



UNIFIED FIRE AUTHORITY

MEMORANDUM

26-069

April 29, 2026

TO: All Personnel

FROM: Assistant Chief Russell

SUBJECT: 2027-2029 Strategic Plan Committee Solicitation

We are beginning the development of the 2027–2029 Strategic Plan, a critical effort that will help guide our UFA priorities, resource alignment, and service delivery over the next three years. This plan will build on our current foundation while ensuring we remain responsive to the evolving needs of the communities we serve.

We are pleased to announce that Division Chief Ayres has been selected to lead this process. He brings a lot of experience and knowledge to the project and will be a great leader for this version of the plan. In this role, he will work closely with UFA Command Staff and both internal and external stakeholders to develop a forward-looking, actionable plan that aligns with our Mission, Vision, and Organizational Values.

A key component of this effort is the formation of a Strategic Plan Workgroup. This group will collaborate throughout the planning process, helping to identify priorities, evaluate emerging challenges, and shape meaningful, organization-wide strategies. Work on the plan will begin in June, with the goal of presenting a final draft to the UFA Board of Directors in December 2026. Workgroup members should anticipate contributing approximately 10–15 hours per month during the development period and will be compensated for their time.

To ensure diverse representation and perspective, we are seeking participation from the following ranks and divisions:

- 1 Operations Battalion Chief
- 1 Operations Captain
- 1 Operations Firefighter or Firefighter Specialist
- 1 Operations Paramedic
- 1 Civilian Representative
- 1 Logistics Division
- 1 EMS Division
- 1 Prevention Division
- 1 Information Outreach
- 1 Technology Division
- 1 Fire Training Division
- 1 IAFF Local 1696

Divisions not specifically listed will be represented through their respective Section Chiefs and may also be engaged as subject matter experts at various points throughout the process. Personnel interested in participating must submit a letter of interest and a letter of support from their immediate supervisor through Applicant Pro <https://unifiedfire.applicantpro.com/internaljobs> by May 15, 2026. This is a unique opportunity to contribute directly to the future direction of Unified Fire Authority. We encourage those who are interested in shaping the organization's priorities and advancing our service to the community to apply.