

THIS AGENDA IS SUBJECT TO CHANGE WITH MINIMUM 24 HOURS NOTICE



## **UNIFIED FIRE AUTHORITY BOARD AGENDA**

November 16, 2021, 7:30 a.m.

NOTICE IS HEREBY GIVEN THAT THE UNIFIED FIRE AUTHORITY BOARD OF DIRECTORS SHALL ASSEMBLE BOTH ELECTRONICALLY AND IN-PERSON FOR A MEETING AT UFA HEADQUARTERS LOCATED AT 3380 SOUTH 900 WEST, SALT LAKE CITY, UT 84119

THE PUBLIC MAY ATTEND IN-PERSON OR ELECTRONICALLY VIA ZOOM WEBINAR AT:

<https://zoom.us/j/98255960431?pwd=VW9iWk1KQ0JYTj9lSDIxMS96KzZXZz09>

Password: 123911

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1. Call to Order – Chair Perry
2. Public Comment  
Please limit comments to three minutes each. The UFA Board typically will not engage directly but may direct staff to address comments following the meeting.  
There are three options for comments during this meeting:
  - a. In-Person.
  - b. Live during the Webinar by logging in as described above. If you wish to make a comment, select the “Raise Hand” button at the bottom of the screen. You will then be added to the queue and invited to speak.
  - c. EMAIL: Public comments will be accepted prior to the meeting via email at [publiccomment@unifiedfire.org](mailto:publiccomment@unifiedfire.org) until 7:00 a.m. November 18, 2021. Emailed comments submitted prior to 7:00 a.m. November 18, 2021, will be read or summarized into the record, comments received after the deadline will be forwarded to the UFA Board, but not read into the meeting record or addressed during the meeting.
3. Minutes Approval – Chair Perry
  - a. October 19, 2021
4. Consent Agenda
  - a. Review of October Disbursements – CFO Hill
5. Committee Updates
  - a. Benefits & Compensation Committee (No meeting) – Chair Dahle
  - b. Governance Committee (No meeting) – Chair Silvestrini
  - c. Finance Committee (No meeting) – Chair Stewart
6. Fire Chief Ad Hoc Committee Update – Chair Dahle
7. Consider the Date of December 21, 2021, for a Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2021-2022 Fiscal Year Budget – CFO Hill

8. Approval of 2022 UFA Board Meeting Schedule – Chair Perry

9. Seismic Retrofit Update – DC Robinson

10. Fire Chief Report – Acting Chief Pilgrim

- a. 5 Year Accomplishments Poster
- b. Preliminary FF Wage Survey Results/Impact
- c. Captain Bone Funeral
- d. New Hire Statistics

11. Possible Closed Session

*\*Note: Chief Petersen is not in attendance today. The ad Hoc Committee will bring any feedback back to the Chief at a later time.*

The Board may consider a motion to enter Closed Session. A closed meeting described under Utah Code Section 52-4-205 may be held for specific purposes including, but not limited to:

- a. discussion of the character, professional competence, or physical or mental health of an individual;
- b. strategy sessions to discuss pending or reasonably imminent litigation;
- c. strategy sessions to discuss the purchase, exchange, or lease of real property;
- d. discussion regarding deployment of security personnel, devices, or systems; and
- e. investigative proceedings regarding allegations of criminal misconduct.

A closed meeting may also be held for attorney-client matters that are privileged pursuant to Utah Code § 78B-1-137, and for other lawful purposes that satisfy the pertinent requirements of the Utah Open and Public Meetings Act.

Re-Open the Meeting

12. Discussion on Performance for the Fire Chief and Chief Legal Officer – Chair Perry

13. Consideration of Compensation for the Fire Chief and Chief Legal Officer  
– Chair Perry

14. Adjournment – Chair Perry

**The next Board meeting will be held December 21, 2021, at 7:30 a.m. both electronically and at UFA Headquarters located at 3380 South 900 West, Salt Lake City, UT 84119**

**THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFA MEETINGS.**

**In accordance with the Americans with Disabilities Act, UFA will make reasonable accommodation for participation in the meetings. Please call the clerk at least three working days prior to the meeting at 801-743-7213. Motions relating to any of the foregoing, including final action, may be taken at the meeting. This meeting may be held telephonically/electronically to allow a member of the UFA Board to participate. This agenda is subject to change with a minimum 24-hour notice.**

**CERTIFICATE OF POSTING**

The undersigned, does hereby certify that the above agenda notice was posted on this 12<sup>th</sup> day of November, 2021, on the UFA bulletin boards, the UFA website [www.unifiedfire.org](http://www.unifiedfire.org), posted on the Utah State Public Notice website <http://www.utah.gov/pmn/index.html> and was emailed to at least one newspaper of general circulation within the jurisdiction of the public body.

Cynthia Young, UFA Board Clerk



## UNIFIED FIRE AUTHORITY BOARD MINUTES

October 19, 2021, 7:30 a.m.

Electronically Via ZOOM Webinar/UFA Headquarters – 3380 South 900 West SLC, UT 84119

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1. Call to Order  
Quorum was obtained  
Chair Perry called the meeting to order at 7:31 a.m.
2. Public Comment  
None  
Public comment was made available live and with a posted email address
3. Approval of Minutes  
Mayor Dahle moved to approve the minutes from the September 21, 2021, UFA Board Meeting as submitted  
Mayor Overson seconded the motion  
All voted in favor, none opposed
4. Professional Firefighters of Utah Award
  - Captain Conn and Jack Tidrow, President of the Professional FF of Utah presented Captain Layne Hilton the Front- Line Leadership Award
  - Captain Hilton has been highly involved as a leader and for his service with the Peer Support Team.
  - His work to improve crisis intervention and behavioral health extends beyond UFA to other fire departments
5. Consent Agenda
  - a. Review of September Disbursements
    - No discussion

Mayor Hale moved to approve the September disbursements as submitted  
Mayor Dahle seconded the motion  
All voted in favor, none opposed
6. Committee Updates
  - Benefits & Compensation Committee
    - Mayor Dahle asked for information on market trending as soon as it is compiled
    - Chief Petersen stated that there was a 1% reduction for URS which resulted in a \$220,000 savings
    - UFA is holding reasonably well within the market following the first review of comparable agencies, however, there are a few more agencies to finish up the survey
    - More information will be available soon

- Governance Committee
  - No meeting held
- Finance Committee
  - No meeting held

7. Quarterly Financial Report

- CFO Hill stated that revenue is coming in as expected
- Expenditures are also as expected
- Wildland had a busy season; revenue is pending and should begin arriving in the coming months from the state
- Have begun to spend cash portions of the Capital Replacement Funds on tablets and the Storage Area Network
- No questions

Mayor Overson moved to approve the quarterly financial report including the list of expenditures for the last quarter as presented  
 Council Member Hull seconded the motion  
 All voted in favor, none opposed

8. Fire Chief Selection Process Ad Hoc Committee

- Mayor Dahle reviewed those who expressed interest in taking part on the committee
- Mayor Dahle wants to be sure the overall goal is a seamless transition, he feels the Board Members who have volunteered to serve on this committee are a good representation of the demographics of the Board
  - Council Member Hull
  - Council Member Stewart
  - Mayor Silvestrini
  - Mayor Overson
  - Mayor Dahle
  - Staff will serve as consultants and to oversee the process
    - CLO Roberts
    - UFSA Counsel Anderson
    - HR Director Day
    - IAFF Representative
- Mayor Dahle asked Chief Petersen to outline the focus of the committee
  - Review job description and expectations
  - Review compensation plan and employment agreement
  - Define the overall process
- The Ad Hoc Committee will work on these issues and bring a proposal to the full Board during the December Board Meeting
  - Once approved, the plan is to publish the opening in December
- Mayor Petersen asked if this process will be internal or a combination internal/external
  - Mayor Dahle shared that this has not yet been decided, however, his desire is to conduct an internal process first, if the Board does not select an internal candidate, then recruit externally
- Chief Petersen stated that the plan outlined by Mayor Dahle would have the highest chance of success and shared that if the Board does not select an internal candidate, he is willing to remain in the position during the external recruitment

- Chief indicated that the higher quality external applicants would typically not apply if there were viable candidates inside the organization
- This plan does not “lock” the Board into selecting an internal candidate, it only forces consideration of an internal candidate first
- Councilman Stewart stated that when UFA hired Chief Petersen, one of the assignments given to him was to prepare internal candidates for the Fire Chief position
  - Chief has done this well and there are at least two viable candidates
  - Council Member felt it would be important to follow through with an internal process first as a show of good faith
- Mayor Dahle requested that Cyndee Young set up two meetings for the Ad Hoc Committee to meet between now and the December Board Meeting
  - In addition, he requested the HR Director update the Fire Chief wage analysis that was done a couple years ago and asked Chief Petersen to prepare a recommended outline of the process

8. Discuss Process for Fire Chief and Chief Legal Officer Job Performance and Compensation Review

- Chair Perry discussed how last year all direct reports and the IAFF met with the Board to review the performance of the Fire Chief
- There was general support for this process again this year
- Chief Petersen reminded the Board that two years ago the Board met with everyone individually and last year the Command Staff requested to meet as a group, he asked that the Board consider giving the Command Staff the option either way
- The CLO review was a discussion between the Fire Chief and the Board of Directors then a meeting with CLO Roberts to provide feedback, there was support for that same process
- Mayor Dahle asked for an updated market for both positions to review the compensation issues
- Chief Petersen asked that no work be done on behalf of his compensation, instead focus on compensation for the incoming Fire Chief and the current CLO
- HR will have the information for the November Board Meeting
- The November 16<sup>th</sup> Board Meeting will host a Closed Session to allow Board Members to meet with those who report directly to and work with Chief
- The Ad Hoc committee will take the information from the full Board and provide feedback from the Closed Session to Chief at a later date
  - Chief Petersen will not be in town for the November Board Meeting, he will be presenting to the IAFC Fire Service Executive Development Institute in Virginia

9. Seismic Retrofit Update

- Division Chief Robinson provided an update to the seismic work
  - 5 Station structural
    - Stations 110/116
      - Hazardous Materials Testing has completed with no issues at either 110/116
      - RFP for general contractor services has been awarded to Paulsen Construction
      - No firm date for work to begin
      - Crews will remain in the stations while the project is underway
    - Stations 107/109/115
      - Projects are still in the design phase
      - Targeting early January for posting for general contractor RFP
  - 20 Station non-structural
    - Stations 108, 113, 119 – canyon stations
      - Coleman Quality Seismic is scheduled to begin work on 10/20

- Anticipate completion by end of 2021
- Emergency Generators
  - Stations 103/107/113
  - Generators have been ordered, but will not arrive for 30-33 weeks
  - Prep work will be completed at all sites prior to their arrival
- Mayor Peterson requested that Division Chief Robinson be available to present the update on Stations 110/116 to the Cottonwood Heights City Council
  - DC Robinson will make himself available to the council

#### 10. Fire Chief Report

- Overtime vs Staffing Levels
  - Our budget is holding well, we are 4.2% or \$355K underspend through the October 10 payroll for wages and overtime combined in Operations
  - There has been an uptick in Sick Leave, last year at this time the average was 4.2 sick calls per day, this year we are experiencing 6.2 per day
    - Chief Petersen feels the primary cause is the impact of COVID on families
    - Staff is watching this closely to see if it trends down over the next few months
    - An increase of 2 calls per day average is equivalent to about 7 FTE's to cover these vacancies, currently it is causing additional overtime
  - Last December UFA overhired by 11 positions and are situated just two short of full staffing as of today
    - The year before, we overhired by 6 and were short by 6 at this time and in 2018 before any overhire process, we were down 15 positions by the month of October
    - About one dozen overhires seems to be the right number each year
  - Chief noted that the culture is also changing, in that there is not the same desire for OT as has historically been the case
    - Staff continues to look for the balance between too much and too little overtime
    - Chief shared that we know we found the right amount when an equal number of Firefighters complain about the lack of overtime and those who complain about too much
  - UFA is using Mandatory Staffing less this year than last (.42 positions a day vs .68) however still more than wanted
    - This is often caused by a spike in vacancies for that particular day
    - A day with 14 sick calls is difficult to fill using the Pick List (people signed up to work OT)
  - Chief is looking for a consensus from the Board on the possibility of converting more positions to FTE to help offset OT and reduce daily vacancies to a more desirable number
  - His intent is to overhire 18 in this process, 12 would be the normal overhire and six would be new FTE's for consideration next fiscal year
    - Staff is considering another six FTE's hired in a lateral hiring in June
    - This would provide 12 new FTE's.
    - The cost of training them this fiscal year should not require a budget amendment, however, it may stress the ability to provide the \$2.5 million in under expend for next fiscal year
  - Once the 12 Firefighters are assigned to shift, the cost is roughly \$200,000, wages increase by \$870K and overtime reduces by about \$670K
    - Chief asked if any Board Members were concerned about this approach, none expressed any concern
  - Chief plans to bring this issue up again before another hiring process begins for the spring with a goal of starting the next fiscal year with 12 additional non-constant staffed positions

- Mayor Dahle asked if UFA is having the same challenges as law enforcement in hiring
  - Chief indicated he will jump to the following items in his section to answer that question
- Firefighter Hiring Process
  - The culture and climate within UFA and the work the Board has done to this point continues to attract quality candidates
  - The support of the Board in maintaining the Top 3, in addition to the transparency of all our actions is helping
  - UFA anticipates 24 hires right now and Special Enforcement is currently conducting background checks on 35 candidates
    - 12 of the 35 are Paramedics
- Paramedic Positions
  - Working to improve the role of Paramedic, currently UFA is down 12 Paramedic positions
  - Chief explained his interest in developing the Paramedic role to be as stable as the Engineer and Captain ranks.
    - This requires increasing the pay and bid opportunities while decreasing the mandatory OT
    - Currently, the Board approved an overmarket of 1% for the Medic Position, Chief plans to ask for that to be increased during the upcoming budget process
  - UFA has made seven conditional offers to Medics during this hiring process with another five still in backgrounds
    - Another 6 are being considered in a lateral next June, and there are 9 Firefighters in Medic school now
    - There could be as many as 25 new Medics by next June
  - Fire Agencies across the country are struggling to find Paramedics, the focus needs to be on this critical rank to maintain the numbers
    - The position leads about 70% of the calls UFA respond to and typically does very well on Captain promotional exams
  - Chief asked if there were any questions or concerns about this approach
- 3 or 4-Person Crews
  - This topic was discussed during the UFSA Finance Committee Meeting
  - Chief reminded Board Members that there is value in a 4-person crew with their ability to solve problems quicker and that this is controlled by the risk tolerance of each member
  - 18 of 24 crews are staffed 4-person
    - Stations 251, 115, 108, 113, 119, 116 are 3-person crews
  - A concept Staff has been working on; wherein full funding is not needed during training and would allow a municipality to pay the actual cost of the employee during training then apply the full Member fee once they are assigned to the crew
    - If a municipality is interested in adding the 4<sup>th</sup> person, the cost would be \$90,000 for the first 5 months of training and \$420,000 for a crew of 4 going forward
  - Chief is just asking for awareness if anyone is interested in this concept, as it would need to go through the budget process
  - Mayor Petersen expressed his appreciation for this adjustment and would very much like to return Station 116 to a four-person crew, but the sustainability of the full cost has to be OK for the city before that happens
  - Chief will memorialize this option/concept into the upcoming budget process

11. Closed Session

None



12. Adjournment

Council Member Stewart moved to adjourn the October 19, 2021, meeting

Mayor Hale seconded the motion

All voted in favor, none opposed

BOARD MEMBERS IN ATTENDANCE:

Council Member Chrystal Butterfield

Council Member Gary Bowen

Mayor Robert Dahle

Council Member Trish Hull

Mayor Robert Hale

Mayor Kristie Overson

Mayor Mike Peterson

Council Member Jared Henderson

Council Member Allan Perry

Deputy Mayor Catherine Kanter

Council Member Sheldon Stewart

Mayor Jeff Silvestrini

Mayor Tom Westmoreland

Council Member Dea Theodore

BOARD MEMBERS ABSENT:

Council Member Kathleen Bailey

Mayor Dan Knopp

Mayor Harris Sondak

STAFF IN ATTENDANCE:

CFO Tony Hill

Chief Petersen

CLO Roberts

Cynthia Young, Clerk

OTHER ATTENDEES:

Arriann Woolf

Bill Brass

Brian Roberts

Bryan Case

Erica Langenfass

Jill Tho

Brandon Dodge

Layne Hilton

Steve Quinn

Kenneth Aldridge

Larson Wood

Michael Greensides

Nathan Cherpeski - Herriman

Patrick Costin

Paul Fotheringham

Ryan Love

Darran Park

Tim Tingey

Bill Brass

Jay Torgersen

Kiley Day

Lana Burningham

Michael Conn

Nile Easton

Patrick Costin

Rachel Anderson

Shelli Fowlks

Stephen Higgs

Zach Robinson

Tua Tho



**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**OCTOBER 2021**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Oct-21	10/8/2021	1	PAYROLL TRANS FOR 9/30/21 PAY PERIOD	N/A	\$ 1,669,260.37
Oct-21	10/5/2021	1	WIRE FOR INITIAL BANK OF AMERICA CAPITAL LEASE PMT	N/A	1,583,543.66
Oct-21	10/25/2021	2	PAYROLL TRANS FOR 10/15/21 PAY PERIOD	N/A	1,489,109.19
Oct-21	10/11/2021	7	URS ACH Payment - 10/08/21 Payroll	N/A	548,783.51
Oct-21	10/14/2021	85269	SELECTHEALTH	10312021	547,882.80
Oct-21	10/25/2021	14	URS ACH Payment - 10/25/21 Payroll	N/A	536,602.58
Oct-21	10/12/2021	6	EFTPS - 10/08/21 Payroll	N/A	387,770.58
Oct-21	10/25/2021	12	EFTPS - 10/25/21 Payroll	N/A	303,192.35
Oct-21	10/6/2021	10062021	WELLS FARGO BUSINESS CARD	Multiple	233,913.07
Oct-21	10/25/2021	13	State Tax ACH - 10/25/21 Payroll	N/A	196,701.24
Oct-21	10/14/2021	85249	DEPARTMENT OF HEALTH	22H5000187	93,591.24
Oct-21	10/14/2021	85267	PUBLIC EMPLOYEES HEALTH PROGRAM	SEPBILL2021	68,383.95
Oct-21	10/14/2021	85253	FUEL NETWORK	F2203E01036	59,903.80
Oct-21	10/28/2021	85304	MOTOROLA SOLUTIONS, INC.	Multiple	49,588.50
Oct-21	10/27/2021	102721	LES OLSON COMPANY	MNS16215	49,465.16
Oct-21	10/21/2021	85294	UTAH LOCAL GOVERNMENTS TRUST	44476	35,085.88
Oct-21	10/20/2021	102022	GCS BILLING SERVICES	2654	34,470.85
Oct-21	10/14/2021	85247	CENTERPOINT LEADERSHIP SVCS	2080	23,600.00
Oct-21	10/28/2021	85309	CUSTOM BENEFIT SOLUTIONS, INC.	10252021	22,941.75
Oct-21	10/14/2021	85259	CUSTOM BENEFIT SOLUTIONS, INC.	10082021	21,364.00
Oct-21	10/21/2021	85281	FIRE CATT LLC	10122	20,621.78
Oct-21	10/14/2021	85258	AFLAC GROUP INSURANCE	9302021	18,611.69
Oct-21	10/21/2021	85293	UNIVERSITY MEDICAL BILLING	Multiple	18,490.00
Oct-21	10/28/2021	85307	VLCM	694398	16,834.00
Oct-21	10/13/2021	101321	CDW GOVERNMENT LLC	K892262	15,903.57
Oct-21	10/20/2021	102023	LES OLSON COMPANY	Multiple	15,668.44
Oct-21	10/21/2021	85276	COMCAST	131484047	15,571.30
Oct-21	10/14/2021	85255	INTTERRA LLC	938	14,000.00
Oct-21	10/5/2021	2	FUNDS TRANSFER FROM FIRE TO EM SHSP GRANT	N/A	12,227.62
Oct-21	10/27/2021	102722	MAYORS FINANCIAL ADMIN	MFA0000770	12,222.39
Oct-21	10/21/2021	85290	SALT LAKE URBAN SEARCH & RESCUE	44480	11,778.90
Oct-21	10/7/2021	85235	LARRY H. MILLER FORD	Multiple	11,723.10
Oct-21	10/21/2021	85284	JOHN PARAS FURNITURE	J13088	11,374.00
Oct-21	10/21/2021	85279	EAGLE MOUNTAIN CITY	Multiple	10,562.48
Oct-21	10/21/2021	85280	ENTERPRISE RENT-A-CAR CO OF UT, LLC	Multiple	10,460.35
Oct-21	10/14/2021	85263	LOCAL 1696 - IAFF	10082021	9,216.48
Oct-21	10/28/2021	85311	LOCAL 1696 - IAFF	10252021	9,216.48
Oct-21	10/14/2021	85271	SELECTHEALTH	10312021RET	9,027.10
Oct-21	10/14/2021	85252	FIRE & POLICE SELECTION, INC	19785	8,619.40
Oct-21	10/26/2021	15	TRANSFER FUNDS FOR PATIENT REFUNDS 10/26/21	N/A	8,340.77
Oct-21	10/7/2021	85244	UTAH VALLEY UNIVERSITY	J0176896	7,790.00
Oct-21	10/14/2021	85250	DEPARTMENT OF PSYCHIATRY	Multiple	7,765.48
Oct-21	10/1/2021	16	TRANSFER FUNDS FOR PATIENT REFUNDS 10/01/21	N/A	6,603.97
Oct-21	10/7/2021	85227	APA BENEFITS INC	375	6,545.00
Oct-21	10/7/2021	85242	UNIVERSITY OF UTAH	UFA-2021-9	6,240.00
Oct-21	10/7/2021	85239	PURCELL TIRE CO.	Multiple	4,684.36
Oct-21	10/13/2021	101322	NAPA AUTO PARTS	44469	4,554.16
Oct-21	10/21/2021	85282	GALLAGHER BENEFIT SERVICES INC	229830	4,500.00
Oct-21	10/28/2021	85299	GALLAGHER BENEFIT SERVICES INC	239511	4,500.00
Oct-21	10/6/2021	100624	WEIDNER FIRE	59491	3,560.00

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

X:\Board Docs\2021-10 Disbursements\10

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**OCTOBER 2021**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Oct-21	10/7/2021	85237	LUCKY JAKES FIREFIGHTING EQUIPMENT	44447	3,497.53
Oct-21	10/14/2021	85260	FIDELITY SECURITY LIFE INSURANCE CO	164926411	3,343.75
Oct-21	10/21/2021	85274	BLOMQUIST HALE EMPLOYEE ASSISTANCE	OCT21261	2,230.00
Oct-21	10/27/2021	102723	WEIDNER FIRE	Multiple	2,221.01
Oct-21	10/21/2021	85275	BOUND TREE MEDICAL, LLC.	84231267	2,220.00
Oct-21	10/21/2021	85291	SIMSUSHARE	14463	2,180.00
Oct-21	10/14/2021	85254	HIRERIGHT LLC	G3308662	2,171.54
Oct-21	10/14/2021	85270	FIREFIGHTERS CREDIT UNION	10082021TV	2,159.00
Oct-21	10/28/2021	85319	FIREFIGHTERS CREDIT UNION	10252021TV	2,155.00
Oct-21	10/14/2021	85262	INFOARMOR	9302021	2,133.10
Oct-21	10/6/2021	100622	SERVICEMASTER OF SALT LAKE	135278	2,124.65
Oct-21	10/14/2021	11	UNEMPLOYMENT ACH PAYMENT - SEPTEMBER 2021	N/A	2,005.25
Oct-21	10/28/2021	85297	APA BENEFITS INC	44585	1,944.00
Oct-21	10/28/2021	85301	KRONOS INCORPORATED	11829032	1,818.48
Oct-21	10/28/2021	85315	PUBLIC EMPLOYEES LT DISABILITY	10252021	1,757.01
Oct-21	10/14/2021	85261	FIREFIGHTERS CREDIT UNION	10082021SF	1,715.00
Oct-21	10/28/2021	85310	FIREFIGHTERS CREDIT UNION	10252021SF	1,711.00
Oct-21	10/21/2021	85277	DEPARTMENT OF PSYCHIATRY	Multiple	1,590.00
Oct-21	10/1/2021	1	RECORD US MERCHANT FEE 10/1/21	N/A	1,548.78
Oct-21	10/21/2021	85286	LIFE-ASSIST, INC	Multiple	1,541.36
Oct-21	10/14/2021	85266	OFFICE OF RECOVERY SERVICES	10082021	1,527.76
Oct-21	10/28/2021	85314	OFFICE OF RECOVERY SERVICES	10252021	1,527.76
Oct-21	10/28/2021	85302	L.N. CURTIS AND SONS	Multiple	1,516.13
Oct-21	10/7/2021	85236	LOVE COMMUNICATIONS LLC	58620	1,461.90
Oct-21	10/6/2021	100621	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	1,209.75
Oct-21	10/28/2021	85306	UTAH COMMUNICATIONS AUTHORITY	INV-1567	1,075.53
Oct-21	10/6/2021	100623	VEHICLE LIGHTING SOLUTIONS INC	Multiple	1,001.66
Oct-21	10/7/2021	85246	WORKFORCEQA LLC	Multiple	996.00
Oct-21	10/7/2021	85232	JAN-PRO OF UTAH	Multiple	960.00
Oct-21	10/21/2021	85272	A TO Z LANDSCAPING, INC.	27468	765.72
Oct-21	10/28/2021	85308	WELCH, JAIME ALLISON	Multiple	660.00
Oct-21	10/7/2021	85229	DOMINION ENERGY	G-ADM 9/21	650.45
Oct-21	10/28/2021	85300	HAYLEY ADAMS	Multiple	600.00
Oct-21	10/7/2021	85228	DOMINION ENERGY	N/A	591.26
Oct-21	10/14/2021	85257	SNOWBIRD RESORT LLC	2BY5Y7-C93021	474.22
Oct-21	10/21/2021	85287	MEANING TO LIVE	Multiple	450.00
Oct-21	10/7/2021	85245	WELCH, JAIME ALLISON	Multiple	420.00
Oct-21	10/28/2021	85303	MEANING TO LIVE	Multiple	420.00
Oct-21	10/12/2021	9	RECORD CLIENT ANALYSIS FEE 10/12/21	N/A	398.15
Oct-21	10/7/2021	85243	UTAH BROADBAND LLC	Multiple	398.00
Oct-21	10/21/2021	85288	PURCELL TIRE CO.	2845736	389.06
Oct-21	10/28/2021	85317	SEAN D REYES, BAR #7969	10252021CA	388.99
Oct-21	10/7/2021	85231	INTERSTATE BILLING SERVICE, INC.	3024836368	380.00
Oct-21	10/21/2021	85296	WELCH, JAIME ALLISON	157	360.00
Oct-21	10/28/2021	85298	DOMINION ENERGY	Multiple	353.36
Oct-21	10/21/2021	85295	UTAH VALLEY UNIVERSITY	A27457	345.00
Oct-21	10/14/2021	85251	DOMINION ENERGY	Multiple	335.09
Oct-21	10/21/2021	85273	APA BENEFITS INC	44144	328.30
Oct-21	10/20/2021	102021	APPARATUS EQUIPMENT & SERVICE, INC	21-IV-5700	221.00
Oct-21	10/7/2021	85230	HONEY BUCKET	552347315	212.00

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

X:\Board Docs\2021-10 Disbursements\10

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**OCTOBER 2021**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Oct-21	10/20/2021	102024	MOUNTAIN ALARM	2558346	211.20
Oct-21	10/28/2021	85318	UTAH RETIREMENT SYSTEMS	Multiple	200.81
Oct-21	10/5/2021	3	RECORD XPRESS BILL PAY FEES FOR UFSA & UFA 10/5/21	N/A	200.69
Oct-21	10/28/2021	85305	UTAH BROADBAND LLC	1119290	199.00
Oct-21	10/14/2021	85265	ND CHILD SUPPORT DIVISION	10082021	179.00
Oct-21	10/28/2021	85313	ND CHILD SUPPORT DIVISION	10252021	179.00
Oct-21	10/7/2021	85233	JOHNSON ROBERTS & ASSOCIATES INC	146703	175.00
Oct-21	10/5/2021	5	RECORD PAYMENTECH FEE 10/5/21	N/A	169.70
Oct-21	10/14/2021	85268	SALT LAKE VALLEY LAW ENFORCE ASSOC	10082021	152.00
Oct-21	10/28/2021	85316	SALT LAKE VALLEY LAW ENFORCE ASSOC	10252021	152.00
Oct-21	10/7/2021	85238	MEANING TO LIVE	44454	150.00
Oct-21	10/21/2021	85278	DOMINION ENERGY	Multiple	143.34
Oct-21	10/21/2021	85289	RUSH TRUCK CENTERS OF UTAH INC	3024883680	139.60
Oct-21	10/14/2021	85248	COPPERTON IMPROVEMENT DISTRICT	W-#115 9/21	137.50
Oct-21	10/14/2021	85256	SALT LAKE COUNTY SERVICE AREA #3	W/S-#113 9/21	103.52
Oct-21	10/5/2021	4	RECORD AMERICAN EXPRESS FEE 10/5/21	N/A	67.99
Oct-21	10/21/2021	85285	LARRY H. MILLER FORD	Multiple	60.00
Oct-21	10/12/2021	10	RECORD CONVENIENT FEES FOR SEPTEMBER 10/12/21	N/A	58.90
Oct-21	10/21/2021	85283	INTERSTATE BILLING SERVICE, INC.	3024892750	58.69
Oct-21	10/21/2021	85292	STAPLES	Multiple	54.11
Oct-21	10/7/2021	85240	ROCKY MOUNTAIN WATER COMPANY	224272	29.61
Oct-21	10/14/2021	85264	MOUNTAIN AMERICA CREDIT UNION	10082021	26.00
Oct-21	10/28/2021	85312	MOUNTAIN AMERICA CREDIT UNION	10252021	26.00
Oct-21	10/7/2021	85234	KRONOS INCORPORATED	11818494	5.09
					<b><u>\$ 8,337,729.60</u></b>

Note 1: This is a pooled cash account - disbursements listed include those for UFA's Wildland Enterprise fund

Note 2: Payroll totals are for all UFA funds, not just General Fund

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**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - EMERGENCY MANAGEMENT CHECKING**  
**OCTOBER 2021**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Oct-21	10/28/2021	4	FUNDS TRANSFER FROM EM TO FIRE - 10/25/21 PAYROLL	N/A	\$ 57,524.64
Oct-21	10/15/2021	3	FUNDS TRANSFER FROM EM TO FIRE - 10/10/21 PAYROLL	N/A	57,028.20
Oct-21	10/6/2021	1	FUNDS TRANSFER FROM EM TO FIRE - 9/24/21 PAYROLL	N/A	51,515.99
Oct-21	10/14/2021	7687	INTTERRA LLC	938	44,650.00
Oct-21	10/11/2021	2	FUNDS TRANSFER FROM EM TO FIRE - AUGUST EM PCARDS	N/A	12,609.27
Oct-21	10/28/2021	5	FUNDS TRANSFER FROM EM TO FIRE - SEPTEMBER EM PCARDS	N/A	2,429.76
Oct-21	10/13/2021	101324	LES OLSON COMPANY	Multiple	2,193.40
Oct-21	10/14/2021	7686	FUEL NETWORK	F2203E01036	1,892.97
Oct-21	10/6/2021	100625	SERVICEMASTER OF SALT LAKE	135278	1,738.35
Oct-21	10/20/2021	102025	LES OLSON COMPANY	Multiple	1,269.24
Oct-21	10/14/2021	7688	SYRINGA NETWORKS LLC	21OCT0200	1,175.00
Oct-21	10/21/2021	7690	A TO Z LANDSCAPING, INC.	27468	626.50
Oct-21	10/7/2021	7684	DOMINION ENERGY	G-ECC 9/21	532.19
Oct-21	10/14/2021	7689	PUBLIC EMPLOYEES HEALTH PROGRAM	09302021EOC	309.96
Oct-21	10/7/2021	7685	PURE WATER SOLUTIONS OF AMERICA LLC	77704	105.00
Oct-21	10/13/2021	101323	GOLD CUP SERVICES INC	933271	65.00
Oct-21	10/13/2021	101325	NAPA AUTO PARTS	44469	14.72
					<b><u>\$ 235,680.19</u></b>

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - FIRE CAPITAL REPLACEMENT FUND**  
**OCTOBER 2021**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Oct-21	10/7/2021	85241	TESSCO TECHNOLOGIES INC.	632602	494,103.40
					<u><u>\$ 494,103.40</u></u>





## **UNIFIED FIRE AUTHORITY BOARD OF DIRECTORS 2022 MEETING SCHEDULE**

Meeting Start Time 7:30 a.m.

UFA Headquarters - 3380 South 900 West, Salt Lake City, UT 84119 (unless otherwise noted)

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The UFA Board meets every 3<sup>rd</sup> Tuesday of each month as noted below

January 18, 2022

February 15, 2022

March 15, 2022

April 19, 2022

May 17, 2022

June 21, 2022

July 19, 2022

August 16, 2022

September 20, 2022

October 18, 2022

November 15, 2022

December 20, 2022

### **THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFA MEETINGS.**

In accordance with the Americans with Disabilities Act, UFA will make reasonable accommodation for participation in the meetings. Please call the clerk at least three working days prior to the meeting at 801-743-7213. Motions relating to any of the foregoing, including final action, may be taken at the meeting. This meeting may be held electronically to allow a member of the UFA Board to participate.







# Five Years of Progress: 2017-2021

In the wake of a state audit, the UFA rebuilt its leadership team beginning in January of 2017. The organization has been engaged in restoring the trust of the employees and the community ever since. The following accomplishments are key examples of the revitalization of the Unified Fire Authority into an exceptional organization dedicated to serving the community with kind and competent people.

## STRATEGIC PLANNING

Initiated community based strategic planning in 2017 and adopted the first three-year plan in 2018 and a new plan in 2021. The plan prioritizes the resources and direction for the UFA using data/intelligence driven tools.

## FIREFIGHTER WAGES AND BENEFITS

The Board established a goal of compensating Firefighters at the top 3 position on the Wasatch Front in 2018, achieving this in the 2019 budget process and maintaining the top three position ever since. Staff and Board Members also were successful in their effort to improve Tier 2 retirement in 2020.

## STAFFING LEVELS

Staffing 18 of the 24 engines and trucks with four personnel every day with a minimum staffing level policy. Ten of the ambulances are now staffed 24/7 with Firefighters (24 new FTE's) and five additional ambulances staffed with part-time EMS. In addition, the UFA began over-hiring positions to help maintain full staffing through the summer months.

## PROFESSIONAL DEVELOPMENT

Formalized career paths, promotional processes, and an employee evaluation system. Adopted the "PDP" in 2019 and established the policies in 2021. "Boot Camps" for Engineer, Captain, and Battalion Chief occur on a scheduled cycle and the Public Safety Leadership course has graduated over 120 UFA leaders who have access to individualized coaching.

## FIREFIGHTER HIRING PRACTICES

Established an annual recruitment and hiring process that focuses on finding good humans who can be trained as Firefighters. UFA continues to find high quality people during these processes with a diverse selection panel.

## MENTAL HEALTH AND WELLNESS

Established a full-time counselor position, expanded the peer counselor program, and entered into a new agreement with our EAP provider that focuses on our first responder needs.

## LABOR MANAGEMENT RELATIONS

UFA enjoys an exceptional relationship between the IAFF and the leadership team. The leadership team works closely with the IAFF to find the best solution for the employee while meeting the needs of the community.

## "DROPPED BORDER" RESPONSES

UFA partnered with eight other Salt Lake Valley fire agencies in 2020 to send the closest resource for Priority 1 calls, removing the political boundary for these critical responses.

## UFA IS NOT OPERATING IN A "BUBBLE"

The leadership team is engaged with local, regional, and national organizations to help determine best practices. The UFA is no longer living inside the "bubble" of the organization itself, and in some cases is speaking to organizations across the country on best practices and leadership topics.

## BUDGET PROCESS

Initiated a budget process in 2017 that focuses on strategic planning and establishing value for the communities. The process re-defined the Member Fee System and increased accountability and transparency for the community, the Board, and employees. UFA has received the Distinguished Budget Presentation Award from the Government Finance Officers Association each year since 2018.

## CAPITAL REPLACEMENT PLAN

Established the plan and funded the program beginning in 2018. The 2021 budget completed the adoption of three rotating capital leases, funding the purchase of apparatus and equipment within the life span of the \$65 million in assets needed to deliver fire and rescue services.

## RESTATED INTERLOCAL AGREEMENT

Revised the agreement that establishes the UFA as an independent entity in 2019. The new document better defined the service provided, establish weighted budget voting, and detailed the process for entities to join or withdraw.

## CONSTRUCTION AND SIESMIC RETROFIT

Evaluated all fire stations for seismic stability and established funding and planning to replace five stations, seismically retrofit five stations, and build one new fire station. When completed, all UFA fire stations will meet seismic requirements and be prepared for future community growth. The first groundbreaking ceremony occurred in 2021.

## LEGISLATIVE EFFORTS

Established a Legislative Committee with staff and Board Members focused on engaging in the legislative process to advance the UFA's ability to provide quality service for the communities. With new Lobbyists hired in 2018, and a close partnership with the Utah Fire Chiefs, UFA is engaged.

## COMPLETED AUDIT RECOMMENDATIONS

All 126 recommendations were completed in 2018. A meeting was held with the state auditor and the investigators to review the accomplishments and validate that the work was completed. The Audit information is available to the public.

## THE FUTURE...

- ✚ Continue to conduct community based strategic planning that establishes the priorities for the organization based on the value for the community.
- ✚ Deliver service at a sustainable level, improving service and growing with our communities, including the transitioning of three-person heavy crews to four.
- ✚ Complete and adopt the "STANDARDS OF COVER"; Consider the recommendations.
- ✚ Increase Firefighter FTE's to maintain staffing and reduce mandatory overtime, particularly at the Paramedic rank.