

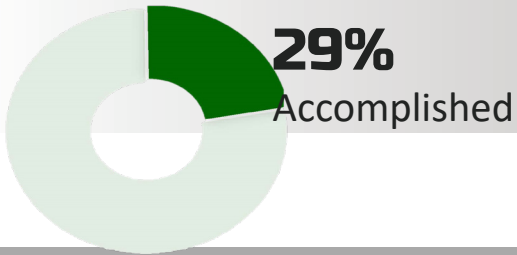
SALT LAKE CITY FIRE DEPARTMENT



STRATEGIC PLAN 2020-2024 2022 REPORT CARD

Like so many in our community, the Salt Lake City Fire Department prides itself on adapting to the challenges we face on a daily basis. We remain dedicated to our values of Trust, Community, Respect, Excellence, and Leadership. While circumstances may have reformed our methods, we have not diverted from our resolve to our mission, our purpose, or our community. This Strategic Plan, with its associated goals and objectives, guided us through it all, assisting us in navigating a dynamic and evolving situation. Although this first report card comes two years after the implementation of our 2020 Strategic Plan, we intend to share subsequent report cards annually.

The purpose of this report card is not to highlight our triumphs, but to showcase our commitment while providing accountability to those we serve with pride. By reflecting on the past, we will continue to learn and be better prepared for our future.



STRATEGY 1
DISPATCH CODING, PROTOCOLS, AND RESPONSE TIMES

KEY PERFORMANCE INDICATORS	
Review and improve dispatch codes to confirm that the most appropriate units are dispatched to each unique emergency response	25% complete
Perform an evaluation of the criteria used by dispatchers to gather information and recommend to Salt Lake City 911 dispatch protocols to improve dispatch response	50% complete
Continue to evaluate various dispatch models and software providers	20% complete



STRATEGY 2
CREATE EFFICIENCIES IN MEDICAL RESPONSE

KEY PERFORMANCE INDICATORS	
Assess and improve the current paramedic response model using call volume and patient dispositions	0% complete
Improve the expectations and the knowledge, skills, and abilities of Salt Lake City Fire Department EMTs	50% complete
Create an analysis of the Mobile Response Team (MRT) data to determine the most effective approach to the MRT program	0% complete

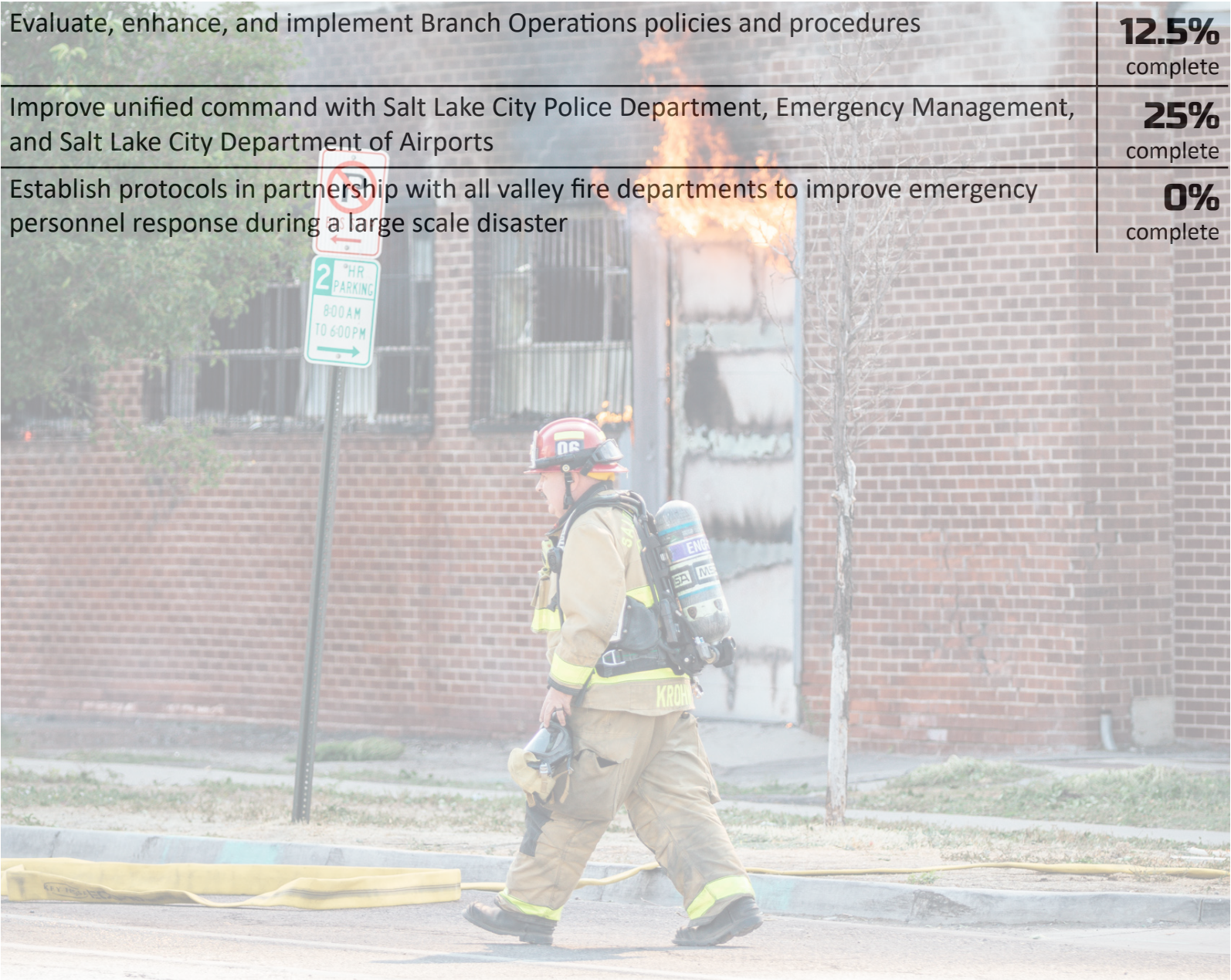
GOAL 1
Provide unparalleled public safety service

STRATEGY 3
IMPROVED FIRE RESPONSE

KEY PERFORMANCE INDICATORS	
Create a standardized template and process for Post Incident Analysis (PIA)	50% complete
Continue to develop Salt Lake City’s wildland-urban interface (WUI) program	60% complete
Evaluate methods and technology that will improve response times to critical emergency calls	50% complete

STRATEGY 4
ENHANCE RESPONSE TO MAJOR DISASTERS AND INCIDENTS

KEY PERFORMANCE INDICATORS	
Evaluate, enhance, and implement Branch Operations policies and procedures	12.5% complete
Improve unified command with Salt Lake City Police Department, Emergency Management, and Salt Lake City Department of Airports	25% complete
Establish protocols in partnership with all valley fire departments to improve emergency personnel response during a large scale disaster	0% complete





61%
Accomplished

GOAL 2

Firefighter Health and Safety

STRATEGY 1
FIT TO RESPOND, FIT TO RETIRE

KEY PERFORMANCE INDICATORS

Disseminate comprehensive wellness training material through the Certified Wellness Coordinators (CWCs) with emphasis on the four pillars of wellness: Mental Health, Physical Health, Nutritional Education, and Recovery.	33% complete
Using the CWCs, perform a needs assessment and inventory of each station to prioritize station gym equipment, workout spaces, and fitness options at all fire stations.	80% complete
Prioritize annual physical examinations, including developing an annual job readiness assessment, to uphold the necessary standard of physical readiness set forth by the Task Performance Assessment (TPA)	60% complete



STRATEGY 2
PEER SUPPORT AND MENTAL HEALTH

KEY PERFORMANCE INDICATORS

Review and improve Peer Support Team (PST) policies to respond more efficiently to our members following traumatic emergencies	62% complete
Work with partnered clinicians and local resources to aid in research regarding mental health and wellness initiatives	50% complete
Increase training on awareness and prevention of firefighter suicide, addiction, and PTSI-related illness	66% complete
Implement training for all stages of a member’s career, from new recruit to post-retirement	25% complete
Improve health and wellness for the families of department members regarding care and crisis resolution	15% complete

STRATEGY 3
LONGTERM HEALTH AND INJURY/ILLNESS PREVENTION

KEY PERFORMANCE INDICATORS

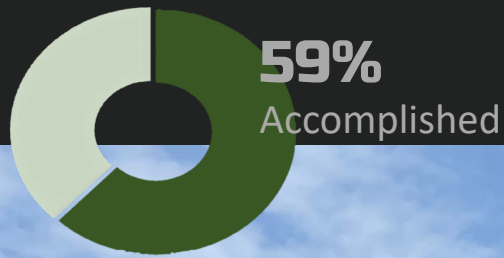
Expand healthcare options and resources to improve injury and illness prevention	100% complete
Provide cancer screenings for all department members	100% complete
Partner with local and state representatives to actively pursue increased care and benefits for current and retired members	100% complete
Improve turnout protocols to prevent exposure to carcinogenic toxins in contaminated protective equipment	50% complete

STRATEGY 4
IMPROVED WORKPLACE ENVIRONMENT

KEY PERFORMANCE INDICATORS

Identify recruitment strategies that will continue to add diversity to all areas of the department	68% complete
Secure funding to replace or refurbish Salt Lake City Fire Stations 5 and 6 to improve workplace environment	0% complete
Continue to pursue optimal fire department staffing	100% complete





GOAL 3

Department Training, Leadership, and Development

STRATEGY 1
EXPAND OFFICER DEVELOPMENT PROGRAM

KEY PERFORMANCE INDICATORS	
Create a fire officer development program specific to the needs of our department, with an emphasis on new technology and generational-specific leadership behaviors	65% complete
Provide consistent command and control training to improve emergency operations and communications	100% complete
Create external opportunities for officer development, leadership, and education	50% complete
Institute a fire officer mentoring program	90% complete

STRATEGY 2
INCREASE AND ENHANCE DEPARTMENT TRAINING EQUIPMENT

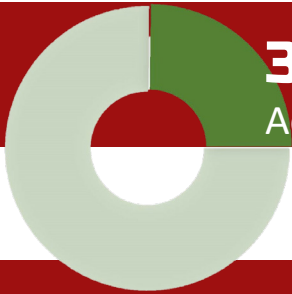
KEY PERFORMANCE INDICATORS	
Review and improve Peer Support Team (PST) policies to respond more efficiently to our members following traumatic emergencies	62% complete
Work with partnered clinicians and local resources to aid in research regarding mental health and wellness initiatives	50% complete



STRATEGY 3
CONTINUING EDUCATION OPPORTUNITIES AND CAREER PATHS

KEY PERFORMANCE INDICATORS	
Cultivate higher education opportunities for department members	50% complete
Develop a career path that will incentivize sworn and civilian employees to seek opportunities for growth	33.3% complete
Create an atmosphere of ongoing personal and professional development	100% complete





33%

Accomplished

STRATEGY 1
SERVICE OPTIONS FOR AT-RISK TARGET POPULATIONS

KEY PERFORMANCE INDICATORS

Work with community leaders to improve the effectiveness of treatment and care for identified at-risk populations	50% complete
Partner with Salt Lake City Police Department in an effort to decrease the number of opioid-related emergencies within the community	0% complete

STRATEGY 2
ADVANCE OUR PUBLIC EDUCATION EFFORTS

KEY PERFORMANCE INDICATORS

Through our Community Relations Division (CRD), expand public knowledge and awareness to better support our community	50% complete
Collaborate with Salt Lake City Emergency Management Division to design public safety education programs that bring value to members of our community	0% complete
Develop and diversify the Community Health Paramedic (CHP) program	50% complete

STRATEGY 3
STRENGTHEN INSPECTION PROGRAM

KEY PERFORMANCE INDICATORS

Improve inspection technology and ensure it meets the needs of the department	100% complete
Ensure information gathered during inspections is readily available during incidents, for use by combat crews, dispatch personnel, and support services	50% complete

STRATEGY 4
FIRE PREVENTION DIVISION SUPPORT

KEY PERFORMANCE INDICATORS

Present to the Salt Lake City Council members a list of permits that should be added to the City's fee schedule, to better serve the community	0% complete
Evaluate the department's permitting process in an effort to improve efficiency and effectiveness, to better serve the community	50% complete

GOAL 4

Effectively plan and prepare for any emergency, large or small

STRATEGY 5
COLLABORATE WITH SALT LAKE CITY'S EMERGENCY MANAGEMENT DIVISION

KEY PERFORMANCE INDICATORS

Develop and practice effective disaster response plans	10% complete
Participate in the review, planning, and implementation of all local, state, and federally-recognized emergency drills	0% complete
Develop incident action plans (IAP) for at-risk locations, such as airports, arenas, schools, shopping centers, hotels, public gatherings, urban interfaces, and more.	20% complete



STRATEGY 6
ENHANCE EMERGENCY COMMUNICATIONS

KEY PERFORMANCE INDICATORS

Enhance communications with the media through new technologies, social media platforms, and effective media for public service announcement to provide timely and relevant communication to the public during emergency incidents and disasters	40% complete
Practice internal callback procedures and enhance technology for member notification of service during a major disaster	30% complete
Establish a reporting network for all department members and their families to communicate well-being during large scale incidents	40% complete