



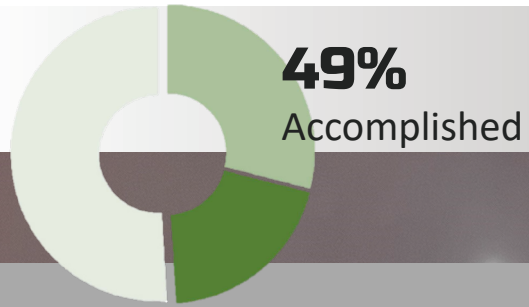
# SALT LAKE CITY FIRE DEPARTMENT

## STRATEGIC PLAN 2020-2024 2023 REPORT CARD

The Salt Lake City Fire Department has been engaged with our community on several fronts, making progress on many of the goals contained within this document.

The Salt Lake City Fire Department's values of Trust, Community, Respect, Excellence, and Leadership continue to guide the work we do every day. This year has been our busiest yet in terms of Fire and EMS response. Even so, we have made great strides toward many of the initiatives described on the pages to follow.

This report card is intended to illustrate how our accomplishments contribute to the mission of our department: to provide unparalleled fire, rescue, and emergency medical services to our community. We are accountable to the Salt Lake City community and the information contained within is a demonstration of how this work better positions us to serve.



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	<b>50%</b> 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	<b>50%</b> complete
Continue to evaluate various dispatch models and software providers	<b>20%</b> 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	<b>50%</b> complete
Improve the expectations and the knowledge, skills, and abilities of Salt Lake City Fire Department EMTs	<b>75%</b> complete
Create an analysis of the Medical Response Team (MRT) data to determine the most effective approach to the MRT program	<b>60%</b> complete

**GOAL 1**

**Provide unparalleled public safety service**

STRATEGY 3  
IMPROVED FIRE RESPONSE

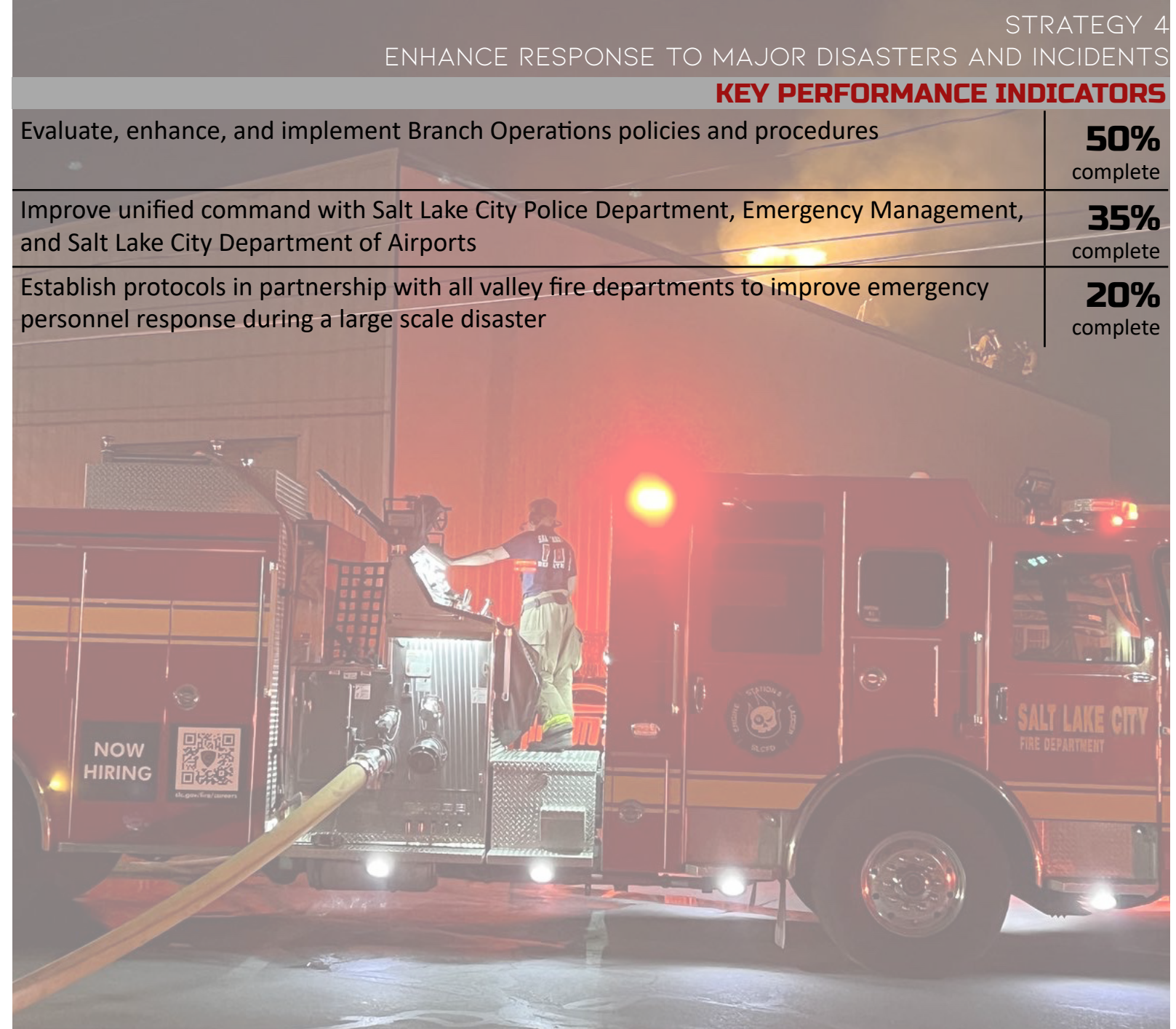
**KEY PERFORMANCE INDICATORS**

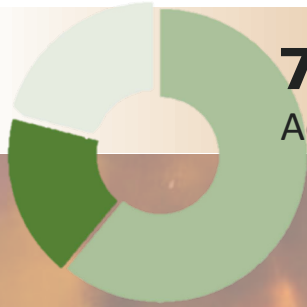
Create a standardized template and process for Post Incident Analysis (PIA)	<b>60%</b> complete
Continue to develop Salt Lake City's wildland-urban interface (WUI) program	<b>75%</b> complete
Evaluate methods and technology that will improve response times to critical emergency calls	<b>50%</b> complete

STRATEGY 4  
ENHANCE RESPONSE TO MAJOR DISASTERS AND INCIDENTS

**KEY PERFORMANCE INDICATORS**

Evaluate, enhance, and implement Branch Operations policies and procedures	<b>50%</b> complete
Improve unified command with Salt Lake City Police Department, Emergency Management, and Salt Lake City Department of Airports	<b>35%</b> complete
Establish protocols in partnership with all valley fire departments to improve emergency personnel response during a large scale disaster	<b>20%</b> complete





**79%**  
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	<b>80%</b> 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	<b>100%</b> 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)	<b>100%</b> complete

### STRATEGY 3 LONGTERM HEALTH AND INJURY/ILLNESS PREVENTION

#### KEY PERFORMANCE INDICATORS

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

### STRATEGY 4 IMPROVED WORKPLACE ENVIRONMENT

#### KEY PERFORMANCE INDICATORS

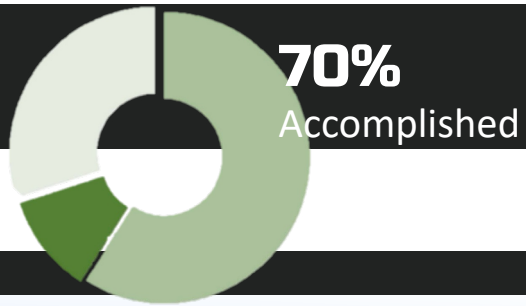
Identify recruitment strategies that will continue to add diversity to all areas of the department	<b>100%</b> complete
Secure funding to replace or refurbish Salt Lake City Fire Stations 5 and 6 to improve workplace environment	<b>10%</b> complete
Continue to pursue optimal fire department staffing	<b>100%</b> 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	<b>100%</b> complete
Work with partnered clinicians and local resources to aid in research regarding mental health and wellness initiatives	<b>75%</b> complete
Increase training on awareness and prevention of firefighter suicide, addiction, and PTSD-related illness	<b>80%</b> complete
Implement training for all stages of a member's career, from new recruit to post-retirement	<b>50%</b> complete
Improve health and wellness for the families of department members regarding care and crisis resolution	<b>50%</b> 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	<b>100%</b> complete
Provide consistent command and control training to improve emergency operations and communications	<b>100%</b> complete
Create external opportunities for officer development, leadership, and education	<b>60%</b> complete
Institute a fire officer mentoring program	<b>100%</b> complete



### STRATEGY 2 INCREASE AND ENHANCE DEPARTMENT TRAINING EQUIPMENT

#### KEY PERFORMANCE INDICATORS

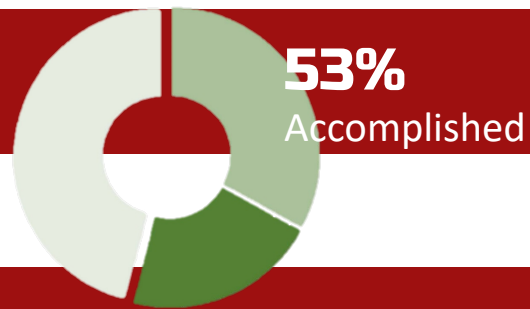
Invest in new training tower props and technology	<b>60%</b> complete
Collaborate with the FAA and Salt Lake City Department of Airports to recoup the Aircraft Rescue Firefighting (ARFF) training facility in Salt Lake City	<b>25%</b> complete



### STRATEGY 3 CONTINUING EDUCATION OPPORTUNITIES AND CAREER PATHS

#### KEY PERFORMANCE INDICATORS

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



# GOAL 4

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

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	<b>75%</b> complete
Partner with Salt Lake City Police Department in an effort to decrease the number of opioid-related emergencies within the community	<b>50%</b> 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	<b>60%</b> complete
Collaborate with Salt Lake City Emergency Management Division to design public safety education programs that bring value to members of our community	<b>0%</b> complete
Develop and diversify the Community Health Paramedic (CHP) program	<b>50%</b> complete

STRATEGY 3  
STRENGTHEN INSPECTION PROGRAM

### KEY PERFORMANCE INDICATORS

Improve inspection technology and ensure it meets the needs of the department	<b>100%</b> complete
Ensure information gathered during inspections is readily available during incidents, for use by combat crews, dispatch personnel, and support services	<b>50%</b> 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	<b>100%</b> complete
Evaluate the department's permitting process in an effort to improve efficiency and effectiveness, to better serve the community	<b>100%</b> complete

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

### KEY PERFORMANCE INDICATORS

Develop and practice effective disaster response plans	<b>15%</b> complete
Participate in the review, planning, and implementation of all local, state, and federally-recognized emergency drills	<b>20%</b> complete
Develop incident action plans (IAP) for at-risk locations, such as airports, arenas, schools, shopping centers, hotels, public gatherings, urban interfaces, and more.	<b>40%</b> 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	<b>75%</b> complete
Practice internal callback procedures and enhance technology for member notification of service during a major disaster	<b>30%</b> complete
Establish a reporting network for all department members and their families to communicate well-being during large scale incidents	<b>40%</b> complete