



UNIFIED FIRE AUTHORITY BOARD FINANCE COMMITTEE MEETING MINUTES

May 9, 2023

Meeting held both electronically via Zoom Webinar/UFA Headquarters

Committee Members Present:

Council Member Perry
Mayor Dahle
Council Member Henderson
Council Member Harris

Mayor Silvestrini
Marcus Stevenson
Council Member Buroker
Mayor Weichers

Committee Members Absent:

Council Member Bailey

Staff:

Chief Burchett
CFO Hill

Cyndee Young
CLO Roberts

Guests:

AC Dern
AC Pilgrim
AC Robinson
Aaron Whitehead
Amanda Lawrence
Anthony Widdison
Brad Larson
Brian Case
Brooke Burton
Calogero Ricotta
Casey Bowden
Chad Simons
Clint Mecham
Courtney Samuel
Dan DeVoogd
David Chipman, public

Deputy Mayor Kanter
Embret Fossum
Erica Langenfass
Jay Torgersen
Jen Bevan
Jill Tho
Kate Turnbaugh
Kelly Bird
Ken Aldridge
Kiley Day
Kimberly Ruesch
Kiyoshi Young
Krystal Griffin
Kyle Maurer, Herriman
City
Lana Burningham

Local 1696
Makenzie Love
Mayor Overson
Mike Greensides
Nate Kay
Nile Easton
Patrick Costin
Paul Story
Rian Andrus
Rob Ayres
Ryan Love
Scott McNeil
Steve Ball
Tara Behunin
Wade Watkins

Meeting called to order by Chair Henderson at 8:14 a.m.

Public Comments

None

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

Minutes Approval

Mayor Dahle moved to approve the minutes from the April 10, 2023 Finance Committee Meeting as submitted
Mayor Weichers seconded the motion
All voted in favor, none opposed

Budget Presentation

- ◆ Introduction and Profile – Chief Burchett/CFO Hill
 - ◆ Chief Burchett provided an outline of the upcoming meeting
 - ◆ The 4.99% Member Fee increase remains the same and includes:
 - 3% COLA for sworn and 4% for civilians
 - All position market adjustments
 - Projected ambulance billing and extra interest income
 - Healthcare savings
 - ◆ Chief reviewed the list of impacts to the budget
 - ◆ Outlined are the proposed/planned \$1.4M in cash purchases
 - ◆ Included is a \$150,000 1-time purchase of turnouts for the cancer reduction initiative
 - ◆ CFO Hill stated that this is the first year using the Cleargov.com web version, which is easier to read online, but has some challenging nuances when in print
 - With this transition to Cleargov.com there are more graphs and charts, and this will become a better tool going forward
 - ◆ CFO Hill also reminded the Committee that the actuals are as of the end of February
 - Cleargov.com allows more budgeting detail, as of yet there is no historic comparison data, so the report detail displays more zeros
 - ◆ A list of sub-committees is listed, and Chief Burchett asked that Committee Members review these for accuracy
 - ◆ Chief Burchett noted that for this year, there are 542 proposed total FTE's
- ◆ Finance Budget Message – CFO Hill
 - ◆ CFO Hill outlined what is up for adoption today and gave a brief outline of the 5 funds
 - ◆ The total budget is \$82.7M; the WL Fund \$3.7M, EM Fund \$3.2M, and 2 Capital Replacement Funds
 - ◆ Almost 80% of expenditures are attributed to personnel
 - ◆ A 10-year historic comparison is provided as is a General Fund forecast with some growth assumptions
- ◆ Strategic Plan – Assistant Chief Pilgrim
 - ◆ AC Pilgrim gave a brief overview of the Strategic Plan
 - ◆ As Divisions present their budgets, everything they are asking for clearly aligns with these goals
 - ◆ A meeting is taking place today to begin the process for the 24/26 Strategic Plan
 - ◆ This plan has been a great roadmap and has provided direction to ensure resources are used efficiently and effectively
- ◆ Member Fee & Weighted Voting – Chief Burchett & CFO Hill
 - ◆ The determination for the Member Fee and the Weighted Voting was adopted in FY18/19
 - ◆ It is determined by taking staff costs for the stations first-due area, includes the shared costs and then divides them out proportionately between members
 - ◆ Chief Burchett reminded everyone that all members have access to regional services but only pay a portion of the costs
 - ◆ Weighted voting will be updated once the budget is adopted, and the data has been received
 - This is based on 50% Member Fee and 50% population
- ◆ 911 Emergency Transport – Assistant Finance Director Turnbaugh
 - ◆ \$11M is estimated for ambulance revenue this year

- This is up by \$700,000, a 6.8% increase
- ♦ Collections are based on three major factors; transport volume, rates, and the payer mix
- ♦ The payer mix consist of three groups, that those making payment fall within, Medicare being the largest, insured individuals second, and Medicaid

- ♦ All Divisions presented a synopsis of their proposed budgets

- ♦ Office of the Fire Chief – Chief Burchett
 - ♦ Information Outreach – Director of Communications Easton
 - An upgrade from a Specialist to a Staff Captain is requested
 - DOC Easton explained that currently there are 3 Specialists in IO, one would move to Staff Captain
 - This would provide a career ladder within the Division
 - Mayor Dahle asked if this was a necessity or if it was to accommodate a promotion to a higher rank
 - DOC Easton explained that the responsibilities during community events are those fitting of a Captain
 - Mayor Dahle wants to establish positions based on need rather than an opportunity for advancements that don't benefit UFA
 - If there is a need to fill a Captain position, then he is in favor, but if not, Mayor Dahle expressed concern about this mindset being applicable for all positions
 - Chief Burchett stated that it is a necessity to continue to provide leadership at bigger events
 - IO has been making do and career path is important, but this request is not just creating the opportunity for promotion
 - Chair Henderson stated that when creating new positions there is the danger of an organization becoming too top heavy, higher salaries at the top that cause a shift to other pressures within the organization
 - This needs to be watched closely
 - Mayor Dahle pointed out the FTE's are increasing, and the Board needs to be able to defend decisions such as these
 - Chief Burchett assured the Committee that being top heavy is a valid point and it is watched closely, but within this Division, there is a gap in leadership
 - Chief also stated that in 2016 there were seven AC's and 2 Deputy Chiefs, where there are now only 3 AC's
 - There has definitely been a flip to being top lean, but assured the Committee that he is paying attention to this

- ♦ Administration & Planning – Assistant Chief Pilgrim
 - ♦ Administration – Assistant Chief Pilgrim
 - At Mayor Dahle's request, AC Pilgrim gave a brief overview of what the \$240,000 will provide for behavioral health and wellness
 - The intent is to include a 3rd party consultant to refine what is currently being done
 - AC Pilgrim explained that since the program began, much has been learned and with the help of the 3rd party, the program will run more efficiently
 - The next step would be to hire a program manager to receive calls and help manage the one individual who provides in-house behavioral support and to coordinate efforts with Peer Support as well
 - The grant is diversified into multiple areas and the goal with the one-time money is to help UFA hone-in and make the process more efficient

- Mayor Dahle inquired as to what would happen if we don't get grant, how would we assess the adequacy of the program and would we be understaffed
 - Chief Burchett explained that UFA currently has an in-house clinician which is unique for a fire department
 - If he were to leave, it would be difficult, but this grant money is creating a sustainable program and moving the focus away from the one person we have
 - Independent of whether or not the grant is awarded, we are still providing resources, they are just more widely spread out
- UFA sends 600+ sessions per year through EAP, there are over 2,000+ people who access the program
 - This is very challenging, trying to manage behavioral health and finding the most efficient way to do this with this broad legislation
- Mayor Dahle stated that if the grant doesn't happen, this would be at top of the priority funding list
 - He also stated that he would be open to fund however possible to make sure mental health of personnel is covered
 - Shifting money, if necessary, is also an option he is in favor of
- Chief Burchett stated that the hope is to work with legislators to make this a state funded program
- Mayor Stephensen was curious about compliance to HB23 if UFA was not awarded this grant
 - AC Pilgrim ensured the Committee that UFA is in compliance, this grant money would be just a boost to the current program and make it more sustainable to meet future demands of legislative impact
- Mayor Weichers stated that the Board is willing to fund health and well as top priority
- ♦ Fire Prevention – Division Chief Larson
 - No questions
- ♦ Special Enforcement – Division Chief Ball
 - DC Ball presented his request for a full-year investigator rather than borrowing one from Operations for 6-months out of the year as his staff is extremely overworked
 - Council Member Buroker asked as to what overworked looked like
 - DC Ball explained the on-call need for explosive and fire investigation issues and the increased workload with the new hire and lateral background checks that are now conducted
 - Having an additional FTE would allow for more time off between calls
 - Federal response also mandates a 2-person minimum on all bomb responses which will be increasing to 3-person in the 2024 guidelines
 - Only 2 personnel are allowed off per week resulting in a limited amount of leave/vacation hours
 - Staff is getting worn out with the increasing workload over the past 5-years that is not in their job description, thus far Division personnel have managed, but they are getting worn out
 - SLC increased staffing by double and UFA maintains 4-10 day shifts and on-call with no increase in staffing, very lean compared to SLC
 - Further discussion was had regarding overtime, funding from the legislature for equipment, and increases in calls
- ♦ Finance – CFO Hill
 - No questions

- ◆ Human Resources – HR Director Day
 - ◆ No questions
- ◆ Emergency Services – Assistant Chief Dern
 - ◆ Emergency Operations – Assistant Chief Dern
 - No questions
 - ◆ Special Operations – Division Chief Case
 - No questions
 - ◆ Fire Training – Division Chief Watkins
 - No questions
 - ◆ Emergency Medical Service – Division Chief Ayres
 - Chief Burchett explained that interest in being a Paramedic has steadily increased since FY19/20 in response to Mayor Dahle's question
 - Chief also explained that the Paramedic rank is the rank most apt to promote or retire so the work being done to improve these numbers is working
 - In response to a question posed by Mayor Weichers, DC Ayres explained the frequency and reasons for the on-call need for an individual within the Division
 - Often times it is due to discrepancies with the controlled substance tracking recording and accounting issues
 - The goal is to improve the reporting and tracking of controlled substances
 - ◆ Urban Search & Rescue – Division Chief Case
 - No questions
 - ◆ Wildland and Camp Williams – Division Chief Widdison
 - No questions
- ◆ Support Services – Assistant Chief Robinson
 - ◆ Logistics – Division Chief Greensides
 - Council Member Buroker asked for clarification as to the budget increase for the aging fleet and if these costs were not built into the budget
 - DC Greensides explained that while they are built into the budget, acquiring the budgeted apparatus and vehicles has become a challenge
 - Many of the orders have been pushed out 2-years due to availability
 - Repair costs have also increased, mechanics were \$90 per hour and are now \$120-\$150 per hour
 - Council Member Buroker also asked as to the routine cleaning of the turnouts as compared to carcinogen exposed cleaning
 - DC Greensides stated that most turnouts are cleaned in-house
 - Costs are maintained within the current budget line, but there are times in which they must go out for specialized repair with contracted providers
 - No further questions
 - ◆ Information Technology – IT Manager Bowden
 - Council Member Henderson stated that he is hesitant to bring automation in-house because of reliance of how it's been done rather than progressing
 - He appreciates the focus moving forward, and this approach should help save money in the future rather than continuing to add more bodies and the costs associated
 - IT Manager Casey stated bringing the automation in-house would allow UFA IT to own the code and be able to own the processes and make improvements to continue to show value and to mitigate that ongoing need for human capital resources
 - ◆ Emergency Management – Division Chief Mecham
 - No questions

- ♦ Capital Replacement – Chief Burchett & CFO Hill
 - ♦ The Capital Replacement Plan outlines the \$75M worth of assets, their lifespan, and the plan to replace them
 - ♦ This is funded through a contribution from the General Fund and the sale of surplus equipment
 - ♦ The intent is to help reduce the swings in the Member Fee by identifying all asset purchases for the next 15-years
 - ♦ CFO Hill mentioned that we are 2-years away from the next lease financing
 - ♦ In response to a request from Mayor Weichers, CFO Hill stated that a line item showing what was received in previous years from surplus sales is usually included in the budget, but with the new Cleargov.com it was omitted, but will be added back to the budget
 - FY18/19 \$778,000 in surplus
 - FY19/20 \$447,000 in surplus
 - FY20/21 \$183,000 in surplus
 - The department was definitely heavy on equipment, and it took a couple years to correct this
 - With the current supply issues for new equipment, not much has been sold as there will be no turnover until all the new apparatus arrives
- ♦ Closing – Chief Burchett
 - ♦ Chief Burchett covered the Compensation and Benefits tab which includes retention history, recruitment history, wages, benefit history, etc.
 - The information is provided in response to previous UFA Finance and Board discussions and is now included going forward and for further review

Deliberation – Chair Henderson

- ♦ Mayor Dahle thanked staff for all the work completed and detail included in the budget
- ♦ Mayor Stevenson and Chair Henderson agreed

Consensus on Recommendation to the Full Board of Directors to Include Proposed Changes to the Emergency Management Budget – Chair Henderson

Mayor Dahle moved to recommend submitting the proposed budget to the Board of Directors for consideration

Mayor Stevenson seconded the motion

CFO Hill asked that Mayor Dahle include the changes to the EM budget for \$484,000 as presented in the handout for the meeting

Mayor Dahle changed his motion to include the changes for the EM budget into the tentative budget for the Board of Directors for consideration

Mayor Stevenson once again seconded the motion

All voted in favor, none opposed

Closed Session

- ♦ None

Mayor Dahle moved to adjourn the May 9, 2023 UFA Finance Committee Meeting

Mayor Stevenson seconded the motion

All voted in favor, none opposed