



**UNIFIED FIRE AUTHORITY BOARD  
FINANCE COMMITTEE MEETING MINUTES**

Thursday, May 7, 2020 at 8:00 a.m.

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This meeting was held electronically.  
All participants and attendees attended this meeting via ZOOM Webinar.

**Committee Members Present:**

Council Member Stewart  
Council Member Perry  
Mayor Hale  
Mayor Sondak

Mayor Dahle  
Mayor Silvestrini  
Mayor Peterson

**Staff:**

Chief Petersen  
CFO Hill  
Cyndee Young  
CLO Roberts  
AC Ziolkowski

**Guests:**

AC Higgs  
AC Pilgrim  
AC Ziolkowski  
Arriann Woolf  
Bill Brass  
BC Anderton  
BC Fossum  
BC Fowlks  
BC Lynn  
BC Prokopis  
Captain Greensides  
Calogero Ricotta

Captain Conn  
Captain Simons  
Captain Bogenschutz  
Captain Park  
Council Member Bowen  
Division Chief Ball  
Division Chief Burchett  
Division Chief Case  
Division Chief Mecham  
Division Chief Rhoades  
Division Chief Robinson  
Division Chief Torgersen

Fire Marshal Larson  
Ginger Watts  
Kate Turnbaugh  
Lana Burningham  
Larson Wood  
Matt McFarland  
Nile Easton  
Nyla Benedict  
Pat Costin  
Kamarie DeVoogd  
Steve Quinn

Meeting called to order by Chair Stewart at 8:02 a.m.

Public Comments

None

Public comment was made available live and with an email address posted on the agenda.

Roll Call Conducted

- Chair Stewart - present
- Mayor Dahle - absent
- Mayor Hale - present
- Council Member Perry - present
- Mayor Peterson - present
- Mayor Silvestrini - present
- Mayor Sondak - present

Minutes Approval

Mayor Silvestrini moved to approve the minutes from the April 16, 2020 Finance Committee Meeting as submitted

Mayor Peterson seconded the motion

Roll Call Vote due to the electronic nature of the meeting

Dahle	-
Hale	Y
Perry	Y
Peterson	Y
Silvestrini	Y
Sondak	Y
Stewart	Y

Transition Plans Related to Elimination of District Chief Positions – Chief Petersen

- ◆ Due to the current and future economic situation and the decision to delay a market and COLA wage increase, Chief has decided to delay the elimination of the steps within the AC pay steps
  - ◆ The original proposal did not create a wage increase for the AC, however, it did eliminate the two bottom steps and would have provided a wage increase for the two new AC's
- ◆ The Chief also recommended rescinding the redlining of the District Chief positions
  - ◆ This was originally estimated at \$13,000 for the District Chief position alone, however, with the inclusion of at least one BC and the elimination of the Market/COLA the cost is now \$63,000
  - ◆ One BC will bump to Captain and remove 1 position from the budget
- ◆ A new concept of a Roving BC will be implemented at the same cost to bump this position to Captain
- ◆ This results in a savings of \$63,000 currently, and another \$150,000 with a future Captain retirement to help realize approximately \$313,000 of savings from the elimination of one Battalion in FY20/21
- ◆ Committee members appreciated the information and supported the recommendation

Budget Presentation

- ◆ Introduction, Profile, and Budget Message – Chief Petersen
  - ◆ Much work was done to streamline the budget (pre-COVID), with the focus on quality and service delivery
  - ◆ Division Leaders have focused on value, transparency and have ownership of their individual budgets
  - ◆ The Member Fee is proposed at 2% with the elimination of the Market Adjustment and CPI
  - ◆ It was found last week that there will be an increase to the Liability Insurance of approximately \$25,000 along with a request to retain a Captain in Medical instead of a Specialist, which will reduce the savings in EMS by \$14,000
  - ◆ The reduction in the budget will be \$229,000 with the elimination of the redlining, capturing the savings from one retirement, increased liability insurance, and retaining a Captain in Medical
  - ◆ This is the opportunity for the Board to ensure the budget is reflective of the needs and wants of their communities and to take ownership of the proposed budget

- ♦ CFO Hill will capture any items of interest for further discussion on a spreadsheet that will identify the impact to the global member fee and each members individual member fee
- ♦ Finance Budget Message – CFO Hill
  - ♦ Provided an overview of the financial position of the UFA
  - ♦ An addition to this year’s budget is the new Fee Schedule that captures all fees UFA collects, this is pending Board of Directors approval
  - ♦ Chair Stewart agreed with Mayor Silvestrini in that the Committee appreciates all the hard work and outstanding information
    - It was noted that the message is greatly enhanced this year
  - ♦ Council Member Perry questioned the jump in income, CFO Hill stated this is where the deposits/reimbursements for deployments (US&R, EMAC, etc.) enters into the budget
  - ♦ These are items we are unable to plan for
  - ♦ Perry also questioned the jump in computer software and janitorial supply
    - CFO Hill stated that the individual Divisions will address these items
- ♦ Strategic Plan – Assistant Chief Ziolkowski
  - ♦ This is the last year of the first iteration of the Strategic Plan
  - ♦ Division Chief Case has taken lead to create the new Strategic Plan document
- ♦ Member Fee – Chief Petersen/CFO Hill
  - ♦ Chief Petersen gave a synopsis of how this fee was selected in late 2017
    - Population was considered, but not only do populations fluctuate, but the cost is the same regardless of population
    - Call Volume was explored, but the bottom line is the need for a station to protect an area, so the calls are the same if there are 330 or 2,000
      - Higher call volume doesn’t significantly change the cost until there is a need for additional companies
  - ♦ This current system was selected based on stations and staffing levels, this remains the primary method of delivering service
  - ♦ The focus is on quick response based on coverage of an area, with the remainder of the regional costs spread throughout all members
  - ♦ Ambulance revenue offsets costs as they are a regional resource, assigned to a much larger area than on stations first due zone
    - This is apparent in Riverton, Station 121/124 are the same amount, but one is 3 person, another 6 (2 of those being on the ambulance and working out of Station 120)
    - The only charge is for engines and trucks/heavy equipment, the ambulance is a regional share (3 or 4 person engine or truck)
  - ♦ The Member Fee consists of all normal emergency response, with the additional of all administrative work, legal, HR, state transparency, community outreach, liability insurance, dispatch, apparatus, fleet division, and all the special operations and trainings
  - ♦ Chair Stewart agreed that many options were reviewed to best balance the way everyone looked at service delivery
  - ♦ Mayor Peterson stated that CWH is seeing an increase of \$100,000
    - Chief Petersen stated that this is the first time we have encountered a dramatic switch with the shift in call volume to Cottonwood Heights from Holladay and UFSA
    - UFA is looking into this to be more in tune with why this is happening, and then fix it before it becomes an issue
    - Chief also stressed that during Planning & Zoning considerations within municipalities, consider the impact to call volume and the cost impact it creates
- ♦ Emergency Transport – Kate Turnbaugh
  - ♦ This was added to provide more background on 911 emergency transport via ambulance

- ♦ This is UFA's second largest revenue source
- ♦ A chart was displayed showing the Payer Mix, how the revenue is divided by payee
- ♦ Mayor Sondak inquired as to the relationship with Gold Cross
  - They are responsible for billing and collections, and ensure compliance with Medicare and Medicaid
  - UFA pays 10% of the collection to them
  - This is our second, 10 year agreement with them
  - The rate they charge is the lowest and they are a local company
  
- ♦ Office of the Fire Chief – Chief Petersen
  - ♦ Information Outreach – DOC Easton
    - Easton explained the need for the conversion of the PT to a FT Event Coordinator who would be responsible for focusing on the Social Media beast
      - This person would also help with over 200 community events and 1000 stations tours
    - Easton intended to ask for an additional PT to help the PIOs with events, but with the current situation, has asked to postpone this until next year
    - Another consideration is the annual employee banquet, \$25,000
      - This event will not take place this year and in the meantime, ideas to replace the banquet or hold more economically will be explored
    - Deliberation
      - Event Coordinator position
      - Evaluation of the \$25,000 banquet

Mayor Dahle Arrived

- ♦ Emergency Management – Division Chief Mecham
  - DC Mecham explained the relationship between SLCo and Emergency Management
  - Noted that UFA employees are fully funded through the fee provided by SLCo
    - This fee is increasing by \$72,000 to better align salary and benefits for personnel in EM management
  - Mayor Peterson asked about reimbursements for increased responsibility while efforts to reduce costs are taking place
    - DC Mecham stated that supplemental funds will continue, even with the ask to trim 10%
  - Mayor Sondak asked what an earthquake does to the budget
    - The data is pushed to the state and government to consider a declaration to open more public assist monies
    - This helps replenish the general fund for SLCo and is usually a 75/25 split
    - EM will work with SLCo on the 25% portion
  - Council Member Perry asked about the increase in software
    - This software was previously spread between line items and is now consolidated
    - Hill stated that this will be apparent throughout all Division budgets as the goal was to better align and capture software costs, this is just a movement within budgets in most cases
  - Deliberation
    - None

- ◆ Administration & Planning – Assistant Chief Pilgrim
  - ◆ Administration – Assistant Chief Pilgrim
    - Health and Wellness is the next priority with the biggest budget challenge
      - Have transferred a position from Medical to Administration to house the new Behavioral Health and Wellness Officer (Captain Hilton)
      - This will further the efforts in supplying better health and wellness to employees
    - Leadership Development for the department to aide in preparing all interested individuals to move into any future position
    - Liability Insurance was forecasted to increase \$71,000, but it has become apparent that an additional \$25,000 is necessary
      - Staff is in the process of researching options and holding further discussion, but feel this will be the best rate
      - The reason for the increase is that there are currently recent significant claims and the nature of the business, a “bad bet”
      - Mayor Sondak asked why the Liability Insurance has not been in the budget previously
        - This was in the Finance Budget previously, in addition to Tuition Reimbursement, and the allocation for Health & Wellness Coordinator
    - Mention of the Recreational Fee for 2021
      - Chief stated that this is a fluid conversation and that this is precautionary
      - Remembering that SLCo has the option to eliminate this expense
    - Travel increase to bring outside evaluators/trainers for promotional processes and training for the organization
      - Other options, electronic, are being explored, this was a pre-COVID budget, hence the 20% increase
      - This in person training/exposure is valuable, rather than sending individuals out for training/exposure, UFA hosts various individuals which results in more educational exposure for more employees
      - Chief Petersen pointed out that all travel is intentionally centralized as was called-out in the audit
      - Chief also agrees that we are not expecting much travel for the first 3-4 months of next fiscal year
        - Travel has an auditor who works directly for the Fire Chief to be sure it meets all policy requirements
    - Deliberation
      - Cut travel \$40,000
  - ◆ Human Resources – HR Director Woolf
    - Increase in education for the Division, but may be reduced due to COVID
      - Professional Development on a rotating every-other-year attendance at an HR conference and a Kronos conference
      - Deputy Director obtaining Strategic Planning process
      - Identified, but may not take place
    - Need to convert to a digital version of sexual harassment training for new hires and obtain digital training materials for drug and alcohol training as well
    - All food costs associated with promotional and hiring processes has been compiled into this budget from individual Divisions
    - Mayor Petersen asked if the overall budget is a reduction from previous years
      - Due to the transfer of Tuition Assistance Program from the HR budget to Administration, there is a slight 2.6% increase

- Deliberation
      - None
- ◆ Finance – CFO Hill
  - ♦ Reviewed the UFSA contribution for work provided by UFA employees
    - Reviewed and aligned
  - ♦ Increasing 5.2% for data collection software
    - UFA was selected by Medicare to participate in a study to track all costs related to 911 transport to help them understand their costs
    - This is a large undertaking for the Division
  - ♦ Deliberations
    - None
- ◆ Emergency Services – Assistant Chief Higgs
  - ♦ Emergency Operations – Assistant Chief Higgs
    - AC Higgs discussed the difficulty in hiring and maintaining Paramedics in the part-time program
      - Clinics and hospitals are paying them considerably more
      - Recommends an increase to pay form \$18/hour to \$25/hour in hopes that this will attract and help maintain staff
    - Working to maintain the minimum staffing target, asking \$700,000 for overtime
    - Propose upgrading 3 Firefighter positions to Wildland Specialist
      - This will provide sustainability in this program by preparing future personnel to qualify for the Wildland Duty Officer
    - Deliberation
      - None
  - ♦ Special Operations – Division Chief Case
    - Budget is flat, no increase
    - Deliberation
      - None
  - ♦ Fire Training – Division Chief Rhoades
    - Increase of 2.8% for personnel
      - \$209,000 from Operations to Fire Training for the instructor cadre and resident experts to facilitate recruit camp
    - Net 5.1% decrease in budget, with an increase in training hours
    - Deliberation
      - None
  - ♦ Emergency Medical Service – Division Chief Torgersen
    - Increase to education and training
      - Allocating 6 EMT's to attend Paramedic School, \$8,500/student
    - Recertification fees have increased for the State and National processes for licensure
      - Note that not all are recertified each year, the numbers vary
    - Postponing battery purchases for the EKG and CPR devices will provide a savings for this year
    - Changes in staffing have streamlined the Division
      - Largest change is the transfer of a Captain to the Administration Division as the Mental Health & Wellness Captain
      - Eliminated an additional position, Training Specialist rather than a Captain
        - Need a Captain within Division for needed oversight

- Difference is the Captain vs the Specialist position, \$14,000
    - Due to COVID, training has become more efficient as other options for delivery of medical training for the field have been found
  - Mayor Sondak asked as to when the ambulances transport
    - UFA ambulances respond to 911 calls, not interfacility transfers
  - Deliberation
    - \$14,000 increase for Captain position
- ♦ Wildland and Camp Williams – Division Chief Burchett
  - \$157,000 to partially fund Fuels Crew to complete the work required by the fire policy
    - Due to slow fire season last year, needing to supplement this cost that was currently funded by the Enterprise Fund
    - Crews conduct Chipper Days, mitigation work throughout service area, respond to local fires, community services education
    - 4,000 hours of community work last year
  - Deliberation
    - None
- ♦ Support Services – Division Chief Burchett
  - ♦ Two major changes within Support Services
    - The addition of Special Enforcement and the oversight of the Les Olson contract
  - ♦ Logistics – Division Chief Robinson
    - Focus this year is reduction of costs for support services
      - Key cuts are the elimination of a part-time Fleet Assistant and the reduction in overtime
    - Ongoing project is turnout replacement of 30 sets, \$85,500
    - Installation of 31 safety centers on overhead bay doors, \$22,000, resolving a safety issue
    - Hydrostatic testing of SCBA cylinders, \$15,000
    - Funding for stand-by pay for on call personnel, \$7,800
    - Transfer of expenditures to Logistics from Fire Training for equipment and buildings and grounds, \$25,000
    - Transfer of \$36,000 from IT for the annual maintenance of the phone systems, hardware, software, landline phones
    - Mayor Petersen asked to the clothing provision cut of \$150,000 and increase in Professional Fees
      - This program was eliminated, brush gear was purchased for all personnel
      - \$36,000 in Professional Fees was moved from the IT budget
    - Mayor Sondak asked about the fuels costs considering the current situation, in addition to the potential increase to PPE, cleaning, etc.
      - Reminder that this was created pre-COVID, but anticipate fuel to increase
      - PPE supplies were stockpiled, some increases have been found, but the department is pursuing grant monies to help offset cost and future costs
      - Cleaning is handled at the station level and any increases should be covered in the janitorial supply budget if approved
    - Deliberation
      - 10% increase for PPE/medical supplies
      - 10% decrease fuel
- ♦ Information Technology – Ginger Watts
  - Main focus is the partnership with Les Olson

- Questions relating to the increase in small equipment and the costs associated with Office 365
  - Disaster recovery backup and storage off-site and keeping updated with technology
    - \$102,000 is the transition to Office 365
    - But this will not fully complete the transition
  - The cost should be a 1 time cost for software until it is time to update, while the off-site storage rose to \$40,000
  - Line item 330 is the consolidation of software from all Division except Emergency Management
- Deliberation
  - None
- ♦ Fire Prevention – Division Chief Larson
  - Main request if for an additional Inspector and overtime for the inspector cadre
    - Struggling to inspect existing high-hazard buildings that need highly trained individuals for more technical buildings
    - The cadre would be available 1-2 days monthly to help with inspection load and provide training to individuals preparing for an inspection position
    - Discussion was had as to positions and that the replacements for the approved Deputy Fire Marshal positions came from within with just added duties
    - Also discussed how difficult it is to have the crews conducting inspections with regard to consistency, technical experience need, etc.

Council Member Perry left the meeting

- Deliberation
  - None
- ♦ Special Enforcement – Division Chief Ball
  - Flat budget with a few areas needing to be addressed
    - Requesting an additional Investigator for 1 quarter of the year to aid in new hire background checks
    - Increase for training for a Cadaver Lab for the SWAT Paramedics, \$1,830 plus supplies
    - Xray generator replacements (2) for suspicious packages, fire debris analysis
      - The current machines are 15-20 years old
      - Hoping to obtain grant funding for this project
    - Event billing is down; marathons, Iron Man, event sweeps for dignitaries, etc.
  - Deliberation
    - None
- ♦ Urban Search & Rescue – Division Chief Case
  - 100% funded by Federal Government
  - Two asks
    - \$10,000 professional support fee to help procure items not covered by grant
    - \$10,000 for Division Chief Cases' time spent working on the Strategic Plan
  - Deliberation
    - None

- ◆ Capital Replacement Funds – CFO Hill
  - ◆ Proposed purchases
    - Mobile vehicle lifts, \$100,000
    - Water Drone, \$49,650
    - SCBA bottles, \$36,600
    - Ice machines for all stations, \$56,700
      - Mayor Sondak asked if the machines currently in the bays be brought into the station
      - The current machines require drains, this would amount to significant plumbing work
    - Automatic External Defibrillators, \$12,000
    - Video laryngoscopes, \$125,000
- ◆ Closing – CFO Hill

Deliberation – Chair Stewart

- ◆ The list of items for deliberation were displayed
  - ◆ Two of the items; fuel and medical supplies cleared each other out and were removed for consideration and will fluctuate within each other’s budgets
  - ◆ Mayor Petersen asked if there was justification for the FTE’s requested
    - Chief Petersen stated that all position considerations have been vetted and are supported by UFA Administration
      - Chief feels that Prevention is 3-4 persons short and recommends the addition of the one FTE

Consensus on Recommendation to Full Board of Directors

Mayor Sondak moved to recommend submitting the proposed budget to the Board of Directors for Consideration

Mayo Hale seconded

All voted in favor

Dahle	Y
Hale	Y
Perry	-
Peterson	Y
Silvestrini	Y
Sondak	Y
Stewart	Y

Mayor Dahle moved to adjourn the May 7, 2020 Finance Committee Meeting

Mayor Silvestrini seconded the motion

All voted in favor

Dahle	Y
Hale	Y
Perry	-
Peterson	Y
Silvestrini	Y
Sondak	Y
Stewart	Y