multiple	650.00
Jan-24	1/4/2024	87531	UTAH BROADBAND LLC	Multiple	589.00
Jan-24	1/18/2024	87568	MONARCH FAMILY COUNSELING	Multiple	520.00
Jan-24	1/25/2024	87584	MEANING TO LIVE	Multiple	520.00
Jan-24	1/11/2024	87549	US CARGO CONTROL	495517	437.60
Jan-24	1/11/2024	87547	SNOWBIRD RESORT LLC	2BY5Y7-C123123	425.03
Jan-24	1/3/2024	2	RECORD PAYMENTECH FEE - DECEMBER 2023	N/A	331.37

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

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**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**JANUARY 2024**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Jan-24	1/25/2024	87574	APA BENEFITS INC	1012838	329.00
Jan-24	1/18/2024	87562	FIRST RESPONDERS FIRST	UFA-09	270.00
Jan-24	1/4/2024	87523	MEANING TO LIVE	Multiple	260.00
Jan-24	1/10/2024	11024002	MOUNTAIN ALARM	4174339	256.20
Jan-24	1/4/2024	87519	HONEY BUCKET	0553898797	253.00
Jan-24	1/25/2024	87580	HONEY BUCKET	0553948121	253.00
Jan-24	1/5/2024	4	RECORD XPRESS BILL PAY FEE FOR UFSA & UFA DECEMBER 2023	N/A	234.11
Jan-24	1/10/2024	11024001	BESTSHRED LLC	6163122723	202.00
Jan-24	1/25/2024	87590	UTAH BROADBAND LLC	1399652	199.00
Jan-24	1/11/2024	87556	ND CHILD SUPPORT DIVISION	01102024	179.00
Jan-24	1/25/2024	87595	ND CHILD SUPPORT DIVISION	01252024	179.00
Jan-24	1/11/2024	87551	UTAH COUNTY EMS COUNCIL	45299	175.00
Jan-24	1/25/2024	87583	JAN-PRO OF UTAH	Multiple	170.00
Jan-24	1/17/2024	11724003	SPEED'S POWER EQUIPMENT	104348	154.55
Jan-24	1/11/2024	87558	SALT LAKE VALLEY LAW ENFORCE ASSOC	01102024	152.00
Jan-24	1/25/2024	87598	SALT LAKE VALLEY LAW ENFORCE ASSOC	01252024	152.00
Jan-24	1/4/2024	87516	GRAINGER	9936286310	150.56
Jan-24	1/11/2024	87535	COPPERTON IMPROVEMENT DISTRICT	W-#115 12/23	115.00
Jan-24	1/5/2024	3	RECORD AMERICAN EXPRESS FEE - DECEMBER 2023	N/A	103.22
Jan-24	1/16/2024	8	RECORD INTELLIPAY FEE FOR DECEMBER 2023	N/A	57.20
Jan-24	1/12/2024	11224003	EMIGRATION IMPROVEMENT DIST	W-#119 11/23	45.95
Jan-24	1/25/2024	87578	HENRY SCHEIN INC.	Multiple	41.76
Jan-24	1/11/2024	87555	MOUNTAIN AMERICA CREDIT UNION	01102024	25.00
Jan-24	1/25/2024	87594	MOUNTAIN AMERICA CREDIT UNION	01252024	25.00
Jan-24	1/18/2024	87570	ROCKY MOUNTAIN WATER COMPANY	351833	6.29
					<b><u>\$ 7,501,870.38</u></b>

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**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - EMERGENCY MANAGEMENT CHECKING**  
**JANUARY 2024**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Jan-24	1/8/2024	2	TO RECORD INTERFUND TRANSFER FOR EM OVERHEAD COSTS FY23/24	N/A	\$ 181,854.00
Jan-24	1/25/2024	8017	INTTERRA LLC	1214	51,023.00
Jan-24	1/4/2024	1	FUNDS TRANSFER FROM EM TO FIRE - 12/22/23 PAYROLL	N/A	50,774.31
Jan-24	1/31/2024	4	FUNDS TRANSFER FROM EM TO FIRE - 01/25/24 PAYROLL	N/A	48,247.20
Jan-24	1/17/2024	3	FUNDS TRANSFER FROM EM TO FIRE - 01/10/24 PAYROLL	N/A	46,530.78
Jan-24	1/18/2024	8014	HAGERTY CONSULTING INC	12188	28,300.00
Jan-24	1/4/2024	8012	ROCKY MTN POWER	E-EM 11/23	4,319.56
Jan-24	1/25/2024	8018	ROCKY MTN POWER	E-EM 12/23	3,331.53
Jan-24	1/3/2024	10324002	LES OLSON COMPANY	Multiple	3,290.10
Jan-24	1/31/2024	13124004	SERVICEMASTER OF SALT LAKE	137633	2,041.20
Jan-24	1/18/2024	8013	FUEL NETWORK	F2406E00933	1,505.16
Jan-24	1/12/2024	11224005	DOMINION ENERGY	G-EM 11/23	1,435.24
Jan-24	1/10/2024	11024006	LES OLSON COMPANY	EA1357473	1,227.43
Jan-24	1/18/2024	8015	SYRINGA NETWORKS LLC	24JAN0170	1,175.00
Jan-24	1/25/2024	8016	COMPUNET INC	244405	620.20
Jan-24	1/10/2024	11024004	BESTSHRED LLC	6163122723	108.00
Jan-24	1/4/2024	8011	QUENCH USA INC	INV06772521	105.00
Jan-24	1/10/2024	11024005	GOLD CUP SERVICES	0155643	65.00
					<u><u>\$ 425,952.71</u></u>

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - FIRE CAPITAL REPLACEMENT FUND**  
**JANUARY 2024**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Jan-24	1/9/2024	21054	STRATEGIC COMMUNICATIONS SOLUTIONS	23SCS-1571	\$ 16,122.96
Jan-24	1/25/2024	21056	L.N. CURTIS & SONS	INV777090	16,013.03
Jan-24	1/19/2024	21055	WEIDNER & ASSOCIATES INC	67541	12,780.00
					<u>\$ 44,915.99</u>

*Note 1: Bank of America escrow funds funded in October 2021; disbursements began 11/2021 and completed 01/2024*

*Note 2: JP Morgan escrow funds funded October 2022; disbursements began 12/2022*

*X:\Board Docs\2024-01 Disbursements\55*



## 2024 UNIFIED FIRE SERVICE AREA SUB-COMMITTEES

15	<b>UFA FINANCE COMMITTEE - Public Meeting</b> 5 UFSA/4 Direct Members			<b>STAFF</b>
	Bailey	Copperton	UFSA	Chief Burchett
	Buroker	Riverton		CLO Brian Roberts
	Fotheringham	Holladay		CFO Tony Hill
	Harris	Emigration	UFSA	AC Pilgrim
Chair	Henderson	Herriman		Kate Turnbaugh Fin
	Hull	Magna	UFSA	Cyndee Young, Clerk
	Silvestrini	Millcreek	UFSA	
	Stevenson	Midvale	UFSA	
	Weichers	CWH		

11	<b>UFSA Finance Committee - Public Meeting</b>			<b>STAFF</b>
	Bailey	Copperton		Chief Burchett
	Hull	Magna		CFO Tony Hill
Chair	Overson	Taylorsville		AC Pilgrim
	Silvestrini	Millcreek		Cyndee Young, Clerk
	Stevenson	Midvale		Rachel Anderson, DA
				Kate Turnbaugh, Fin





# UNIFIED FIRE AUTHORITY

## STRATEGIC PLAN 2024-2026

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UNIFIED FIRE AUTHORITY

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# MESSAGE FROM THE CHIEF

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.**

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, reading "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







UNIFIED FIRE AUTHORITY

# 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.

---

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



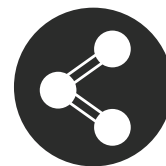
Provide leaders intent that promotes access to opportunities for growth and development of all UFA employees.



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.

---

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.

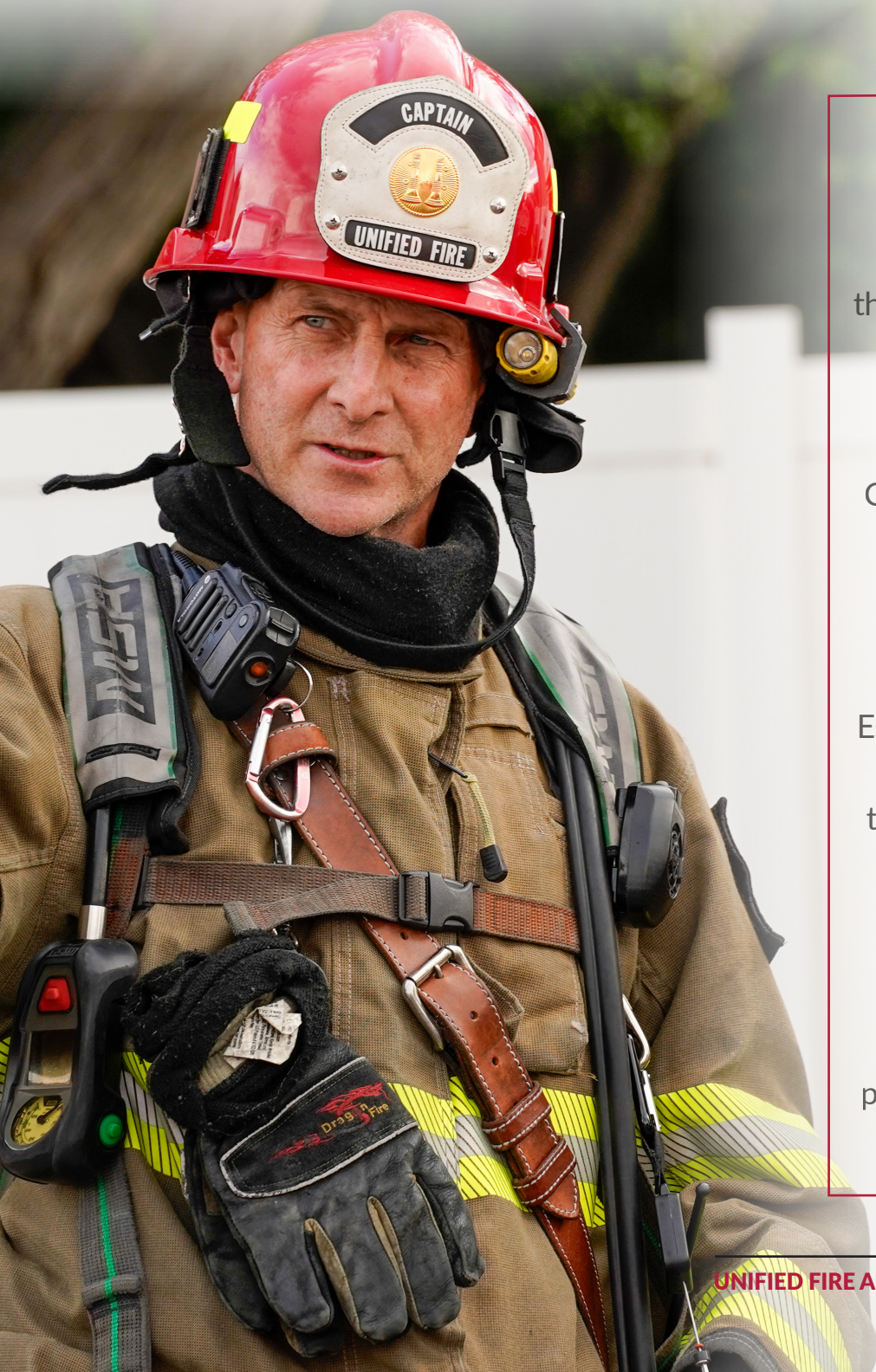


Establish new programs for the development of personnel for leadership positions.

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

**Town of Alta** Roger Bourke

**Town of Brighton** Dan Knopp

**Copperton Metro Township** Kathleen Bailey

**Cottonwood Heights City** Mike Weichers

**Eagle Mountain City** Tom Westmoreland

**Emigration Metro Township** Catherine Harris

**Herriman City** Jared Henderson

**City of Holladay** Paul Fotheringham

**Kearns Metro Township** Chrystal Butterfield

**Magna Metro Township** Trish Hull

**Midvale City** Marcus Stevenson

**Millcreek City** Jeff Silvestrini

**Riverton City** Tish Buroker

**Salt Lake County** Catherine Kanter

**Salt Lake County** Sheldon Stewart

**Taylorsville City** Kristie Overson

**White City Metro Township** Tyler Huish





## UNIFIED FIRE AUTHORITY

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**UNIFIEDFIRE.ORG**

3380 S. 900 W. | Salt Lake City, Utah 84119

(801) 743-7200



# Operations Report

## Calendar YTD Incident Responses

Count of Incidents YTD  
**4,203**

## Incident Responses Last Month

Count of Incidents L...

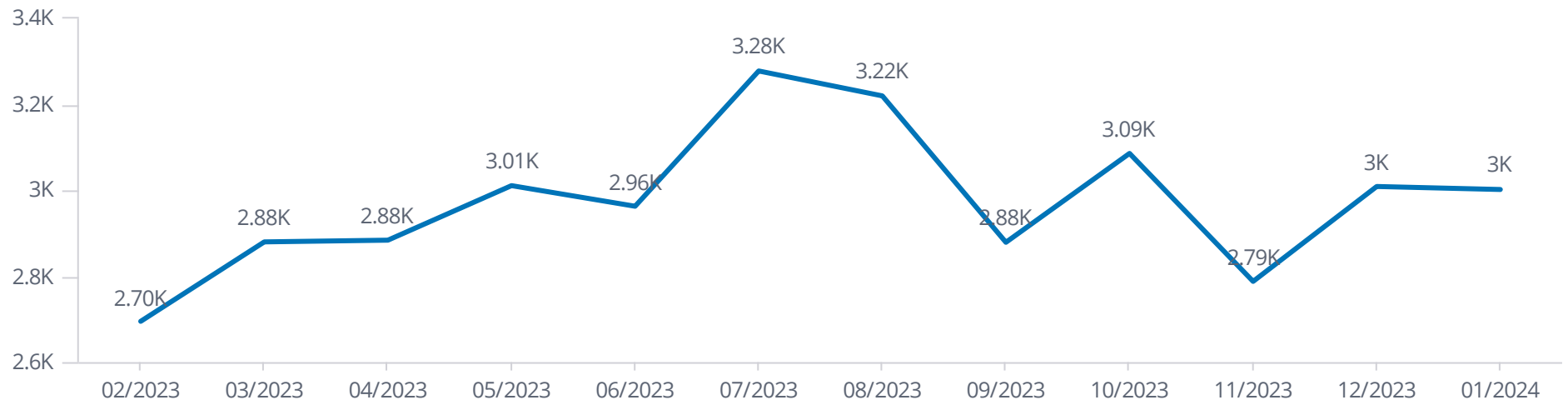
**3,002**

Difference from last year **-88**

## Count of Incident Type Groups

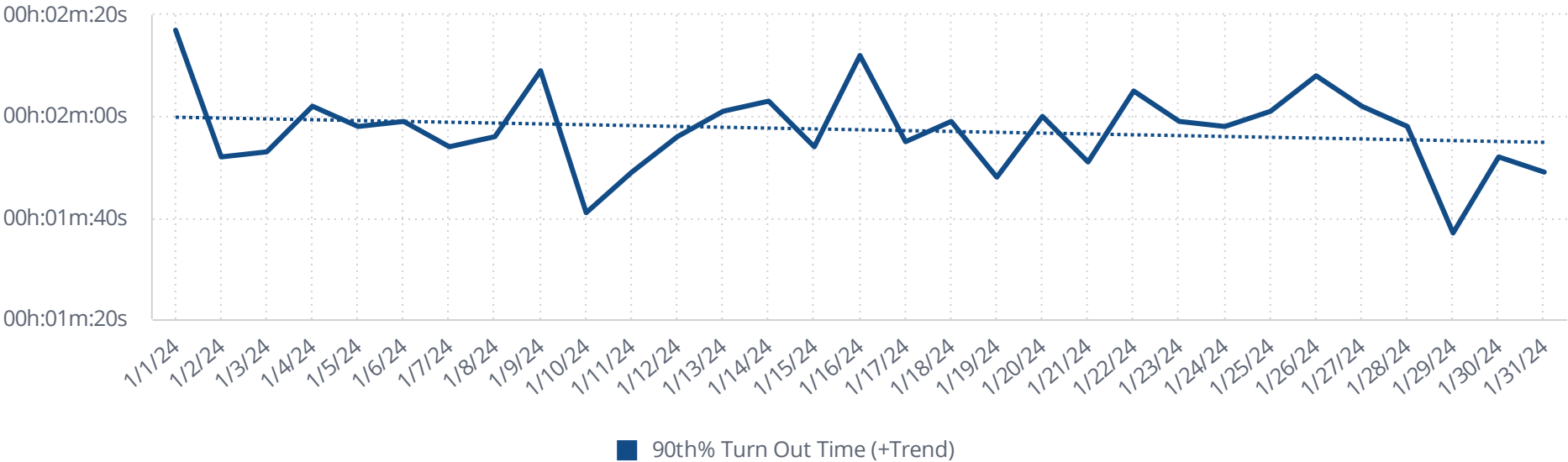
Incident Type Group	Incident Count
100 - Fire	47
200 - Overpressure Rupture, Explosion, Overheat	1
300 - Rescue & EMS	2,066
400 - Hazardous Condition	53
500 - Service Call	133
600 - Good Intent Call	470
700 - False Alarm	212
800 - Severe Weather & Natural Disaster	3

## Incident Count by Month YTD

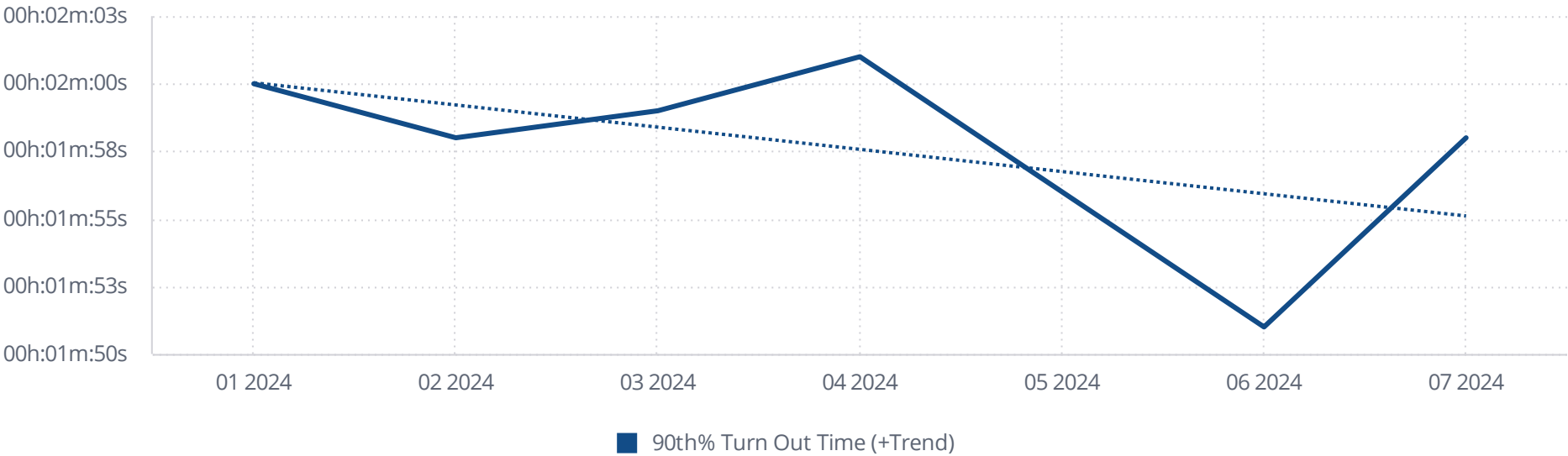




Turn Out Time Last Month



Turn Out Time YTD



Turn Out Time Last Month

90th% Turn Out Time Last Month

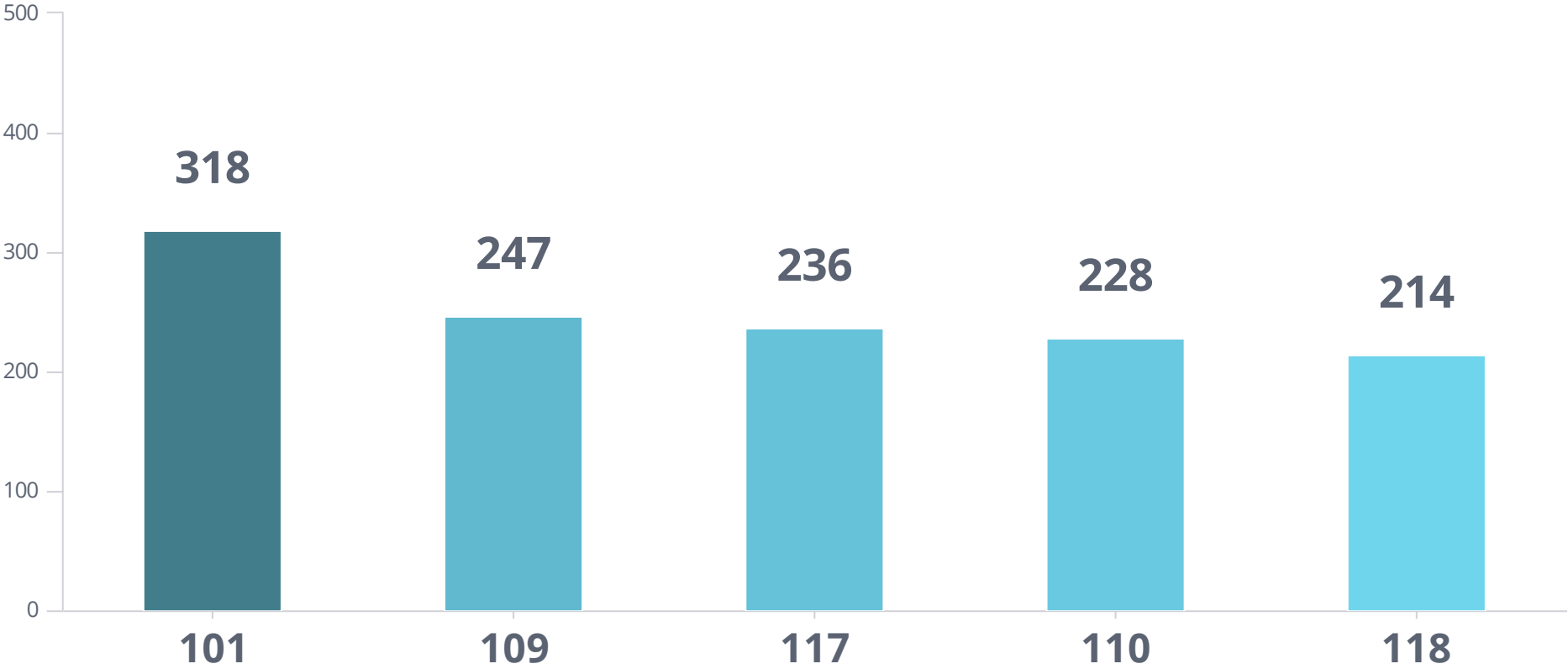
00h:01m:58s

Turn Out Time YTD

90th% Turn Out Time YTD

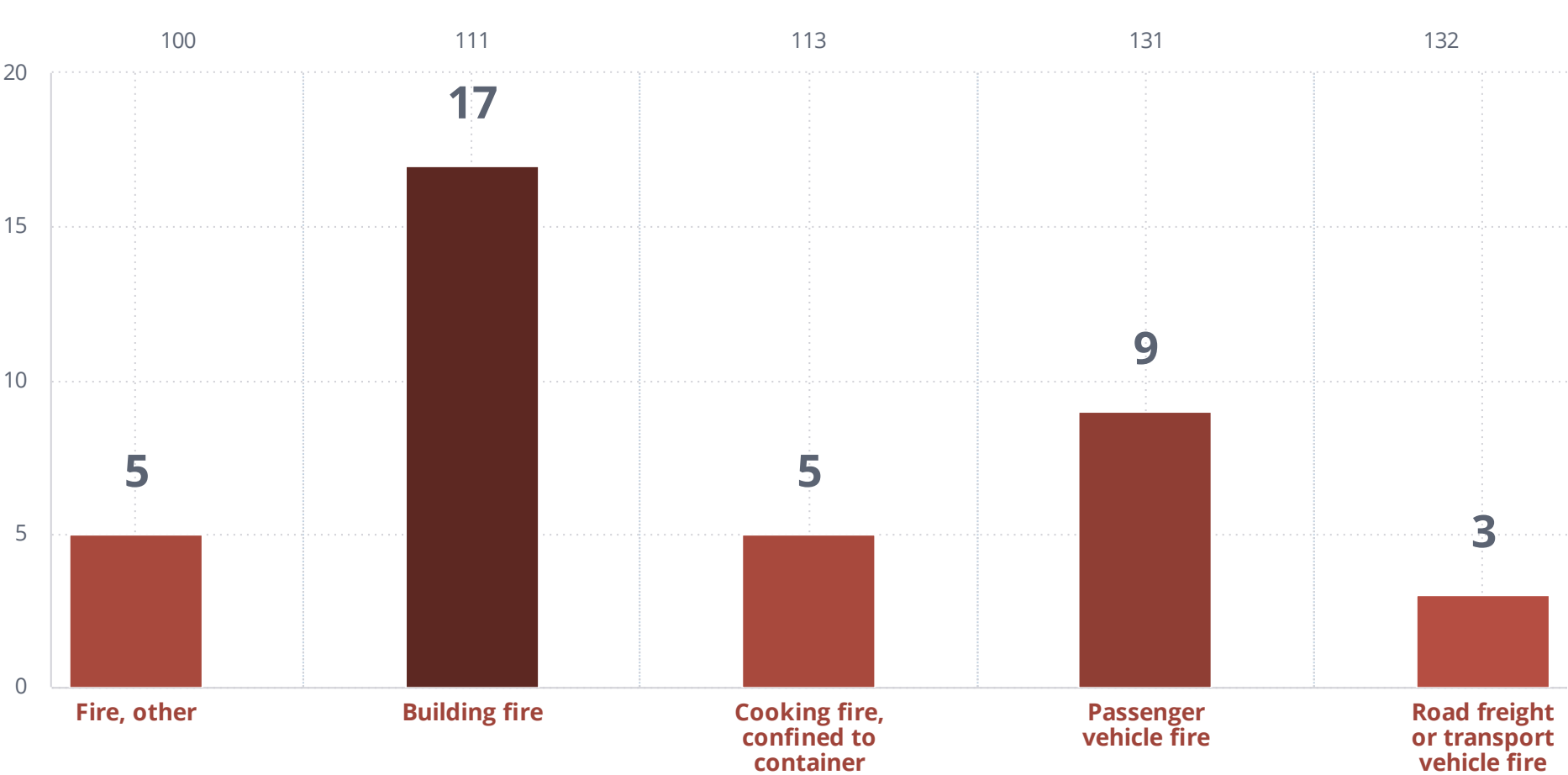
00h:01m:58s

Busiest Station Top 5



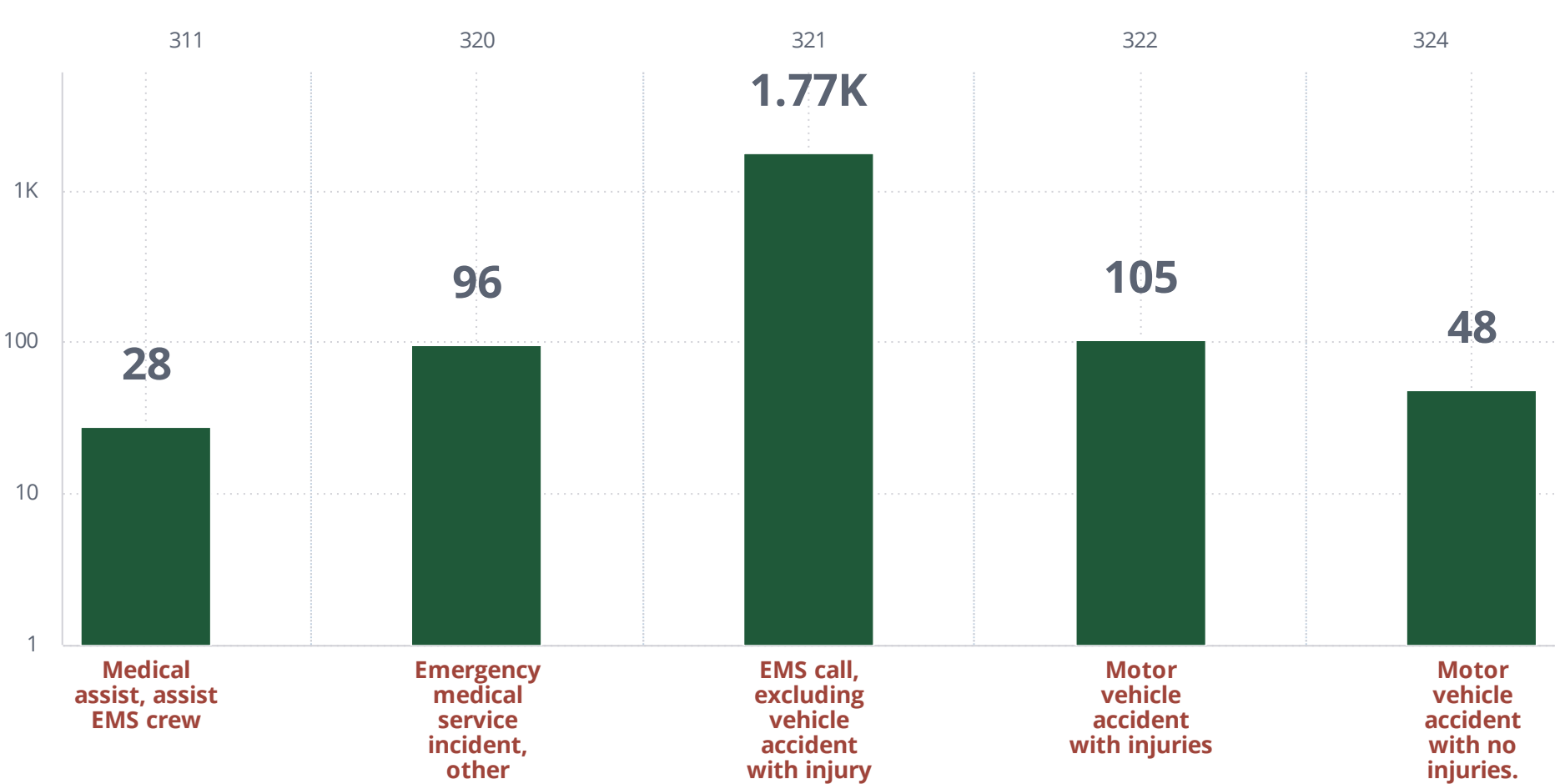
Busiest Stations Top 5

Top 5 Fire Incident Types



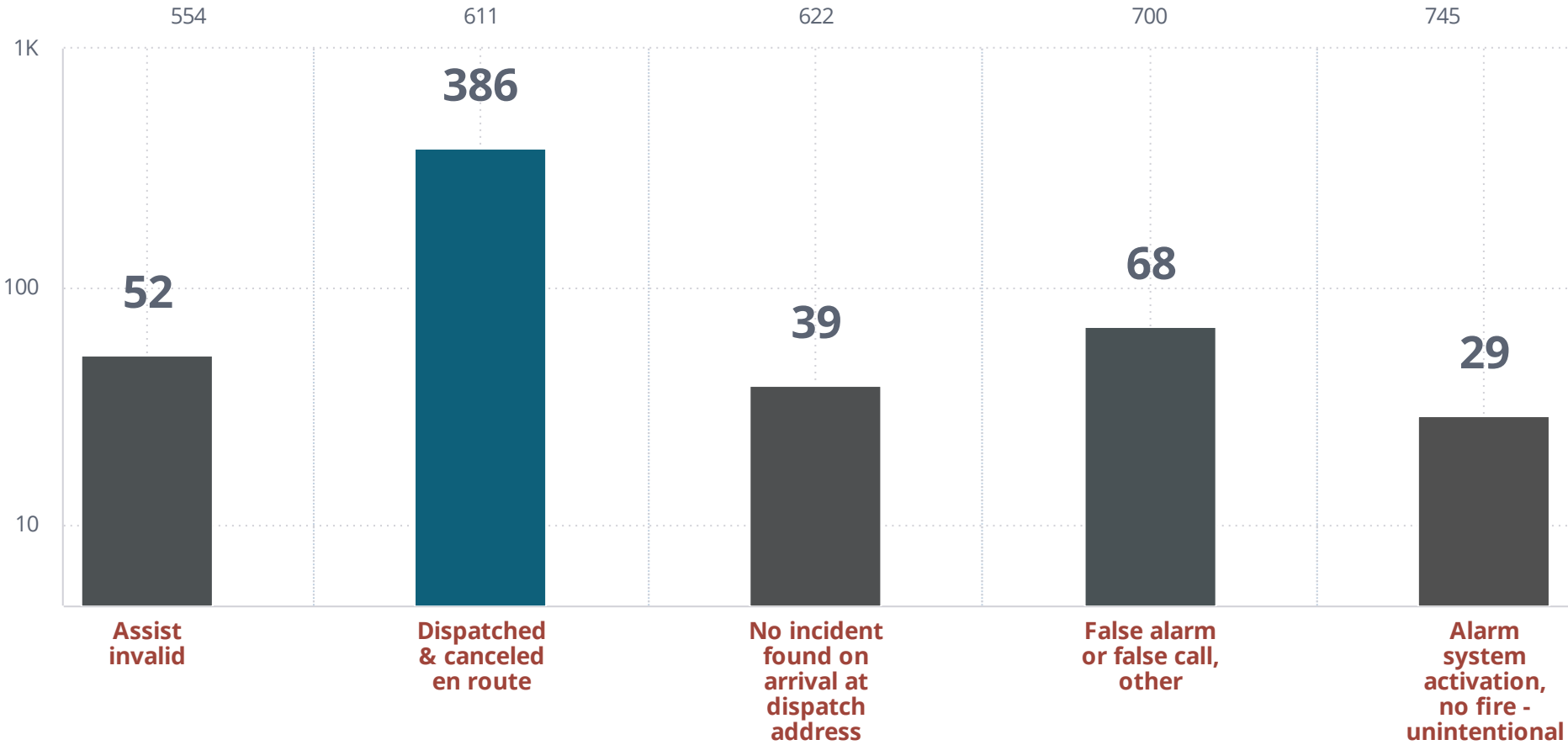
Top 5 Fire Incident Types

Top 5 EMS Incident Types



Top 5 EMS Incident Types

Top 5 Incident Types Other (Neither Fire nor EMS)



Top 5 Incident Types Other







2023

PROGRESS ON THE GOALS FOR 2023

Best Practices

- Updated 10 EMS protocols and 10 medication references
- Implemented UFA Medical Director quarterly case reviews and field observation
- Controlled substances tracking errors reduced by 13%
- Improved acute coronary syndrome identification and treatment to meet national evidence-based standards
- Received GFOA’s Distinguished Budget Presentation Award
- Implemented ClearGov to improve budget process
- Closed out the 3-station FEMA PDM generator grant
- Added Station 112 to the PDM seismic grant
- Obtained a clean, single audit for both PDM grants
- Developed a new internal communication tool/application
- Reformatted Questions for the Chief podcasts with improved video production
- Delivered two hands-on, live-fire scenario days to each person in Operations
- Adoption of Standards of Cover
- Addition of a fourth Firefighter at Stations 108, 113, and Station 251

Well-Being of Our People

- Completed construction of 3 stations designed to support firefighter health and wellness
- Awarded funding from the State of Utah to augment the current Behavioral Health Program
- Identified ways to improve the long-term sustainability for the Behavioral Health Program
- Enhanced alignment of firefighter physicals with NFPA 1582

Resilient Culture

- Successfully closed out the 2021-2023 Strategic Plan and finalized the 2024-2026 Strategic Plan
- Formalized promotional ceremonies to better honor our tradition and recognize achievements
- Worked with EAP and external clinicians to address the emerging and changing needs of the department
- Implemented psychological evaluations to improve the full-time hiring selection process

Professional Development

- Two mechanics completed advanced Emergency Vehicle Technician training achieving level I & II certifications
- Three Fire Prevention Specialists obtained ICC Fire Inspector I and II, a difficult and valuable achievement
- Facilitated over 7,000 person-hours of medical training
- Provided over 10,000 person-hours of training to Heavy Rescue, Hazmat and US&R personnel
- 20 students completed in-house Engineer School
- Implemented the Captains Academy and task book

Community & Partner Involvement

- Hosted the UPD sponsored U.S. Western Regional SWAT competition with support of Fire Training
- Partnered with UPD on a series of community risk reduction videos
- Promulgation of the Salt Lake County Comprehensive Emergency Management Plan
- Added municipal-specific patches to Class B uniforms to better represent the areas we serve

2023 STATISTICS

- **35,784** Total Incidents
  - **41.3%** Emergent Incidents
- **62,064** Unit Responses
- **8,406** Inspections
- **1,095** HazMat Permits Issued
- **198** Fire Investigations
- **12** Arrests for Arson
- **47** Special Enforcement Explosives-Related Calls
- **61** SWAT Paramedic Deployments
- **210** Supported Community Events
- **220** Station Tours
- **115** School/Church Visits
- **213** Media Stories
- **5** Community Pancake Breakfasts Serving 2000 People
- **67** Wildland Deployments in Eight States, Completed \$300,000 In-Kind Mitigation Work
- **5** US&R Deployments (Vermont Flooding, Hawaii wildfires, Hurricane Idalia, Hurricane Lee, West Jordan Search)
- **5** Emergency Communications Center Activations
- **500** Hours of EM Training for Local and State Partners
- **104** Pre-Employment Background Checks
- **33** New Firefighters Hired for the 2024 Recruit Camp
- **31** Firefighters Completed 2023 Recruit Camp
- **8** Firefighters EMT Certified
- **11** Laterals Hired (2 Paramedics, 9 Firefighters)
- **3** Lateral Investigators Hired
- **39** Promotions: 1 Assistant Chief, 1 Operations Chief, 1 Division Chief, 4 Battalion Chiefs, 9 Captains, 6 Engineers, 9 Paramedics, 2 HazMat, 5 Heavy Rescue, 1 EM Associate Director
- **11** Paramedic Students Graduated
- **44** Part-Time EMS Staff Hired
- **21** Students Attended the UFA Public EMT Course
- **633** American Heart Association Certifications Issued to the Public

WICKED ISSUES

- Ensuring good data collection through proper fire/medical reporting
- Maintaining competitive wages and benefits while addressing other fiscal priorities
- Addressing firefighter hiring and retention
- Keeping up with community growth and increased calls for service and identifying response gaps
- Working with SLCo to ensure proper funding for Recreation Areas
- Addressing aging facilities including Fire Training and Station 112
- Minimizing impacts caused by longer lead times on apparatus delivery

2024 KEY INITIATIVES

- Enhanced Leadership
- Improved Emergency Services Delivery
- Improved Community Involvement
- Improved Behavioral Health
- Improved Internal and External Communications