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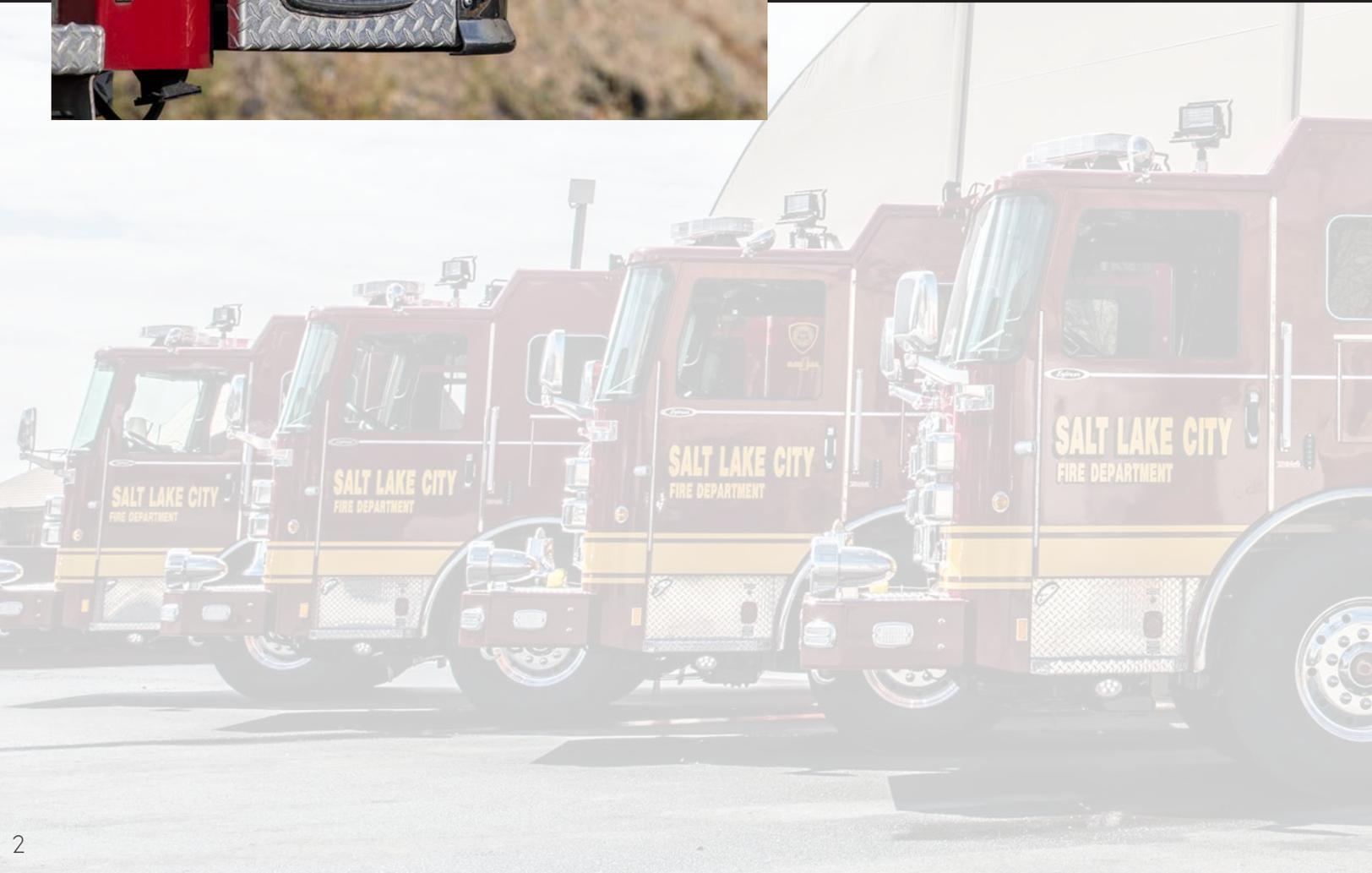


# SALT LAKE CITY FIRE DEPARTMENT

**STRATEGIC PLAN 2020-2024**



The 2020-2024 SLCFD Strategic Plan is reflective of feedback collected from Salt Lake City community members, City officials, and fire department employees. Collecting, evaluating, and incorporating this information was a year-long process, culminating in the formation of this document.



# MESSAGE FROM THE FIRE CHIEF

2020 promises to be a seminal year in Salt Lake City. Our Capital City is evolving and as such, our community's service demands are becoming more diverse and challenging. The Salt Lake City Fire Department will need to grow and innovate to meet these demands as will our



responsibility to increase our value within city services. As the leader of this proud organization, I want to capitalize on these opportunities and maximize our ability to serve our residents with distinction. We need priorities. We need a strategy. We need to ask not only our internal customers, but our external stakeholders how we can meet their needs and become better. In short, we need a plan. Only in this manner will we exemplify the professional agency we purport to be. We are an organization that excels in customer service and we will continue to address each goal in this document to improve.

In 2014 our department published its first strategic plan. The document was specific and detailed in nature. We have learned much since then and I think you will find that introspection reflected in the pages that follow. This five-year plan is thoughtful, intentional and holistic in nature. It is also intended to be simple in design and interesting to the reader. The 2020 Strategic Plan should give anyone an idea of what the Salt Lake City Fire Department is and what we strive to become. It is a positive reflection of a public safety organization that recognizes its challenges and is committed to addressing them. We are an entity that can objectively reflect on our history and learn from our mistakes. This is how we have come to be who we are; the most recognized and respected fire department in Utah since 1883.

Utah's Capital City is the most progressive within the state. It should not be surprising that its fire department follows in this image. The 2020 Strategic Plan was developed with an ambitious mindset and a commitment to review annually. From emergency response, to professional development, to health and wellness, and community risk reduction we have much to focus on. The objectives will provide the driving force of organizational advancement. The firefighters will provide the will and commitment to make it happen.

Thank you for taking the time to look at what we will accomplish over the next five years.

Sincerely,  
Karl Lieb

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# VISION

To redefine the standard in emergency response, community engagement, and firefighter wellness.



# MISSION

As Utah's Capital City fire department, it is our mission to provide unparalleled fire, rescue, and emergency medical services to our community.



# MOTTO

Prepare Effectively  
Respond Professionally  
Impact Positively



# VALUES

The members of the Salt Lake City Fire Department recognize the responsibility to protect and serve the residents of our community. We welcome the challenge to fulfill this duty by committing to the following core values:

- **Trust**

We recognize and value the trust provided to our department. We hold ourselves to the principal standards of integrity and accountability to continually earn the faith of those we serve.

- **Community**

We are actively engaged in the positive growth, development, and education of neighborhoods within Salt Lake City. We not only serve the residents, we are a part of the community.

- **Respect**

Salt Lake City is fortunate to be the most diverse, inclusive, and equitable city in Utah. Our department and its members will provide the highest level of respect to everyone we serve and serve with.

- **Excellence**

We strive for consistent excellence in all of our roles and responsibilities. We will continue to seek new ways to improve through advancements in technology, training, and professional development.

- **Leadership**

We are at the forefront of the most important issues facing our city. We can be counted on as leaders for all community-risk education and emergency response needs.



**FEB 2016**

**Implemented SLC Fire  
Cadet program**



**MAR 2017**

**Began distribution  
of naloxone kits in  
partnership with UT  
Naloxone**



**MAY 2017**

**First Camp  
Prometheus program  
for young men**



**APR 2016**

**First Camp Athena  
program for young  
women**



**MAY 2017**

**Completed citywide  
Community Wildland  
Protection Plan  
(CWPP)**

**CLASS 1 I.S.O.**  
SLCFD

**DEC 2017**

**SLCFD granted ISO  
Class 1 designation**



**APR 2018**

**Created Community Relations Division**



**NOV 2018**

**Received new self-contained breathing apparatus (SCBA) for all firefighters**



**AUG 2019**

**Replaced frontline, heavy apparatus over a 5-year period**



**MAY 2018**

**Opened new SLC Fire Station #14**

First Net Zero, LEED Gold certified fire station in the country



**OCT 2018**

**Opened new SLC Fire Station #3**

Second Net Zero, LEED Gold certified fire station in the country



**DEC 2018**

**Opened new SLC Fire Logistics building**

# GOAL 1

## Provide unparalleled public safety service

### Provide exceptional service to our community through efficiency and professionalism

The members of our fire department recognize that responding to any call is a great responsibility. Those who call for our services are often dealing with a moment of great stress or tragedy in which they put their trust in the fire department to provide solace and relief. While we take great pride in the level of service we provide, we realize there are always ways to improve. These strategies will continue to advance our service to new heights.





## **Strategy 1**

### **Dispatch coding, protocols, and response times**

- o Review and improve dispatch codes to confirm that the most appropriate units are dispatched to each unique emergency response.
- o Perform an evaluation of the criteria used by dispatchers to gather information and recommend to Salt Lake City 911 dispatch protocols to improve dispatch details.
- o Continue to evaluate various dispatch models and software providers.

## **Strategy 3**

### **Continue to improve fire response**

- o Create a standardized template and process for post incident analysis.
- o Continue to develop Salt Lake City's wildland-urban interface program.
- o Evaluate methods and technology that will improve response times to critical emergency calls.

## **Strategy 2**

### **Create efficiencies in medical response**

- o Assess and improve the current EMT/paramedic response model using call volume and patient dispositions.
- o Improve the knowledge, skills, and abilities of the Salt Lake City Fire Department EMTs.
- o Create an analysis of the Mobile Response Team (MRT) data to determine the most effective model for the MRT program.

## **Strategy 4**

### **Enhance response to major disasters and incidents**

- o Evaluate, enhance, and implement Branch Operations policies and procedures.
- o Improve our unified command with Salt Lake City Police, Emergency Management, and Department of Airports.
- o Establish protocols in partnership with all valley fire departments to improve emergency personnel response during a large scale disaster.

**“We strive to provide the best training through self-evaluation, technology and innovation.”**

**Battalion Chief Kelly Carter**





**“Emergencies will happen. It is through preparation, education, and training that we, as a community, can become better prepared to meet and minimize their impact .”**

**Battalion Chief Karl Steadman**

# GOAL 2

## Firefighter health and safety

### Maintain the highest standard for firefighter health and safety

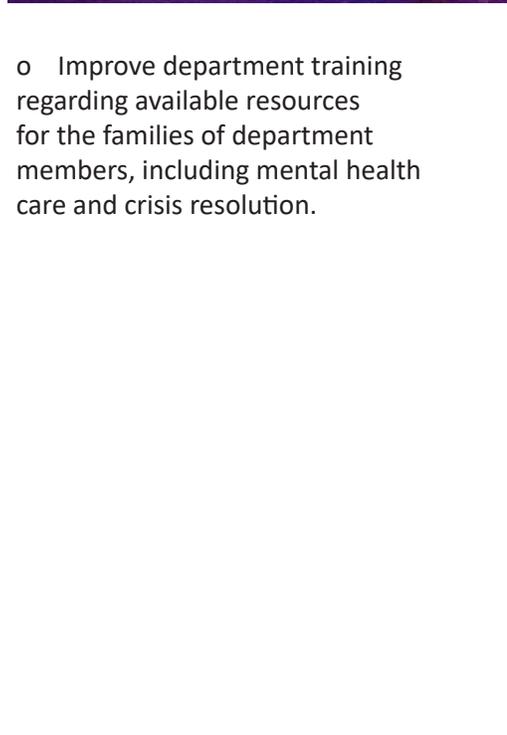
When the community calls upon the fire department, they deserve and expect the highest level of service to assist them in their times of need. Research has shown that repeated occupational exposure can put a firefighter at significant risk for both mental and physical illness or injury. We aim to build mental resilience, promote healthy lifestyle, optimize recovery, and establish research-driven support networks. We advocate for wellness and crisis support programs for our members in an effort to ensure their holistic wellness. The following strategies are the foundation to firefighter health and safety.

### Strategy 1 Fit to respond / Fit to retire

- o 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.
- o Perform a needs assessment and inventory, through the CWCs, of each station to prioritize station gym equipment, workout spaces, and wellness options at all fire stations.
- o Prioritize annual physical examinations including developing an annual job readiness assessment to maintain the necessary standard of physical fitness set forth by the TPT.

### Strategy 2 Peer support and mental health

- o Review and improve Peer Support Team (PST) policies to create more efficient response from the PST following traumatic incidents.
- o Work with partnered department clinicians, health providers, and local universities to postulate further national research regarding mental health and wellness.
- o Increase training on awareness and prevention of firefighter suicide, addiction, and post traumatic stress injury (PTSI) related illness.
- o Implement mental health and resiliency training for all stages of a department member's career, from new recruit to post-retirement.



- o Improve department training regarding available resources for the families of department members, including mental health care and crisis resolution.



### **Strategy 3** **Long-term health and injury/ illness prevention**

- o Collaborate with city officials and insurance providers to expand healthcare options and resources to improve illness and injury prevention.
- o Provide comprehensive cancer screenings for department members through in-station visits, trainings, and private healthcare options.

- o Continue to partner with local and state union representatives to actively pursue increased care and coverage benefits for current and retired department members.
- o Continue to improve turnout exposure protocols to better prevent against exposure to carcinogenic toxins in contaminated PPE.

### **Strategy 4** **Improved workplace environment**

- o Identify recruitment strategies that will continue to add diversity and value to all areas of the department.
- o Secure funding to replace/refurbish SLC Fire Stations 5 and 6 to improve workplace environment.
- o Continue to pursue and maintain optimal fire department staffing.

**“We hold ourselves  
to the principal  
standards of integrity  
and accountability  
in providing for  
the demands and  
expectations of the  
community we serve.”**

**Battalion Chief Ron Fife**



# GOAL 3

## Department training, leadership, and development

### Increase investment in leadership development for fire department personnel

With a strong economy, rising population, and a progressive and diverse population, the culture and landscape of Salt Lake City continues to expand. With opportunity there will be challenges that will test our resolve. Through redefined, sophisticated, and forward-thinking training solutions, our department will innovate, adapt and continue to be a leader in our state and region.

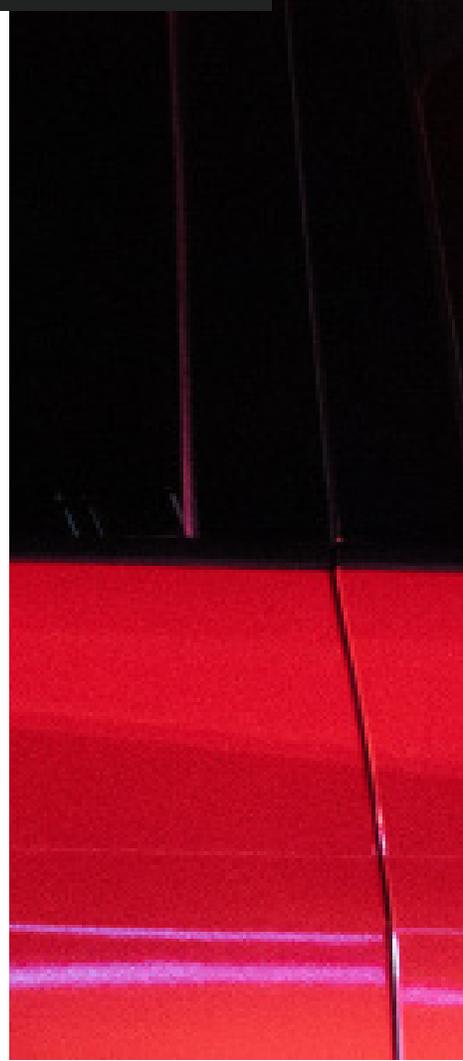
#### Strategy 1 Expand Salt Lake City officer development program

- o Create a new and incumbent fire officer development program specific to the needs of the department with an emphasis on new technology and generational specific leadership skills.
- o Provide consistent command and control training to improve operations and communication at all levels of emergency management.
- o Create opportunities for external officer development, leadership, and education for potential, new, and experienced department officers.

- o Institute a Fire Officer Mentoring program in accordance with the International Association of Fire Chiefs' (IAFC) mentor program.

#### Strategy 2 Increase and enhance department training equipment

- o Invest in new training tower props and technology.
- o Collaborate with the FAA and Salt Lake City Department of Airports to identify opportunities for an ARFF training facility in Salt Lake City.



## Strategy 3

### Continuing education opportunities and career paths

- o Cultivate higher education opportunities for all department members.
- o Develop a career path that will incentivize sworn and civilian employees to seek opportunities for growth.
- o Create an atmosphere of ongoing personal and professional development.

**“Mitigating the pain, confusion, and chaos of a person’s worst day with compassion, skill, and professionalism are the hallmarks of the Salt Lake City Fire Department.”**

**Captain Steve Crandall**







**“With all of the bad things and the negativity in the world, I wanted to know that in some tiny way I’m making somebody else’s life a little bit better.”**

**Firefighter Vee Dickinson**

# GOAL 4

## Community Risk Reduction

### Effectively plan and prepare for any emergency, large or small

As the Capital City fire department, we are committed to leading the effort in community risk reduction through planning and education. We recognize the impact that large scale disasters and major emergencies can have on our city and our resources. Emphasis on public education will dramatically increase the probability of a favorable outcome. Through collaboration with citizen groups, local, state, and federal organizations, we will be able to ensure that effective communication and training occurs. The following strategies will improve the resiliency of our community in the face of human-caused and natural disasters.



## **Strategy 1**

### **Service options for at-risk target populations**

- o Work with community leaders to improve the effectiveness of treatment and care for identified at-risk populations.
- o Partner with Salt Lake City Police outreach resources to decrease the number of opioid-related emergencies within the community.

## **Strategy 2**

### **Advance our public education efforts**

- o Through our Community Relations Division (CRD), expand public knowledge, outreach education, and awareness to our community by supporting community risk reduction programs.
- o Collaborate with Salt Lake City's Emergency Management Division to design public safety education programs that bring value to our citizens.
- o Develop and diversify the department's Community Health Paramedic (CHP) program.

## **Strategy 3**

### **Strengthen inspection program**

- o Improve inspection technology to ensure it meets the needs of the department and the community.
- o Ensure information gathered during inspections is readily available for use during incidents by fire operations, dispatch, and support services.

## **Strategy 4**

### **Fire Prevention Division support**

- o Present to the City Council permits that should be added to the city fee schedule to better serve the community.
- o Evaluate and monitor the permitting process in an effort to improve efficiency and effectiveness to better serve the community.

## **Strategy 5**

### **Collaborate with Salt Lake City's Emergency Management Division**

- o Develop and practice effective plans to respond to natural or human-caused, physical or medical disaster events.
- o Participate fully in planning, implementation, and review of all local, state, and federally recognized emergency drills.

- o Develop Incident Action Plans (IAP) for at-risk locations, including: airports, arenas, schools, shopping centers, hotels, public gatherings, urban interface, etc.

## **Strategy 6**

### **Enhance emergency communications**

- o Enhance communications with the media and the public through new technologies, social media platforms, and effective mediums for public service announcements (PSAs) in times of crisis.
- o Practice internal call-back procedures and enhance technology for member communication during a major disaster.
- o Establish a reporting network for all department members and their families to communicate during large scale incidents.

**“It is an honor to be part of this vibrant community and we strive to improve the lives of all those that we have sworn to serve.”**

**Assistant Chief Chris Milne**

# Acknowledgments

## **Salt Lake City Mayor's Office and Senior Leadership**

**Mayor Erin Mendenhall  
Rachel Otto, Chief of Staff  
Lisa Shaffer, Chief Administrative Officer  
Lindsey Nikola, Director of Communications  
Pam Lofgreen, Emergency Management Director  
Bill Wyatt, Airport Director**

## **Salt Lake City Council**

**Council Member James Rogers, District 1  
Council Member Andrew Johnston, District 2  
Council Member Chris Wharton, District 3  
Council Member Ana Valdemoros, District 4  
Council Member Darin Mano, District 5  
Council Member Dan Dugan, District 6  
Council Member Amy Fowler, District 7**

**Former Council Member Charlie Luke, District 6  
Dr. Jennifer Seelig, PhD**

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