



UNIFIED FIRE AUTHORITY BOARD FINANCE COMMITTEE MEETING MINUTES

May 7, 2024

Meeting held both electronically via Zoom Webinar/UFA Headquarters

Committee Members Present:

Council Member Hull
Council Member Fotheringham
Council Member Harris
Mayor Silvestrini

Mayor Weichers
Council Member Henderson
Mayor Stevenson

Committee Members Absent:

Council Member Bailey
Council Member Buroker

Staff Present:

CFO Hill
AC Pilgrim
CLO Roberts

Kate Turnbaugh
Cyndee Young

Staff Absent:

Chief Burchett

Guests:

AC Dern
AC Pilgrim
AC Robinson
OC Russell
Aaron Whitehead
Anthony Widdison
Bill Brass
Brad Larsen
Brandon Dodge
Brian Anderton
Brian Case
Calogero Ricotta
Casey Bowden
Catherine Kanter, UFA Board

Chad Simons
Chet Ellis
Cliff Burningham
Courtney Samuel
Embret Fossum
Erica Langenfass
Jay Torgersen
Jon Wilde
Kenneth Aldridge
Kiley Day
Kiyoshi Young
Kristie Overson, UFA Board
Krystal Griffin
Kyle Maurer, Herriman

Mike Greensides
Molly Doyle
Molly McClellan
Nile Easton
Paul Story
Rob Ayres
Scott McNeil
Station 115
Station 118
Steve Prokopis
Tara Behunin
Tua Tho

Meeting called to order by Chair Henderson at 8:01 a.m.

Public Comments

None

Public comment was made available live and with a posted email address

Minutes Approval

Council Member Hull moved to approve the minutes from the April 15, 2024 Finance Committee Meeting as submitted

Mayor Silvestrini seconded the motion

All voted in favor, none opposed

Budget Presentation

- ◆ Introduction and Profile – Chief Burchett/CFO Hill
 - ◆ Chief Burchett is ill and unable to attend the meeting, CFO Hill will present Chief Burchett’s portion
 - ◆ Council Member Hull asked if the 10% stress test is reflected in this budget
 - ◆ CFO Hill explained that not every Division was able to take the full 10%, but that portions taken within the Division budgets are reflected in this budget
 - ◆ There was a total of \$249,000 in savings resulting from the stress test overall
 - ◆ Council Member Fotheringham appreciated the exercise and encouraged staff to not be afraid to prune their budgets in order for a stronger future
 - ◆ CFO Hill stated that there are no changes from Chief Burchett’s original budget message
 - ◆ CFO Hill reviewed the introduction and profile and overview portions of the budget
 - ◆ Council Member Hull asked why, in the weighted vote section, Magna’s proposed Member Fee is higher than that of Kearns
 - CFO Hill explained that this is due to growth in Magna and the two stations vs one in Kearns
- ◆ Finance Budget Message – CFO Hill
 - ◆ This portion includes detailed information regarding the budget
 - ◆ Both Chief Burchett’s budget message and this budget message work hand-in-hand
 - ◆ The largest expenditure continues to be personnel at 81%
 - ◆ Also outlined is the increase of 9 FTE’s and the Fee Schedule which has no changes from last fiscal year
- ◆ Strategic Plan – Assistant Chief Pilgrim
 - ◆ AC Pilgrim explained that this is the third Strategic Plan adopted in January
 - ◆ This provides high level guidance to Divisions as they prepare their budgets
 - ◆ There is one new goal and key initiative added to this version, to enhance and improve both internal and external communication
 - ◆ Every Division budget is tied to this Strategic Plan which is instrumental in ensuring that money is being spent wisely and with direction
 - ◆ No further questions
- ◆ Fund Summaries – CFO Hill
 - ◆ This section is a comprehensive overview of each of the funds
- ◆ Member Fee – CFO Hill
 - ◆ The funding sources are outlined
 - ◆ CFO Hill explained how the proportioning between municipalities is determined
 - ◆ Maps and a member fee breakdown by station and division was provided
 - ◆ CFO Hill also reminded Committee Members that each municipality has access to all UFA resources, but only pays a portion of the cost
- ◆ 911 Emergency Transport – Assistant Finance Director Turnbaugh
 - ◆ The history of the program, staffing, and call volume are addressed in this portion
 - ◆ There has been a 17% increase in transport volume in the past 5-years
 - ◆ The proposed addition of an ambulance in Kearns is reflected in these numbers
 - ◆ The State of Utah has increased the base rate over 37% which has resulted in a 60% increase in gross billing

- ◆ Council Member Henderson asked for the metrics involved when deciding to add a new ambulance
- ◆ AC Dern explained that there has been an increase in volume from Kearns across Battalion 13
 - This has resulted in a deficit with the automatic aid partnership with WVC and West Jordan agencies
 - They are providing more transports in our area due to UFA not having another ambulance
 - UFA is missing 1500 ambulance responses to medical calls over a 3-year period with WVC and 526 with West Jordan
- ◆ Adding this ambulance will help to balance what our neighboring agencies are providing for UFA
- ◆ Council Member Henderson wants the ability to look at a projected estimate of what can be expected in revenue by adding this additional ambulance
- ◆ CFO Hill explained that Chief Burchett works with Fire Chief's from other agencies, and they are comfortable with this global service, but better alignment in Kearns is necessary
- ◆ Council Member Henderson asked about the cost of adding 8 FTE's and what the projected revenue from that extra ambulance will be
- ◆ AC Dern stated that it is difficult to narrow down to specific stations or zones, global comparisons have been done across the organization, but possibly somewhere between \$250,000-\$300,000 in revenue not being collected based on transport numbers
- ◆ AC Dern will work to provide numbers that back up anticipated revenue from the extra ambulance to offset the FTE costs
- ◆ In response to another question regarding the need for 8 FTEs to staff one ambulance, AC Dern explained staffing and hours
- ◆ Office of the Fire Chief – CFO Hill
 - ◆ Information Outreach – Director of Communications Easton
 - DOC Easton explained how 7 items were trimmed from his budget this year, so the budget is basically flat
 - There are a few new requests, mainly an increase to OT, \$5,000
 - IO is seeing a large increase in requests from municipalities for CERT and First Aid Training
 - This OT is necessary for staff to manage these requests
 - A second request is for an infrared drone
 - In answer to Mayor Stevensons question regarding the use of the drone for Operations and IO, DOC Easton stated that Operations has begun requesting a drone on various incidents
 - IO has the only drone pilots in the organization, other than Emergency Management
 - DOC Easton covered a few more requests within his budget
 - Council Member Hull asked if they were cutting back on the swag that is passed out to kids such as the plastic firefighter helmets
 - DOC Easton stated that some cutting back will take place, but IO will still have the basic swag
 - Also discussed was who the intended audience is for podcasts and Question w/Chief
 - Podcasts are basically an internal tool, however, since they are published online, there are some followers
 - Questions with Chief is solely internal, Council Member Hull asked if they could somehow be made available to the Board Members
 - DOC Easton will look into this
- ◆ Administration & Planning – Assistant Chief Pilgrim
 - ◆ Administration – Assistant Chief Pilgrim
 - AC Pilgrim found \$8,100 in reductions due to the stress test
 - Discussed the behavioral health program and management

- Looking to make the grant funded part-time Behavioral Health Coordinator position a permanent part-time position
- As a reminder, the state legislature has continued to add mandates for services, which do have an impact to the budget
- Council Member Hull asked if health insurance covers any behavioral health
 - Work is currently taking place to look into options/offerings through insurance with possible enhancements to coverage
- Earthquake and Flood Insurance costs for \$85M in coverage has increased to over \$500,000
- A Probable Maximum Loss Study was completed, and it shows that if the insurance level is lowered, the stations are still covered and amply insured
 - This study is a scientific catastrophic risk model that projects losses over a period of time
- The Utah Local Government's Trust recommends \$25M in insurance rather than the \$85M
- Work is still being done to ensure stations under bond are covered as per the bond requirements
- Council Member Fotheringham asked if the increase in rates is due to events on our side or globally that have affected premiums
 - AC Pilgrim explained that the earthquake and flood insurance is a global increase
 - UFA has had two significant auto accidents resulting in a totaled ambulance and a totaled mechanics vehicle
- ♦ Fire Prevention – Division Chief Larson
 - Due to the stress test, a savings of \$7,100 was found
 - The budget remains flat and there are no changes to the fee schedule
- ♦ Special Enforcement – Staff Captain Larsen
 - No increase to budget
 - Stress test savings of \$9,190
- ♦ Finance – CFO Hill
 - ♦ The Finance Division was able to work with vendors to tighten professional fees with an overall savings of \$13,950
 - ♦ Increases to ambulance billing and Medicaid Assessment match were presented
 - ♦ There is also one non-budgetary impact request to reclassify a position
- ♦ Human Resources – HR Director Day
 - ♦ HR saved \$22,735 with the implementation of PowerDMS
 - This new software manages and tracks policies and documents which will help in reducing the PT Policy Analyst hours
 - Council Member Fotheringham inquired as to why such an increase in the proposed budget for this year versus last
 - There was a reorganization between Administration and HR
 - Four employees moved from Administration to HR, however, there were no new costs
 - The Committee was also interested in how the PT Policy Analyst feels about the cut in hours
 - HR Director Day stated that the Policy Analyst is getting closer to retirement, so this was an option to ensure UFA had a way to work on and maintain tracking of policies
 - Including other cuts, HR was able to save \$25,085 total from the stress test
- ♦ Emergency Services – Assistant Chief Dern
 - ♦ Emergency Operations – Assistant Chief Dern
 - AC Dern provided an overview of the Division

- The changes to the expenditures were reviewed and consist of the addition of a full-time ambulance in Kearns, an Operations Administrative Coordinator and an increase in dispatch service costs from both VECC and Central Dispatch
 - In answer to Council Member Hull's question regarding where the part-time ambulances are located, Stations 117, 125, 104, 103 in addition to seasonal peak load staffed out of Station 116 to support the canyons during ski season
- ♦ Special Operations – Division Chief Case
 - A stress test savings of \$12,093 was realized with a reduction in cadre overtime for technical training
 - As a reminder, 15% of wages for DC Case are paid by UFA, the remainder is paid by FEMA
 - DC Case clarified that there is no request for an additional FTE, but that there is a reassignment of an FTE for the Special Operations Captain
 - The wage for DC Case, going forward, will be paid 100% by FEMA
- ♦ Fire Training – Battalion Chief Prokopis
 - Provided an overview of the work that takes place at Fire Training
 - There is a proposed 19.3% increase mainly due to the additional recruit camp and associated training cadre costs
 - BC Prokopis noted that while doubling the number of recruit camps, he took a strategic approach to account and utilize only the essential supplies and identified \$9,800 in savings during the stress test
 - In answer to questions, BC Prokopis clarified that his Division is responsible to train recruits and provide ongoing training for sworn employees
 - Council Member Henderson asked that there be some demographics and data on what the workforce looks like now to possibly predict retirements and to help with hiring plans for the future
 - AC Dern stated that on page 318 there is a retention history and that he is happy to get the data on seniority and attrition at each rank as well
 - BC Prokopis also noted that this is an aging department and with the growth of the service area there is a need for increased hiring
 - BC Prokopis also stated that 10-15% of the younger personnel leave within the first 5-years, which is attributed to multiple reasons
 - UFA is trying to slow the process and find what attributes to those who leave before 5-year
 - CFO Hill said that the Benefits & Compensation Committee did review how many sworn individuals are at each step in the plan when discussing market adjustment
 - CFO Hill also clarified that BC Prokopis did ask for an additional two FTEs, but Chief Burchett wanted to wait to see if the need for a second recruit camp would be ongoing
- ♦ Emergency Medical Service – Division Chief Ayres
 - DC Ayres identified \$21,035 during the stress test
 - The focus for the Medical Division is the support for state licensure and certifications and ongoing education for sworn personnel and medical training of new recruits
 - The Division continually works to improve the training for personnel to ensure citizens are receiving the best EMS care
- ♦ Urban Search & Rescue – Division Chief Case
 - DC Case explained that UFA is the sponsoring agency for the task force
 - As discussed above, the USAR Program Manager will focus solely on the management of Utah Task Force I
 - The full wages for the program manager will now be covered by FEMA
- ♦ Wildland and Camp Williams – Division Chief Widdison

- DC Widdison explained that the hand crew is working toward an interagency Hot Shot Crew Certification
- There is also the Camp Williams Contract wherein UFA provides wildfire response and risk reduction
- The WL Division is largely funded with revenue generated from interagency deployments of division resources
 - This source of revenue fluctuates based on the wildfire season, this year the participation agreement amount has decreased \$56,700 from last year
 - In previous years the Board has approved funding that aligned with the participation agreement
 - With this recent participation decrease and if it continues, the fuels crew capacity would need to be reduced which would affect risk reduction and mitigation efforts from municipalities
 - DC Widdison is proposing funding a 10-person fuels crew and supervisor regardless of the participation agreement amount
- ◆ Support Services – Assistant Chief Robinson
 - ◆ Logistics – Division Chief Greensides
 - DC Greensides was able to find a stress test savings of \$142,800
 - DC Greensides provided an update on inflationary increases and the request for an additional mechanic
 - Council Member Henderson stated that the Board is pushing back on additional personnel and asked that DC Greensides provide not only the labor cost, but the savings that another in-house mechanic would provide
 - Currently the national standard for mechanics is 30 to 1, some municipalities and cities are 55-60 to 1, the current ratio for UFA is 120 to 1
 - DC Greensides also stated that currently UFA is not being proactive with preventative maintenance, which results in a domino effect
 - Council Member Henderson is not against an additional mechanic, but wants the data illustrated clearly for the Board, but ongoing personnel costs must be considered
 - DC Greensides will have this information prepared for the Board Meeting
 - ◆ Information Technology – IT Manager Bowden
 - Provided an overview of what IT is working towards, and the improvement in automation and security to this point
 - Planning on changing the name of the Division to Technology Division July 1, 2024
 - This new name is more inclusive of all groups who provide support training to the organization
 - ◆ Emergency Management – Emergency Management Director Behunin
 - EM Director Behunin stated that the budget aligns with that of SLCo
 - The direction this coming year is to build better plans, more staff training and strengthening of external partnerships
- ◆ Capital Replacement – Chief Burchett & CFO Hill
 - CFO Hill pointed out that there are \$87M worth of assets that are tracked in this fund, their lifespan, and a replacement plan (15 year plan)
 - This fund is funded by a transfer from the General Fund, the sale of surplus equipment and revenue from billing for EMAC deployments
 - CFO Hill pointed out that the actual plan is included in the budget book and displays what is currently in and projected for, in the coming budget years
- ◆ Benefits & Compensation; this portion provides a lot of history with regard to wages and benefits, retention, recruitment, and market comparisons
- ◆ Closing – CFO Hill
 - Chief Burchett is proud of all the work done in preparation for this budget

- We are confident that the right decisions have been made
- No further questions

Deliberation – Chair Henderson

- ◆ Council Member Henderson is satisfied with the presentation and with recommending this budget to the Board
- ◆ Committee Members agreed and expressed their thanks to Command Staff and the Divisions for their work

Consensus on Recommendation to Full Board of Directors – Chair Henderson

Mayor Silvestrini moved to recommend submitting the proposed budget as presented to the Board of Directors for consideration

Council Member Fotheringham seconded the motion

All voted in favor, none opposed

Closed Session

- ◆ None

Meeting adjourned, no motion or second