

THIS AGENDA IS SUBJECT TO CHANGE WITH MINIMUM 24 HOURS NOTICE



## UNIFIED FIRE AUTHORITY BOARD AGENDA

December 15, 2020 7:30 a.m.

NOTICE IS HEREBY GIVEN THAT THE UNIFIED FIRE AUTHORITY BOARD OF DIRECTORS SHALL ASSEMBLE FOR AN **ELECTRONIC MEETING ONLY**, DUE TO THE COVID-19 PANDEMIC

THE PUBLIC MAY ATTEND ELECTRONICALLY VIA ZOOM WEBINAR AT:

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

Password: 123911

---

1. Call to Order – Chair Perry
2. Public Comment  
Please limit comments to three minutes each. There are two options for comments during this meeting:
  - a. 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.
  - b. 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. December 15, 2020. Emailed comments submitted prior to 7:00 a.m. December 15, 2020, 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. November 17, 2020
4. Consent Agenda
  - a. Review of November 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. Consideration of Board Policy on UFA Sub-Committee Composition  
– CLO Roberts

7. Approval of the FY21/22 Budget Calendar – CFO Hill
8. Consideration of Market Wage Adjustment Effective January 1, 2021 – Chief Petersen
9. CARES Funding Update – CFO Hill
10. Fire Chief Report
  - a. Strategic Planning Goals/Initiatives – AC Pilgrim
  - b. COVID-19/Continuity of Operations
  - c. USAR Exchange with National Guard and Morocco – DC Case
11. Possible Closed Session

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. Adjournment – Chair Perry

**The next Board meeting will be held January 19, 2021 at 7:30 a.m. electronically ONLY.**

**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 11<sup>th</sup> day of December, 2020 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 with the jurisdiction of the public body.

Cynthia Young, UFA Board Clerk



## UNIFIED FIRE AUTHORITY BOARD MINUTES

November 17, 2020 7:30 a.m.

Electronically Via ZOOM Webinar Only, Due to COVID-19 Pandemic

1. Call to Order

Quorum was obtained

Chair Perry called the meeting to order at 7:0 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 October 20, 2020 UFA Board Meeting as submitted

Mayor Bush seconded the motion

Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y
		Westmoreland	

4. Committee Updates

- Benefits & Compensation Committee

- Mayor Dahle reported that he met with Chief Petersen regarding the wage analysis that will be addressed further into the meeting
- Once the ambulance fee increase is verified, Mayor Dahle feels this is the perfect time to maintain the Board commitment to the adopted market of the top three on the Wasatch Front
- Mayor Dahle stated that he supports the move to a 9-year step to reach maximum and the additional 1% for Paramedics in order to encourage Firefighters to pursue this specialty

- Governance Committee

- No meeting held

- Finance Committee
  - Meeting held 10/29/20
    - Chair Stewart stated that the audit report was reviewed
    - The audit was clean with no findings
    - Thanks to the Finance Committee and UFA Finance Division for all their hard work

5. Consent Agenda

- a. Review of October Disbursements
  - Reviewed disbursements
  - CFO Hill noted the uptick in disbursements due to the initiation of the station construction project
- b. Approval of Fiscal Year 19/20 Financial Audit

Mayor Silvestrini moved to approve the Consent Agenda items as presented  
 Council Member Stewart seconded the motion  
 Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y
		Westmoreland	Y

6. Consider Resolution 11-2020A Approving Proposed Exhibit A to the UFA/UFSA Interlocal Agreement for Services for Calendar Year 2021

- Reviewed spreadsheet outlining the time UFA staff conducts work on behalf of UFSA
- CFO Hill stated that staff has done a great job monitoring their time to ensure all time spent on UFSA work is accounted for
- Revenue to UFA will increase \$31,000 beginning in January with this approval

Mayor Hale moved to approve Resolution 11-2020A approving the proposed Exhibit A to the UFA/UFSA Interlocal Agreement for Services for calendar year 2021  
 Mayor Bush seconded the motion  
 Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y
		Westmoreland	Y

7. Consideration of Market Wage Adjustment Effective January 1, 2021

- Chief Petersen explained the history of how this analysis evolved
  - Initially the IAFF did the research, it is now the domain of UFA Human Resources
- Much analysis takes place to ensure the information is verified and solid
- A summary plan was included in the packet as was the complete analysis
- HR Deputy Director Cal Ricotta explained the process that includes multiple steps to verify and ensure the data is compared and interpreted correctly
- Chief Petersen stated that rather than an overall application of increases, it is applied more surgically, with focus on each rank and their individual need to reach the Top 3
- Chief also explained the reduction of steps needed to reach the top, this will assist with recruitment and retention, and how an increase for senior Paramedics will help in recruitment for this specialty
- Chief reiterated what Mayor Dahle reviewed in the Benefits & Compensation Meeting overview and explained his intent to consider the use of increased ambulance revenue, however, he wants to wait until the December meeting to make sure this trend is accurate
- Chief wants to use a sustainable method to make this decision
- Mayor Dahle asked HR Deputy Director Ricotta if he has heard if any other agencies plan to make a mid-year adjustment
  - Cal stated that he had not, others are conducting the same process, but no indications as to where they will land
- Mayor Sondak supported this concept coming to the Board, but Alta cannot support this adjustment as it is unknown how their sales tax revenue will be affected by COVID
- Mayor Silvestrini feels there is no reason not to move forward with the adjustment if there is ample revenue
- Mayor Bush echoed this viewpoint and wants to get crews into competitive rates as this was the commitment made and a lot of work has been done to achieve this goal, the timing is right, and this needs to happen
- Councilman Steward indicated he also supports providing the market increase in January
- Chief explained that there will be no action taken today, this will come before the Board in December
  - Reminded the Board that by doing this now, it cuts the bill in half for next year
  - UFA has made a lot of progress from years past; we are as fiscally responsible as possible, and the process is more stable going forward, however, if we get behind in wages it is financially difficult to make it up

8. Approval of 2021 UFA Board Meeting Schedule

Mayor Overson moved to approve the 2021 UFA Board Meeting Schedule as presented

Council Member Hull seconded the motion

Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y

		Westmoreland	Y
--	--	--------------	---

9. Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2020/2021 Fiscal Year Budget

Mayor Silvestrini moved to open the public hearing to receive and consider comments on the proposed amendments to the 2020/2021 Fiscal Year Budget

Mayor Hale seconded the motion

Roll call vote taken

Bailey		Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp		Stewart	Y
		Westmoreland	Y

- CFO Hill reviewed the amendments for consideration
- Mayor Knopp asked if there was anything else CARES Funding could be applied to
  - CFO Hill explained that at the last Board Meeting, new guidelines had been added that would allow funding to be applied to Substantially Dedicated Employees
  - This would allow application of the CARES Funds to help offset Member Fees

No public comment.

Mayor Hale moved to close the public hearing to receive and consider comments on the proposed amendments to the 2020/2021 Fiscal Year Budget and approve Resolution 11-2020B approving the budget adjustments for the 2020/2021 Fiscal year Budget as presented

Council Member Stewart seconded the motion

Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y
		Westmoreland	Y

10. Determination of Multiple Member Surplus Vehicle Requests

- A surplus mobile command trailer was available to members for purchase
- Both Taylorsville and Riverton expressed interest
- CLO Roberts explained that policy allowed for a silent auction or a drawing (no specificity) if a tie presented itself

- Taylorsville expressed interest in the trailer first, therefore, Mayor Overson was offered the choice as to which hand AC Burchett held the key
  - Mayor Overson chose the hand with the key and was awarded the purchase of the trailer

#### 11. Fire Chief Report

- Chief Petersen asked for a moment of silence to honor retired Paramedic Doug Robison
  - PM Robison worked for SLCo/UFA for 30 years
- Wildland Season Close-Out – Division Chief Widdison
  - This past WL season was very busy
  - The crews did a great job managing the extreme WL firefighting conditions with the restrictions of the Pandemic
    - Crews maintained health and safety with minimal exposures
  - 5,600 man-hours of fuel reduction work was completed within our municipalities
  - \$2.7M in revenue allows for the replacement of the \$250,000 borrowed from the UFA General Fund
    - Chief Petersen noted that DC Widdison intends to build up the WL Enterprise Fund to prevent the need for another loan from the UFA General Fund
  - Council Member Snelgrove inquired as to the increased risk from fallen timber in the canyons
    - DC Widdison explained that partnerships with State Forestry allow for identifying the hazards and working together to reduce this fuel loading
- Standards of Cover (SOC) Update – AC Higgs
  - Work continues to ensure the data is accurate and reliable
  - The first rough draft of the SOC is being prepared for Board review
  - The intent of this document is to describe the delivery of service, identify and establish goals, expose gaps and needed improvements, and to overall improve service delivery
  - Chief stated that this document gives the Board the reality of the performance of UFA
    - The Board then determines the comfort level of performance and the risk tolerance communities are willing to accept
    - Utilizing this data helps to understand what is being provided for the cost
- Staffing Overtime Update
  - COVID Leave has increased
    - September saw 1.4 vacancies daily due to COVID, October 2.2, November to date 4.4
    - There have been no exposures from delivering service, all have been from outside of work
  - Staffing has been maintaining all seats. Mandatory staffing has only been applied four times since November 1<sup>st</sup> and a total of 22 times in October.
  - Chief remains concerned about the need for mandatory and has approved and encourage day sworn staff to fill vacancies during their regular work days, to help avoid additional mandatory staffing
  - CARES Funding has helped contain the costs for OT through this calendar year, however, beginning January 1 this will be an impact on the operating budget if there is not additional CARES funding available

- Strategic Plan Update
  - All community input is being compiled
  - The workgroup is developing the initiatives and goals
  - The Board should see a draft at the January meeting
  - Chief reminded the Board that this document drives the budget priorities for the coming 3 years

12. Closed Session

Yes

Mayor Hale moved to temporarily recess the meeting to convene in a closed session to discuss matters as provided by Utah Code Annotated §52-4-205

Council Member Bailey seconded the motion

Roll call vote taken

Bailey	Y	Overson	Y
Bowen	Y	Perry	Y
Bush	Y	Peterson	
Dahle	Y	Reberg	Y
Hale	Y	Silvestrini	Y
Henderson	Y	Snelgrove	Y
Hull	Y	Sondak	Y
Knopp	Y	Stewart	Y
		Westmoreland	Y

Council Member Bailey moved to re-open the meeting to the public

Council Member Hull seconded the motion

Roll call vote taken

Bailey	Y	Overson	
Bowen	Y	Perry	Y
Bush		Peterson	
Dahle		Reberg	Y
Hale	Y	Silvestrini	Y
Henderson		Snelgrove	
Hull	Y	Sondak	Y
Knopp	Y	Stewart	
		Westmoreland	Y

13. Discussion on Performance of the Fire Chief and Chief Legal Officer

- The Board extended their appreciation for both
- Chief Petersen received commendation from the Board for his leadership, succession planning, mentoring and creating an overall culture of leadership, inclusiveness, and growth

14. Adjournment

Mayor Overson moved to adjourn the November 17, 2020 meeting

Mayor Knopp seconded the motion

All voted in favor, no roll call taken



**BOARD MEMBERS IN ATTENDANCE:**

Council Member Kathleen Bailey  
Mayor Kelly Bush  
Council Member Gary Bowen  
Mayor Robert Dahle  
Council Member Trish Hull  
Mayor Robert Hale  
Council Member Jared Henderson  
Mayor Harris Sondak  
Council Member Richard Snelgrove  
Mayor Tom Westmoreland

Mayor Dan Knopp  
Mayor Kristie Overson  
Council Member Allan Perry  
Associate Deputy Mayor Mike Reberg  
Council Member Sheldon Stewart  
Mayor Jeff Silvestrini

**BOARD MEMBERS ABSENT:**

Mayor Mike Peterson

**STAFF IN ATTENDANCE:**

CFO Tony Hill  
Chief Petersen

CLO Roberts  
Cynthia Young, Clerk

**OTHER ATTENDEES:**

Ken Aldridge  
Brian Anderton  
Chase Andrizzi  
Steve Ball  
Susie Becker, Zions  
Bill Brass  
AC Dominic Burchett  
Lana Burningham  
Bryan Case  
Patrick Costin  
OC Dustin Dern  
Brandon Dodge

Nile Easton  
Shelli Fowlks  
AC Stephen Higgs  
Erica Langenfass  
Brad Larson  
Vern Losh  
Ryan Love  
Matthew McFarland  
Darren Park  
AC Riley Pilgrim  
Steve Quinn  
Calogero Ricotta

Zach Robinson  
Chad Simons  
Jordan Terry  
Tua Tho  
Wendy Thomas  
Tim Tingey, CWH  
Jay Torgersen  
Kate Turnbaugh  
Anthony Widdison  
Larson Wood  
Arriann Woolf  
Kiyoshi Young



**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**NOVEMBER 2020**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Nov-20	11/10/2020	1	PAYROLL TRANS FOR 10/31/2020 PAY PERIOD	N/A	\$ 1,816,770.32
Nov-20	11/25/2020	2	PAYROLL TRANS FOR 11/15/2020 PAY PERIOD	N/A	1,433,806.55
Nov-20	11/12/2020	84240	SELECTHEALTH	11302020	567,711.10
Nov-20	11/12/2020	3	URS ACH PAYMENT - 11/10/2020 PAYROLL	N/A	535,615.17
Nov-20	11/25/2020	7	URS ACH PAYMENT - 11/25/2020 PAYROLL	N/A	510,022.07
Nov-20	11/25/2020	84275	SL EMERGENCY COMMUNICATIONS CT	IVC03111	408,716.00
Nov-20	11/12/2020	2	EFTPS - 11/10/2020 PAYROLL	N/A	401,332.78
Nov-20	11/27/2020	5	EFTPS - 11/25/2020 PAYROLL	N/A	289,685.61
Nov-20	11/6/2020	11062020	WELLS FARGO BUSINESS CARD	Multiple	247,990.89
Nov-20	11/25/2020	6	STATE TAX ACH - 11/25/2020 PAYROLL	N/A	197,738.55
Nov-20	11/12/2020	84238	PUBLIC EMPLOYEES HEALTH PROGRAM	OCTBILL2020	68,144.95
Nov-20	11/25/2020	84278	UTAH LOCAL GOVERNMENTS TRUST	Multiple	62,407.27
Nov-20	11/10/2020	111022	LES OLSON COMPANY	Multiple	54,345.02
Nov-20	11/19/2020	84248	FUEL NETWORK	Multiple	34,129.95
Nov-20	11/4/2020	110421	GCS BILLING SERVICES	Multiple	30,881.20
Nov-20	11/25/2020	84255	CUSTOM BENEFIT SOLUTIONS, INC.	11252020	22,471.38
Nov-20	11/12/2020	84230	CUSTOM BENEFIT SOLUTIONS, INC.	11102020	21,623.18
Nov-20	11/19/2020	84250	ROCKY MTN POWER	Multiple	21,557.18
Nov-20	11/25/2020	84270	ENTERPRISE RENT-A-CAR CO OF UT, LLC	Multiple	21,308.94
Nov-20	11/12/2020	84218	JOHN PARAS FURNITURE	J8647	21,248.00
Nov-20	11/25/2020	84267	CUSTOM BENEFIT SOLUTIONS	Multiple	19,714.41
Nov-20	11/12/2020	84229	AFLAC GROUP INSURANCE	10312020	17,793.83
Nov-20	11/12/2020	84226	UNIFIED FIRE SERVICE AREA	Multiple	15,671.76
Nov-20	11/6/2020	84194	COMCAST	Multiple	15,311.82
Nov-20	11/25/2020	84266	COMCAST	Multiple	15,311.82
Nov-20	11/6/2020	84206	L.N. CURTIS AND SONS	INV427397	13,738.24
Nov-20	11/24/2020	112422	MAYORS FINANCIAL ADMIN	MFA0000745	12,222.39
Nov-20	11/12/2020	84243	SELECTHEALTH	11302020RET	11,844.60
Nov-20	11/12/2020	84215	CAPSTONE STRATEGIES	44137	11,666.67
Nov-20	11/12/2020	84234	LOCAL 1696 - IAFF	11102020	9,435.92
Nov-20	11/25/2020	84257	LOCAL 1696 - IAFF	11252020	9,408.49
Nov-20	11/6/2020	84202	INTERMOUNTAIN HEALTHCARE	EAP-03428	8,992.68
Nov-20	11/18/2020	111822	NAPA AUTO PARTS	Multiple	8,792.19
Nov-20	11/18/2020	111821	LES OLSON COMPANY	Multiple	7,935.81
Nov-20	11/30/2020	8	TRANSFER FUNDS FOR PATIENT REFUNDS 11/30/20	N/A	7,718.57
Nov-20	11/4/2020	110420	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	7,638.23
Nov-20	11/24/2020	112424	WEIDNER FIRE	Multiple	6,960.40
Nov-20	11/24/2020	4	FUNDS TRANSFER FROM FIRE TO EM - SLCO CARES 11/20/20	N/A	6,912.18
Nov-20	11/10/2020	111023	MALLORY SAFETY AND SUPPLY LLC	Multiple	6,453.14
Nov-20	11/10/2020	111020	APPARATUS EQUIPMENT & SERVICE, INC	20-IV-4387	4,684.00
Nov-20	11/6/2020	84198	GALLAGHER BENEFIT SERVICES, INC	211906	4,500.00
Nov-20	11/19/2020	84251	ROWLAND, GERALD KIM	44105	4,166.67
Nov-20	11/24/2020	112420	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	4,116.50
Nov-20	11/25/2020	84280	XANTIE LLC	1455	3,875.00
Nov-20	11/25/2020	84263	WELLS FARGO ADVISOR FBO UFA4064-8710	11252020JMB	3,411.10
Nov-20	11/24/2020	112423	QUALITY TIRE COMPANY	Multiple	3,401.19
Nov-20	11/19/2020	84247	FORMAN, CHAD	1015	3,200.00
Nov-20	11/12/2020	84231	FIDELITY SECURITY LIFE INSURANCE CO	10312020	3,199.37
Nov-20	11/25/2020	84265	CENTERPOINT	1962	2,750.00

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\FY20-21\2020-11 Disbursements\10

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**NOVEMBER 2020**

GL Period	Check Date	Ref#	Vendor Name	Invoice#	Check Amount
Nov-20	11/6/2020	84195	DEPARTMENT OF PSYCHIATRY	2021036	2,550.00
Nov-20	11/6/2020	84208	PURCELL TIRE CO.	2806651	2,297.56
Nov-20	11/4/2020	110425	SERVICEMASTER OF SALT LAKE	134090A	2,250.00
Nov-20	11/4/2020	110422	LES OLSON COMPANY	Multiple	2,221.99
Nov-20	11/6/2020	84200	HIRERIGHT, LLC	Multiple	2,213.58
Nov-20	11/12/2020	84242	FIREFIGHTERS CREDIT UNION	11102020TV	2,129.33
Nov-20	11/12/2020	84237	OFFICE OF RECOVERY SERVICES	11102020	2,126.16
Nov-20	11/25/2020	84260	OFFICE OF RECOVERY SERVICES	11252020	2,126.16
Nov-20	11/25/2020	84264	FIREFIGHTERS CREDIT UNION	11252020TV	2,114.83
Nov-20	11/24/2020	112421	LES OLSON COMPANY	Multiple	2,091.52
Nov-20	11/12/2020	84219	KEDDINGTON & CHRISTENSEN LLC	3807	1,990.00
Nov-20	11/12/2020	84233	INFOARMOR	10312020	1,967.85
Nov-20	11/19/2020	84249	KRONOS INCORPORATED	11680508	1,875.70
Nov-20	11/25/2020	84261	PUBLIC EMPLOYEES LT DISABILITY	11252020	1,802.26
Nov-20	11/18/2020	111820	APPARATUS EQUIPMENT & SERVICE, INC	20-IV-4368	1,743.33
Nov-20	11/12/2020	84220	KRONOS INCORPORATED	11680168	1,741.71
Nov-20	11/12/2020	84232	FIREFIGHTERS CREDIT UNION	11102020ST	1,687.93
Nov-20	11/19/2020	84253	WASATCH FRONT WASTE RECYCLE DIST	Multiple	1,685.00
Nov-20	11/25/2020	84256	FIREFIGHTERS CREDIT UNION	11252020ST	1,673.23
Nov-20	11/19/2020	84244	DOMINION ENERGY	Multiple	1,358.77
Nov-20	11/25/2020	84276	SYMBOL ARTS, LLC	0361954-IN	1,352.00
Nov-20	11/13/2020	1	OCTOBER UNEMPLOYMENT ACH	N/A	1,306.18
Nov-20	11/25/2020	84273	LIFE-ASSIST, INC	1045810	1,096.11
Nov-20	11/12/2020	84241	WELLS FARGO ADVISOR FBO UFA4064-8710	11102020JC	1,001.15
Nov-20	11/19/2020	84245	ENVIRO SYSTEM RESEARCH INSTITUTE INC	93921818A	1,000.00
Nov-20	11/6/2020	84204	JAN-PRO OF UTAH	Multiple	960.00
Nov-20	11/4/2020	110424	QUALITY TIRE COMPANY	236248-00	926.20
Nov-20	11/25/2020	84269	DOMINION ENERGY	Multiple	921.35
Nov-20	11/12/2020	84225	STEP INTO COMFORT LLC	Multiple	891.00
Nov-20	11/12/2020	84217	DOMINION ENERGY	Multiple	880.18
Nov-20	11/6/2020	84193	A TO Z LANDSCAPING, INC.	25801A	835.33
Nov-20	11/25/2020	84268	DEPARTMENT OF HEALTH	Multiple	795.00
Nov-20	11/12/2020	84224	SNOWBIRD RESORT LLC	Multiple	739.61
Nov-20	11/6/2020	84197	DOMINION ENERGY	G-ADM 10/20	687.50
Nov-20	11/4/2020	110423	MOUNTAIN ALARM	Multiple	599.70
Nov-20	11/6/2020	84212	WELCH, JAIME ALLISON	Multiple	540.00
Nov-20	11/10/2020	111024	METRO PLUMBING	9822	500.00
Nov-20	11/12/2020	84228	ADAMS, GREG	11102020GA	485.58
Nov-20	11/6/2020	84199	HAYLEY ADAMS	Multiple	480.00
Nov-20	11/25/2020	84272	HILTI INC.	4616554017	474.51
Nov-20	11/12/2020	84227	UTAH BROADBAND LLC	Multiple	398.00
Nov-20	11/12/2020	84216	COPPERTON IMPROVEMENT DISTRICT	W-#115 10/20	368.50
Nov-20	11/6/2020	84196	DOMINION ENERGY	Multiple	313.02
Nov-20	11/6/2020	84213	WORKFORCEQA, LLC	18455	285.00
Nov-20	11/6/2020	84201	HONEY BUCKET	551788400	210.00
Nov-20	11/10/2020	111021	GOLD CUP SERVICES INC	861734	207.00
Nov-20	11/6/2020	84211	UTAH BROADBAND LLC	996319	199.00
Nov-20	11/25/2020	84277	UTAH BROADBAND LLC	1003096	199.00
Nov-20	11/19/2020	84254	WELCH, JAIME ALLISON	61	180.00

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\FY20-21\2020-11 Disbursements\10

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING**  
**NOVEMBER 2020**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Nov-20	11/25/2020	84279	WELCH, JAIME ALLISON	66	180.00
Nov-20	11/12/2020	84236	ND CHILD SUPPORT DIVISION	11102020	179.00
Nov-20	11/25/2020	84259	ND CHILD SUPPORT DIVISION	11252020	179.00
Nov-20	11/6/2020	84205	JOHNSON ROBERTS & ASSOCIATES INC	Multiple	157.50
Nov-20	11/12/2020	84239	SALT LAKE VALLEY LAW ENFORCE ASSOC	11102020	152.00
Nov-20	11/25/2020	84262	SALT LAKE VALLEY LAW ENFORCE ASSOC	11252020	152.00
Nov-20	11/6/2020	84207	LOVE COMMUNICATIONS, LLC	55362	150.00
Nov-20	11/19/2020	84252	THE PARTRIDGE GROUP	3834	140.00
Nov-20	11/25/2020	84271	HAYLEY ADAMS	34	120.00
Nov-20	11/12/2020	84222	SALT LAKE COUNTY SERVICE AREA #3	W/S-#113 10/20	103.52
Nov-20	11/6/2020	84210	SYMBOL ARTS, LLC	0361027-IN	85.00
Nov-20	11/12/2020	84214	A TO Z LANDSCAPING, INC.	25171A	81.17
Nov-20	11/25/2020	84274	PURCELL TIRE CO.	2807426	75.00
Nov-20	11/6/2020	84203	INTERSTATE BILLING SERVICE, INC.	3020969603	58.26
Nov-20	11/12/2020	84223	SATCOM GLOBAL INC.	AI11200676	47.87
Nov-20	11/19/2020	84246	FEDEX	7-165-07181	46.17
Nov-20	11/12/2020	84235	MOUNTAIN AMERICA CREDIT UNION	11102020	27.00
Nov-20	11/25/2020	84258	MOUNTAIN AMERICA CREDIT UNION	11252020	27.00
Nov-20	11/6/2020	84209	ROCKY MOUNTAIN WATER COMPANY	164584	18.90
Nov-20	11/12/2020	84221	ROCKY MOUNTAIN WATER COMPANY	166539	18.90
					<b><u>\$ 7,078,809.21</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

X:\Board Docs\FY20-21\2020-11 Disbursements\10

**UNIFIED FIRE AUTHORITY**  
**CASH DISBURSEMENTS - EMERGENCY MANAGEMENT CHECKING**  
**NOVEMBER 2020**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Nov-20	11/30/2020	3	EOC TRANSFER - 11/25/2020 PAYROLL	N/A	\$ 150,124.03
Nov-20	11/30/2020	2	EOC TRANSFER - 11/10/2020 PAYROLL	N/A	149,748.69
Nov-20	11/25/2020	7547	LOVE COMMUNICATIONS LLC	55503	55,000.00
Nov-20	11/19/2020	7541	ENVIRO SYSTEM RESEARCH INSTITUTE INC	93921818B	14,000.00
Nov-20	11/25/2020	7551	WILKINSON FERRARI & CO LLC	20-10-247B	13,261.24
Nov-20	11/12/2020	7536	COMPUNET, INC	157255	10,800.00
Nov-20	11/25/2020	4	FUNDS TRANSFER FROM EM TO FIRE - OCTOBER PCARDS	N/A	8,851.72
Nov-20	11/19/2020	7543	HAGERTY CONSULTING, INC.	5972	8,340.00
Nov-20	11/25/2020	7550	UTAH LOCAL GOVERNMENTS TRUST	1587225C	7,662.00
Nov-20	11/10/2020	111027	SERVICEMASTER OF SALT LAKE	134252	5,860.05
Nov-20	11/12/2020	7537	FORETHOUGHT	12239	5,335.00
Nov-20	11/19/2020	7544	ROCKY MTN POWER	E-EOC 10/20	3,643.42
Nov-20	11/19/2020	7542	FUEL NETWORK	Multiple	2,462.07
Nov-20	11/4/2020	110426	SERVICEMASTER OF SALT LAKE	134090B	1,500.00
Nov-20	11/25/2020	7549	SYRINGA NETWORKS LLC	20NOV0211	1,175.00
Nov-20	11/6/2020	7533	COMPUNET, INC	152721	1,097.25
Nov-20	11/19/2020	7540	COMPUNET, INC	157849	1,097.25
Nov-20	11/6/2020	7532	A TO Z LANDSCAPING, INC.	25801B	556.89
Nov-20	11/25/2020	7548	POWER STROKES PAINTING INC.	1863	521.80
Nov-20	11/25/2020	7546	CUSTOM BENEFIT SOLUTIONS	252B	500.00
Nov-20	11/6/2020	7534	DOMINION ENERGY	G-EOC 10/20	458.33
Nov-20	11/12/2020	7538	SALT LAKE COUNTY HEALTH DEPT	WIND1020	414.67
Nov-20	11/10/2020	111025	GOLD CUP SERVICES INC	Multiple	411.36
Nov-20	11/17/2020	1	CASH TRANSFER ON ALLOCATED BENEFITS 7/10-10/23/2020	N/A	385.77
Nov-20	11/12/2020	7539	PUBLIC EMPLOYEES HEALTH PROGRAM	10312020EOC	289.42
Nov-20	11/24/2020	112426	MAYORS FINANCIAL ADMIN	FAC0000643	210.00
Nov-20	11/24/2020	112425	LES OLSON COMPANY	Multiple	120.00
Nov-20	11/10/2020	111026	LES OLSON COMPANY	MIT203651B	63.00
Nov-20	11/12/2020	7535	A TO Z LANDSCAPING, INC.	25171B	54.12
Nov-20	11/19/2020	7545	WASATCH FRONT WASTE RECYCLE DIST	7692C	50.00
					<b>\$ 443,993.08</b>

UNIFIED FIRE AUTHORITY BOARD POLICY MANUAL	
Chapter 1 <i>Governance and Board Policy</i>	Section 23 <i>Committee Composition</i>

**Relevant Information:** The Board believes that establishing sub-committees allows for greater efficiency in its operation by having the sub-committees conduct an initial review of issues, facilitate discussion, and craft recommendations to the full Board. The Board has currently established sub-committees for Governance, Benefits and Compensation, and Finance. The Governance and Benefits and Compensation Committees are available for any Board Member to participate, with the UFA Chair appointing those interested. Due to the nature of the Finance Committee and its role in establishing and recommending a draft budget for UFA, the Board has determined that its composition should be more strictly structured to balance the interests of its member entities. Additional Board Members may attend any subcommittee meeting; however, only appointed members will vote on the issues being addressed by the sub-committee.

These formal sub-committees will follow the Utah Open and Public Meetings Act as defined in the Board Policy Manual on Public Meetings.

**Policy Statement:** It is the policy of the Board to establish and maintain sub-committees for the purpose of substantively assisting the Board in its functions. Any Board Member may volunteer to serve as a member of a sub-committee except as specifically provided for in this Board policy. The UFA Board Chair will appoint the members of all committees except for the Finance Committee. Each Subcommittee shall elect a chair. Each subcommittee shall be noticed as a public meeting with the agenda distributed to all Board Members. The full Board retains the authority for all final decisions as sub-committees are authorized only to make recommendations to the Board.

**Finance Committee:** So long as the UFSA remains greater than 50% of the UFA Member Fee, each direct contractual member entity will have a UFA Board Member as a representative on the Finance Committee. The UFSA will have the same number of positions as the total direct contractual municipality members plus one. The UFSA will select the UFA Board Members to serve as its representatives. If the proportion of the UFA member fee attributable to UFSA drops below 50%, this policy will be revised by the Board to establish a new composition for the Finance Committee.







# UNIFIED FIRE AUTHORITY

TO: UFA Board (Via Chief Petersen)  
FROM: Tony Hill, CFO  
SUBJECT: FY21/22 Budget Calendar  
DATE: December 15, 2020

## FY21/22 Budget Calendar

December 10, 2020	Budget kick-off meeting
December 10, 2020	Budget documentation sent to divisions
February 1 – February 5, 2021	Division budget preview/preparation meetings with Finance Division
February 18, 2021 (8:00 AM)	Compensation and Benefits Committee - Initial insurance renewal presentation from Gallagher Benefit Services and preliminary wage and benefit discussion
February 22 - March 5, 2021	Division budget meetings with Fire Chief and budget committee
March 25, 2021 (8:00 PM)	Compensation and Benefits Committee - Final insurance renewal presentation from Gallagher Benefit Services and final wage and benefit discussion
April 15, 2021 (8:00 AM)	Fire Chief presents FY21/22 Proposed Budget to Finance Committee
April 20, 2021	FY21/22 budget update at Board Meeting
May 6, 2021 (8:00 AM)	Division budget presentations at Finance Committee meeting. Finance Committee approves FY21/22 budget and forwards recommendation to the UFA Board
May 18, 2021	Board adopts FY21/22 Tentative Budget at board meeting
June 15, 2021	Board adopts FY21/22 Final Budget at board meeting





# UNIFIED FIRE AUTHORITY

## MEMORANDUM

TO: UFA Board of Directors  
FROM: Dan Petersen, Fire Chief/CEO  
DATE: December 15, 2020

SUBJECT: FY20/21 Mid-Year Wage Adjustment

---

During the FY20/21 budget process, the Board of Directors paused wage increases for UFA due to potential impacts related to the pandemic. Staff was instructed to bring a market wage adjustment proposal to the Board for consideration of a mid-year adjustment.

This information was presented at the November Board of Directors Meeting with a proposal to pause the decision until the December meeting to evaluate the potential of funding this increase through increased ambulance revenue.

Staff is estimating that the funding will be available for this increase. Attached is a memo from Assistant Finance Director outlining her recommendation.

### **FY 20/21 COST:**

- Based on the comparable wage report, the total cost of the proposed mid-year market wage increase as presented on November 17, 2020 is \$617,533 for FY20/21.
- A full year impact of this market increase is \$1,235,067. Committing to this wage increase now, will reduce the impact to the FY21/22 budget process by \$617,533.

### **FY 20/21 FUNDING:**

- Finance is estimating that UFA's net collections for ambulance transports will result in excess revenues above UFA's budget by \$785,000, effectively funding the mid-year market adjustment for FY 20/21.

With the Boards approval, staff will schedule a budget hearing and present a budget amendment at a future Board of Directors meeting adjusting the revenue for ambulance transports and the expense for the market wage adjustment. With this increase in revenue/transport we will also need to amend the budget for billing service fees and Medicaid assessment.





# UNIFIED FIRE AUTHORITY

## MEMORANDUM

TO: UFA Board of Directors  
FROM: Chief Petersen/Kate Turnbaugh, Asst. Finance Director  
DATE: December 15, 2020

SUBJECT: FY20/21 Ambulance Revenue Estimates

---

### Intent:

Update the estimates for FY20/21 ambulance revenue based on fiscal year-to-date call volume as well as current billing and collection rates.

### Discussion:

It is difficult to predict transport volume, especially due to the unknown impact that COVID-19 may have on EMS demand. So far, this fiscal year, we have an overall increase in transports of 2.6% compared to the same months in FY19/20 (November data is still being reconciled). If this increase in transport volume holds for the fiscal year, we could expect approximately 10,730 transports for July 2020 through June 2021.

FY19/20	Total	FY20/21	Total	Increase/ (Decrease)
Jul-19	879	Jul-20	917	4.2%
Aug-19	946	Aug-20	925	(2.2%)
Sep-19	871	Sep-20	905	3.9%
Oct-19	871	Oct-20	915	5.1%
4-month total	3,567		3,662	2.6%

The State of Utah increased its transport base rates for the fiscal year beginning July 1, 2020 by approximately 14% (\$906 Basic Life Support (BLS)/\$1,750 Advanced Life Support (ALS) compared to \$795 BLS/\$1,535 ALS). As a result of Operations' staffing changes, UFA has regained its BLS/ALS split that slipped in FY17/18.

Based on 10,730 transports, estimated billings would be \$19,857,437. Although we cannot assume that collections will increase at the exact same rate, we are not seeing a large drop in gross collection rates. To adjust for the unknown impact of COVID-19 on patients' ability to pay, our calculations assume a gross collection rate of 1% less than our FY19/20 gross collection rate (44.5%). If we apply the 43.5% gross collection rate to estimated billings, net collections would reach approximately \$8,630,000. In addition to collections by our billing office on current year transports, UFA typically receives at least \$180,000 annually through efforts made by our collection's agent.

UFA's net collections for FY19/20 totaled \$8,561,997. We feel reasonably comfortable that actual collections (including those received through our collections agent) will be \$8,810,000 (3% increase). This would result in excess revenues above UFA's budget (\$8,025,000) by \$785,000.





# UNIFIED FIRE AUTHORITY

## MEMORANDUM

TO: UFA Board of Directors  
FROM: CFO Tony Hill  
DATE: December 15, 2020

SUBJECT: COVID-19 Expenditure Reimbursements

At the July 2020 UFA Board meeting, the board approved UFA to request reimbursement from each municipality for CARES eligible UFA costs. At the time we estimated that we would spend \$630,000 from the start of the pandemic through December 31, 2020.

From March to October we were averaging a little over 1 COVID caused vacancy each day. With the surge of cases during November, the UFA averaged over 4 COVID caused vacancies per day and we are expecting a similar number of vacancies each day through the end of the year.

In a November 30, 2020 memo sent to you and your municipality managers, we requested reimbursement for an additional \$150,000 in cost for the increased number of vacancies through the end of the year. We knew some of you might not have CARES funding available, however, we wanted to present this as an option. If the full additional is received, the total CARES funding provided to the UFA by the Municipalities would be \$780,000.

To date we have received \$30,224 with an additional \$58,596 invoiced. UFA is on track to collect \$88,820 of the \$150,000 requested so far.

Using the same methodology as before, the chart below shows the requested amount for each of you.

Proposed additional CARES Funding of \$150,000

<u>Municipality</u>	<u>Population</u>	<u>% of Total</u>	<u>% of Total</u>
Alta Town	378	0.09%	\$135
Brighton Town	260	0.06%	\$90
Copperton Metro Township	812	0.19%	\$285
Cottonwood Heights City	33,626	7.97%	\$11,956
Eagle Mountain City	34,632	8.21%	\$12,316
Emigration Metro Township	1,623	0.38%	\$570
Herriman City	42,981	10.18%	\$15,272
Holladay City	31,110	7.37%	\$11,056
Kearns Metro Township	35,242	8.35%	\$12,526
Magna Metro Township	27,450	6.50%	\$9,751

Midvale City	34,263	8.12%	\$12,181
Millcreek City	60,308	14.29%	\$21,437
Riverton City	44,231	10.48%	\$15,722
Salt Lake County Unincorporated	9,933	2.35%	\$3,525
Taylorsville City	59,601	14.12%	\$21,183
White City Metro Township	5,599	1.33%	\$1,995
TOTAL	422,049	100.00%	\$150,000

*Source: Kem Gardner Policy Institute, University of Utah: July 1, 2018*





# UNIFIED FIRE AUTHORITY

## UFA Sustaining Goals 2021 – 2023 (Draft 12/9/2020)

These are the goals that will remain in focus beyond just this strategic plan. This is how we strive towards our vision and accomplish our mission. Staff will build specific initiatives and action items to accomplish these goals.

### 1. Best Practices

Provide exceptional service and value to our communities with the goal of making life better. Make intelligent data-driven decisions by enhancing the use of business intelligence (BI) capability that provides reporting and dashboarding.

### 2. Community and Partner Involvement

Provide meaningful interaction with all UFA communities and ensure UFA acts and is perceived as their local Fire Department. Work together with a variety of public and private partners toward a common goal of reducing risk.

### 3. Resilient Culture

Reinforce a culture that invests in our people, the community and innovation—to ensure a highly reliable and resilient organization. Value the importance of being nice, competent and professional when engaging with the community. Demonstrate pride in our work and show humility in our actions.

### 4. Professional Development

Provide leaders intent to guide exceptional performance and deliver growth opportunities for UFA Staff. Select the best people possible for all positions within our organization.

### 5. Wellbeing of our People

Enhance the behavioral health and physical well-being of our people.





# UNIFIED FIRE AUTHORITY

## **UFA Key Initiatives for 2021 – 2023 (Draft 12/9/2020)**

UFA has identified the following initiatives where there is both need and opportunity to improve service to our communities. These initiatives will be in sharp focus with the pace of improvement determined by the time and resources provided over the course of the three-year strategic plan.

### **INITIATIVE #1: Enhanced Leadership**

Focused effort on providing the tools to effectively meet or exceed the expectations of leaders to provide for effective and sustained leadership.

- Establish programs for the development and preparation of personnel for leadership positions
- Continue delivering the Leadership Cohort with CenterPoint
- Introduce and institutionalize a Mission-Driven Culture
- Establish leadership competencies for selected positions
- Establish a formal mentorship and task book program for the positions of Captain and Battalion Chief that culminates in an assessment to qualify personnel to act in those positions
- Prepare interested Chief Officers for the position of Fire Chief and establish an effective transfer of command for the Unified Fire Authority

### **INITIATIVE #2: Improved Emergency Services Delivery**

Review and act on the initiatives identified in the Standards of Cover (SOC) to improve delivery of emergency services.

- Determine the right staffing and configuration of resources to effectively solve the problems identified in the SOC
- Adopt and work towards achieving a benchmark for call processing and turnout time
- Establish regional fire and medical protocols that allow Salt Lake Valley agencies to perform critical assignments in a consistent and effective manner
- Support Operations personnel with programs, tools and opportunities that will enhance and improve their ability to provide effective emergency service delivery.

### **INITIATIVE #3: Improved Community Involvement**

Enhance engagement with our communities as their local fire department through the support and administration of community events and activities.

- Enhance the Liaison Program to improve UFA's availability to municipal administrations
- Engage with the public in an effective and proactive manner during community activities
- Foster partnerships with local law enforcement agencies operating in the municipalities we serve, bringing added value to the community
- Increase our municipalities awareness of the services available from UFA that may help their communities
- Strengthen UFA's social media efforts to support and inform our communities.
- Improve outreach to the diverse populations within the UFA service area
- Support and improve recruitment efforts that reach diverse populations throughout our community.

### **INITIATIVE #4: Improve Behavioral Health**

Taking care of our behavioral health and well-being to ensure UFA employees are mentally healthy and resilient throughout a career that often places them in stressful and traumatic situations.

- Fortify existing employee behavioral health programs that are available
- Expand the Peer Support Program
- Provide training to improve behavioral health resiliency for all employees
- Identify and reduce the number of barriers for employees to seek and receive routine wellness checkups before any sign of a problem
- Improve both access and willingness of employees to quickly receive treatment at the first sign of an issue
- Improve and expand access for employees to receive treatment for depression, anxiety and post-traumatic stress disorder (PTSD)
- Expand access for employees to receive treatment to overcome suicidal thoughts or the desire to turn to substance abuse
- Improve programs for all employees to be aware of co-workers' mental health struggles and provide resources to help
- Continue to review our practices looking for opportunities to reduce unnecessary stressors