

THIS AGENDA IS SUBJECT TO CHANGE WITH MINIMUM 24 HOURS NOTICE



UNIFIED FIRE AUTHORITY BOARD AGENDA

January 19, 2021 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=VW9iWk1KQ0JYTi9lSDIxMS96KzZXZz09>

Password: 123911

1. Call to Order – Chair Perry
2. Administer Oath of Office for New Board Members – Cyndee Young, Clerk
3. Review of Ethics and Conflict of Interest Policies – CLO Roberts
4. 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 until 7:00 a.m. January 18, 2020. Emailed comments submitted prior to 7:00 a.m. January 18, 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.
5. Minutes Approval – Chair Perry
 - a. December 15, 2020
6. Board Elections – CLO Roberts
 - a. Chair
 - b. Vice Chair
7. Consideration of Board Policy on UFA Sub-Committee Composition
– CLO Roberts
8. Sub-Committee Member Update – Chair

9. Consent Agenda
 - a. Review of December Disbursements – CFO Hill

10. Committee Updates
 - a. Benefits & Compensation Committee (Next meeting 2/18/21) – Chair Dahle
 - b. Governance Committee (No meeting) – Chair Silvestrini
 - c. Finance Committee (Next meeting 4/15/21) – Chair Stewart

11. Quarterly Financial Report – CFO Hill

12. 2018-2020 Strategic Plan Final Report – AC Pilgrim

13. Consideration of 2021-2023 Strategic Plan – AC Pilgrim

14. Consider the Date of February 16, 2021 for a Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2020-2021 Fiscal Year Budget – CFO Hill

15. Consideration of Ladder Donation from Murphy Ladder Company – AC Burchett

16. Consideration of Vacation Rollover Freeze – Chief Petersen

17. Fire Chief Report
 - a. Continuity of Operations/Staffing/COVID
 - b. COVID Leave: Use of excess Fund Balance
 - c. Mobile Data Terminals (MDT) in Ambulances
 - d. Legislative Update
 - e. 2020 Accomplishments and Wicked Issues

18. 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

19. Adjournment – Chair

The next Board meeting will be held February 16, 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 15th day of January, 2021 on the UFA bulletin boards, the UFA website 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

December 15, 2020 7:30 a.m.
Electronically Via ZOOM Webinar

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 November 17, 2020 UFA Board Meeting as submitted
Mayor Sondak seconded the motion
Roll call vote taken

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

4. Consent Agenda
 - a. Review of November Disbursements

Council Member Stewart moved to approve the November disbursements as submitted
Mayor Peterson seconded the motion
Roll call vote taken

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

5. Committee Updates

- Benefits & Compensation Committee
 - No meeting held
 - Mayor Dahle, referencing agenda item 8 below, asked if anyone had consulted with Gallagher regarding insurance rates for next year
 - Chief Petersen stated that no one has contacted Gallagher, normally HR will begin their meetings in January to prepare for the discussion at the first Benefits and Compensation meeting
- Governance Committee
 - No meeting held
- Finance Committee
 - No meeting held
 - Meetings scheduled for April 15 and May 6, 2021

6. Consideration of Board Policy on UFA Sub-Committee Composition

- CLO Roberts presented a draft policy for review
 - With the upcoming shifting of municipalities between UFSA and Direct Contract, staff found that the composition of the Finance Committee that was developed in 2017 was not incorporated into the Board Policies
 - The draft policy is being presented to reflect what the intent was by the Board
- Council Member Stewart asked that verbiage be added to allow certain items to be delegated to the Finance Committee for approval based on their assigned monetary value
 - CFO Hill stated that deferral of the decision is based on policy to determine when Board approval is necessary
- This item will be presented again at the January 19, 2021 UFA Board Meeting with the additional authority of the Finance Committee included

7. Approval of the FY21/22 Budget Calendar

- Calendar mirrors the process as has been done in the past

Mayor Hale moved to approve the Fiscal Year 21/22 Budget Calendar as presented

Council Member Stewart seconded the motion

Roll call vote taken

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

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

- If approved, this adjustment would place all sworn at the Top 3 as of last July
- The Chief reported that Finance believes the increased ambulance revenue over budgeted revenue will fund the wage increase
 - The memo from finance is attached to the packet and Kate Turnbaugh is available for any additional questions
 - The remaining 50% will be included in the 2021 budget
- Mayor Peterson stated and Mayor Dahle agreed, it appears as though the pandemic has not negatively effected sales tax revenues in their municipalities and both support moving forward with the motion
- Mayor Dahle appreciates this opportunity to continue maintaining the commitment for wages, we cannot afford to get behind again and this is a great chance to address this without a mid-year increase to the member fee
- Mayor Sondak expressed his concern about Alta's finances as his sales tax won't be apparent until after ski season and he can't support any upward pressure on costs

Mayor Dahle moved to approve the Market Wage Adjustment effective January 1 as presented Council Member Hull seconded the motion

Roll call vote taken

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

9. CARES Funding Update

- This update is from the request made in November for an additional \$150,000 in cost for the increase in vacancies through the end of 2020
- CFO Hill explained that UFA is on track to collect \$88,820 of the \$150,000 requested to this point
 - \$30,224 has been received with an additional \$58,596 invoiced

10. Fire Chief Report

- Strategic Planning Goals/Initiatives
 - AC Pilgrim reviewed the draft goals and initiatives
 - The document compiles all internal and external feedback
 - This will provide direction for UFA for the coming 3 years
 - Chief Pilgrim explained how the goals, while same as before, have a new focus and emphasis
 - The initiatives will help Division Leaders develop actions items to drive UFA toward the goals
 - Chief Petersen asked that Board Members look closely at the document to ensure UFA will continue to move in the direction they desire the next 3 years

- Chief reminded the Board that they determine the pace of movement through the normal budget process, however, this document provides the overarching direction
- In January we will request your approval of the Vision, Mission, Sustaining Goals, and strategic initiatives, this becomes the Board adopted strategic plan
- COVID-19/Continuity of Operations
 - Chief provided data on vacancies due to COVID-19
 - The data reflects vacancies due to exposures, symptoms, and positives
 - October 2.2 vacancies per day on average
 - November 4.2 vacancies per day on average
 - December 5.5 vacancies per day on average
 - Recently there have been a few days with as many as 10 off
 - Stations have remained fully staffed thus far
 - Some challenges have arisen, Chief Petersen has assembled a team that meets weekly to keep a finger on the pulse of the Department
 - Team members include Command Staff, Behavioral Health & Wellness Officer, Safety Officer, Labor President, and Staffing Captains
 - Weekly evaluations will reveal when a point has been reached where the Department may need to make more drastic accommodations
 - Chief reported that he is trying to determine when it is time to reduce overtime before we break our people
 - There are a lot of Firefighters working excessive hours at the same time as our anxiety is increased due to COVID both at work and home
 - We are not ready to reduce staffing on any crew (draw-down) or close stations (brown-out) yet, however, through the continuity of operations plan we have pre-determined options to consider the reduction
 - Chief explained to the Board that currently there are a lot of tools at our disposal prior to reducing crews or stations
 - Three from Emergency Management are returning January 1, six Firefighter/Medic students are returning to shift in late January, and sworn day staff will begin filling approximately 2 shifts per day in January
 - If there is a need to reduce staffing, Chief Petersen will notify the Board
 - Council Member Stewart asked that city managers and mayors be included in this notification as well
 - Council Member Perry asked if positives were due to exposures while on duty
 - Chief stated that there is no documented exposure that resulted in a positive thus far
 - Generally speaking, transmittal has been outside of work, however, some crew to crew exposures have occurred
- USAR Exchange with National Guard and Morocco
 - Upon Chief Petersen's arrival to UFA, all trips to Morocco were discontinued due to the problems with who was attending and it being addressed as an issue in the State Audit
 - Division Chief Case provided further background as to the purpose and invitation to provide technical rescue training with the National Guard to the Moroccan government and military personnel
 - UFA realizes many benefits such as strengthening relations with military partners, foreign partners, and international event training
 - FEMA also recognizes this as best practice
 - Much of the costs are covered by the National Guard

- Today, all international travel is approved by the Board and the USAR Program has defined the requirements to attend this program
- Chief brought this before the Board to show the value in a program that was previously mismanaged, but may be an option for participation reconsideration with the new controls in place
- The Board provided a general consensus to continue pursuing this opportunity

11. Closed Session
None

12. Adjournment
Mayor Hale moved to adjourn the December 15, 2020 meeting
Mayor Peterson seconded the motion
All agreed via voice vote

BOARD MEMBERS IN ATTENDANCE:

Council Member Kathleen Bailey
Council Member Gary Bowen
Mayor Robert Dahle
Council Member Trish Hull
Mayor Robert Hale
Council Member Jared Henderson
Mayor Dan Knopp
Mayor Kristie Overson

Mayor Mike Peterson
Council Member Allan Perry
Deputy Mayor Catherine Kanter
Council Member Sheldon Stewart
Mayor Jeff Silvestrini
Mayor Harris Sondak
Mayor Tom Westmoreland

BOARD MEMBERS ABSENT:

Council Member Richard Snelgrove
Mayor Kelly Bush

STAFF IN ATTENDANCE:

CFO Tony Hill
Chief Petersen

CLO Roberts
Cynthia Young, Clerk

OTHER ATTENDEES:

Anthony Widdison
Arriann Woolf
Brian Anderton
Bill Brass
Brad Larson
Brad Lynn
Bryan Case
Calogero Ricotta
Chad Simons
Dan Yates
Darren Park
Dominic Burchett
Embret Fossum
Erica Langenfass

Jay Torgersen
Kamarie DeVoogd
Kate Turnbaugh
Kathy DeVoogd
Kiyoshi Young
Lana Burningham
Larson Wood
Matthew McFarland
Michael Conn
Nate Bogenschutz
Nile Easton
Patrick Costin
Renee Childress
Richard Rich

Riley Pilgrim
Ryan Love
Station 101
Station 126
Stephen Higgs
Steve Ball
Steve Prokopis
Steve Quinn
Tim Tingey, CWH
Wade Russell
Zach Robinson

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, except as provided for below.

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.

The Finance Committee has also been authorized by the Board to approve, rather than recommend for approval, budget amendments between the amounts of \$25,000 to \$100,000 that consist of: 1) a transfer between categories within the same Bureau for capital or general/administrative operations, or 2) a transfer between Bureaus. Such approvals will be reported to the Board.

2021 UNIFIED FIRE AUTHORITY SUB-COMMITTEES

8	GOVERNANCE COMMITTEE - Public Meeting	Bush Overson Chair Silvestrini Snelgrove Westmoreland Kearns Taylorsville Millcreek SLCO Eagle Mountain	STAFF AC Pilgrim Chief Petersen Clerk Cyndee Young CLO Brian Roberts
11	FINANCE COMMITTEE - Public Meeting	5 UFSAs/4 Direct Members Dahle Peterson Chair Stewart Henderson Hale Perry Silvestrini Sondak Bailey Holladay Cottonwood Heights Riverton Herriman Midvale White City Millcreek Alta Copperton UFSAs	STAFF AC Pilgrim Clerk Cyndee Young CFO Tony Hill Chief Petersen CLO Brian Roberts
17	COMPENSATION & BENEFITS COMMITTEE - Public Meeting	Bowen Bush Chair Dahle Hale Hull Overson Peterson Stewart Silvestrini Local Emigration Canyon Kearns Holladay Midvale Magna Taylorsville Cottonwood Heights Riverton / Finance Chair Millcreek	STAFF AC Pilgrim Arriann Woolf, HR Calogero Ricotta CFO Tony Hill Chief Petersen Clerk Cyndee Young CLO Roberts Sylvia Cardenas

updated 9.22.20

10	UFSAs Finance Committee - Public Meeting	Bush Sondak Bailey Hale Overson Chair ? Kearns Alta Copperton Midvale Taylorsville	STAFF AC Pilgrim CFO Tony Hill Chief Petersen Clerk Cyndee Young Rachel Anderson
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UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING
DECEMBER 2020

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Dec-21	12/17/2020	84339	U.S. BANCORP GOV'T LEASING & FINANCE	Multiple	\$ 2,800,000.00
Dec-21	12/24/2020	2	PAYROLL TRANS FOR 12/15/2020 PAY PERIOD	N/A	1,552,208.72
Dec-21	12/10/2020	1	PAYROLL TRANS FOR 11/30/2020 PAY PERIOD	N/A	1,130,115.88
Dec-21	12/10/2020	84304	SELECTHEALTH	12312020	567,171.30
Dec-21	12/23/2020	8	URS - ACH PAYMENT 12/24/2020 PAYROLL	N/A	509,993.62
Dec-21	12/9/2020	5	URS - ACH PAYMENT 12/10/2020 PAYROLL	N/A	485,833.45
Dec-21	12/29/2020	10	FUNDS TRANSFER FROM FIRE TO EM - SLCO CARES REIMB 12/29/20	N/A	440,997.18
Dec-21	12/28/2020	6	EFTPS - 12/24/2020 PAYROLL	N/A	320,949.94
Dec-21	12/6/2020	12062020	WELLS FARGO BUSINESS CARD	Multiple	261,985.69
Dec-21	12/11/2020	4	EFTPS - 12/10/2020 PAYROLL	N/A	203,155.39
Dec-21	12/24/2020	7	STATE TAX ACH - 12/24/2020 PAYROLL	N/A	164,076.07
Dec-21	12/29/2020	84378	UTAH LOCAL GOVERNMENTS TRUST	Multiple	122,650.36
Dec-21	12/30/2020	11	FUNDS TRANSFER FROM FIRE TO EM - SLCO CARES REIMB 12/30/20	N/A	112,311.00
Dec-21	12/17/2020	84340	UNIVERSITY MEDICAL BILLING	Multiple	93,429.00
Dec-21	12/17/2020	84345	ZOLL	INV00070675	76,468.43
Dec-21	12/10/2020	84302	PUBLIC EMPLOYEES HEALTH PROGRAM	NOVBILL2020	67,107.37
Dec-21	12/22/2020	122221	LES OLSON COMPANY	Multiple	55,607.95
Dec-21	12/22/2020	122220	GCS BILLING SERVICES	Multiple	34,900.83
Dec-21	12/17/2020	84329	FUEL NETWORK	Multiple	33,108.92
Dec-21	12/9/2020	120921	GCS BILLING SERVICES	Multiple	31,814.50
Dec-21	12/10/2020	84308	CASELLE, INC	106510	27,132.00
Dec-21	12/28/2020	84347	CUSTOM BENEFIT SOLUTIONS, INC.	12242020	22,551.84
Dec-21	12/10/2020	84294	CUSTOM BENEFIT SOLUTIONS, INC.	12102020	22,471.38
Dec-21	12/28/2020	84365	ROCKY MTN POWER	Multiple	20,809.65
Dec-21	12/10/2020	84293	AFLAC GROUP INSURANCE	11302020	17,546.76
Dec-21	12/10/2020	84313	PRESIDIO NETWORKED SOLUTIONS LLC	6.01122E+12	15,032.12
Dec-21	12/22/2020	122222	MAYORS FINANCIAL ADMIN	MFA0000746	12,222.39
Dec-21	12/10/2020	84306	SELECTHEALTH	12312020RET	11,203.50
Dec-21	12/10/2020	84317	TARGETSOLUTIONS LEARNING LLC	INV8852	11,058.08
Dec-21	12/28/2020	84359	FIRE CATT LLC	8836-M	10,224.34
Dec-21	12/17/2020	84335	SALT LAKE URBAN SEARCH & RESCUE	63	10,000.00
Dec-21	12/28/2020	84362	INTTERRA INC	000808A	9,472.50
Dec-21	12/10/2020	84298	LOCAL 1696 - IAFF	12102020	9,408.49
Dec-21	12/28/2020	84349	LOCAL 1696 - IAFF	12242020	9,381.06
Dec-21	12/16/2020	121621	NAPA AUTO PARTS	Multiple	8,802.83
Dec-21	12/28/2020	84358	DOMINION ENERGY	Multiple	8,527.84
Dec-21	12/29/2020	84377	UNITED SERVICE & SALES INC	52207	8,108.00
Dec-21	12/29/2020	9	TRANSFER FUNDS FOR PATIENT REFUNDS - 12/29/20	N/A	6,628.67
Dec-21	12/9/2020	3	DWS - UNEMPLOYMENT CLAIMS FOR NOV 2020	N/A	6,372.81
Dec-21	12/3/2020	84281	CENTERPOINT	Multiple	5,500.00
Dec-21	12/28/2020	84356	CHRISTENSEN & JENSEN PC	44179	5,000.00
Dec-21	12/3/2020	84286	FIRE & POLICE SELECTION, INC	19413	4,757.35
Dec-21	12/28/2020	84357	CUSTOM BENEFIT SOLUTIONS	Multiple	4,602.10
Dec-21	12/3/2020	84287	GALLAGHER BENEFIT SERVICES, INC	214634	4,500.00
Dec-21	12/28/2020	84360	GALLAGHER BENEFIT SERVICES, INC	216408	4,500.00
Dec-21	12/10/2020	84312	PACIFIC COAST K9	97	4,250.00
Dec-21	12/17/2020	84334	ROWLAND, GERALD KIM	44136	4,166.67
Dec-21	12/9/2020	120920	APPARATUS EQUIPMENT & SERVICE, INC	20-IV-4493	3,317.36
Dec-21	12/10/2020	84309	DOMINION ENERGY	Multiple	3,294.39
Dec-21	12/10/2020	84295	FIDELITY SECURITY LIFE INSURANCE CO	164533592	3,200.10

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\2020-12 Disbursements\10

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

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Dec-21	12/28/2020	84373	XANTIE LLC	1480	2,999.50
Dec-21	12/3/2020	84285	ENTERPRISE RENT-A-CAR CO OF UT, LLC	Multiple	2,672.40
Dec-21	12/17/2020	84346	ZOLL MEDICAL CORPORATION	3162880	2,340.00
Dec-21	12/3/2020	84283	DOMINION ENERGY	Multiple	2,259.40
Dec-21	12/9/2020	120925	SERVICEMASTER OF SALT LAKE	134233A	2,250.00
Dec-21	12/17/2020	84321	BLOMQUIST HALE EMPLOYEE ASSISTANCE	DEC20296	2,160.00
Dec-21	12/10/2020	84301	OFFICE OF RECOVERY SERVICES	12102020	2,126.16
Dec-21	12/28/2020	84355	FIREFIGHTERS CREDIT UNION	12242020TV	2,125.12
Dec-21	12/10/2020	84305	FIREFIGHTERS CREDIT UNION	12102020TV	2,111.78
Dec-21	12/3/2020	84291	PHOENIX REBELLION THERAPY LLC	44140	2,000.00
Dec-21	12/28/2020	84352	OFFICE OF RECOVERY SERVICES	12242020	1,950.25
Dec-21	12/10/2020	84297	INFOARMOR	11302020	1,949.90
Dec-21	12/28/2020	84363	KRONOS INCORPORATED	Multiple	1,936.16
Dec-21	12/28/2020	84369	UNIVERSITY OF UTAH	44176	1,930.00
Dec-21	12/28/2020	84353	PUBLIC EMPLOYEES LT DISABILITY	12242020	1,837.27
Dec-21	12/17/2020	84328	FERRELLGAS	1113443529	1,785.84
Dec-21	12/17/2020	84332	KRONOS INCORPORATED	11693045	1,741.71
Dec-21	12/17/2020	84342	WASATCH FRONT WASTE RECYCLE DIST	Multiple	1,685.00
Dec-21	12/28/2020	84348	FIREFIGHTERS CREDIT UNION	12242020SF	1,682.52
Dec-21	12/10/2020	84296	FIREFIGHTERS CREDIT UNION	12102020SF	1,672.86
Dec-21	12/17/2020	84344	WORKFORCEQA, LLC	18830	1,513.00
Dec-21	12/7/2020	2	TRANSFER FUNDS FOR PATIENT REFUNDS (NOVEMBER ADJUSTMENT)	N/A	1,500.00
Dec-21	12/10/2020	84316	STEP INTO COMFORT LLC	Multiple	1,497.00
Dec-21	12/3/2020	1	EOC TRANSFER RECONCILIATION - 11/25/2020 PAYROLL	N/A	1,251.02
Dec-21	12/3/2020	84284	DOMINION ENERGY	G-ADM 11/20	1,080.26
Dec-21	12/17/2020	84330	HIRERIGHT, LLC	G3101882	1,060.26
Dec-21	12/3/2020	84282	DEPARTMENT OF PSYCHIATRY	2021060	1,025.00
Dec-21	12/3/2020	84288	JAN-PRO OF UTAH	Multiple	960.00
Dec-21	12/17/2020	84323	DEPARTMENT OF PSYCHIATRY	2021070	900.00
Dec-21	12/17/2020	84326	ENTERPRISE RENT-A-CAR CO OF UT, LLC	Multiple	849.91
Dec-21	12/10/2020	84307	A TO Z LANDSCAPING, INC.	25912A	835.33
Dec-21	12/9/2020	120922	GOLD CUP SERVICES INC	Multiple	828.00
Dec-21	12/9/2020	120923	LES OLSON COMPANY	Multiple	827.00
Dec-21	12/17/2020	84333	PHOENIX REBELLION THERAPY LLC	44166	700.00
Dec-21	12/17/2020	84343	WELCH, JAIME ALLISON	Multiple	660.00
Dec-21	12/28/2020	84366	SATCOM GLOBAL INC.	AI12200526	652.02
Dec-21	12/16/2020	121620	MALLORY SAFETY & SUPPLY LLC	4977774	609.00
Dec-21	12/17/2020	84337	SYMBOL ARTS, LLC	0363545-IN	550.00
Dec-21	12/17/2020	84336	SNOWBIRD RESORT LLC	Multiple	482.13
Dec-21	12/10/2020	84318	UTAH BROADBAND LLC	Multiple	398.00
Dec-21	12/29/2020	84374	DOMINION ENERGY	G-#115 12/20	368.90
Dec-21	12/28/2020	84364	LOVE COMMUNICATIONS LLC	55859	337.50
Dec-21	12/17/2020	84325	ECMS, INC	INV443567	313.00
Dec-21	12/17/2020	84324	DOMINION ENERGY	G-#101 11/20	311.37
Dec-21	12/28/2020	84372	WELCH, JAIME ALLISON	70	240.00
Dec-21	12/17/2020	84331	HONEY BUCKET	551830539	210.00
Dec-21	12/28/2020	84361	HONEY BUCKET	551870817	210.00
Dec-21	12/10/2020	84319	UTAH COUNTY FIRE OFFICERS ASSOC	2020-25J	200.00
Dec-21	12/28/2020	84370	UTAH BROADBAND LLC	1013766	199.00
Dec-21	12/10/2020	84300	ND CHILD SUPPORT DIVISION	12102020	179.00

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\2020-12 Disbursements\10

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

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Dec-21	12/28/2020	84351	ND CHILD SUPPORT DIVISION	12242020	179.00
Dec-21	12/10/2020	84310	JOHNSON ROBERTS & ASSOCIATES INC	Multiple	157.50
Dec-21	12/10/2020	84303	SALT LAKE VALLEY LAW ENFORCE ASSOC	12102020	152.00
Dec-21	12/28/2020	84354	SALT LAKE VALLEY LAW ENFORCE ASSOC	12242020	152.00
Dec-21	12/10/2020	84311	LOVE COMMUNICATIONS LLC	55590	150.00
Dec-21	12/28/2020	84367	SOUTHWEST VALLEY CHAMBER	5545	150.00
Dec-21	12/9/2020	120924	METRO PLUMBING	9884	150.00
Dec-21	12/17/2020	84338	THE PARTRIDGE GROUP	3892	140.00
Dec-21	12/28/2020	84368	THE PARTRIDGE GROUP	3795	125.00
Dec-21	12/28/2020	84371	UTAH VALLEY UNIVERSITY	A27050	120.00
Dec-21	12/17/2020	84322	COPPERTON IMPROVEMENT DISTRICT	W-#115 11/20	116.00
Dec-21	12/17/2020	84341	UTAH MEDIA GROUP	I01303405	115.88
Dec-21	12/10/2020	84314	SALT LAKE COUNTY SERVICE AREA #3	W/S-#113 11/20	103.52
Dec-21	12/3/2020	84290	KRONOS INCORPORATED	11687467	86.11
Dec-21	12/10/2020	84315	SATCOM GLOBAL INC.	AI12200009	47.87
Dec-21	12/17/2020	84327	FEDEX	7-194-71529	39.34
Dec-21	12/10/2020	84299	MOUNTAIN AMERICA CREDIT UNION	12102020	27.00
Dec-21	12/28/2020	84350	MOUNTAIN AMERICA CREDIT UNION	12242020	27.00
Dec-21	12/3/2020	84289	JOHNSON ROBERTS & ASSOCIATES INC	144102	17.50
Dec-21	12/3/2020	84292	WILDE LAW	44166	10.00
					<u>\$ 9,421,956.12</u>

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\2020-12 Disbursements\10

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - EMERGENCY MANAGEMENT CHECKING
DECEMBER 2020

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Dec-21	12/30/2020	3	EOC TRANSFER - 12/24/2020 PAYROLL	N/A	\$ 152,065.14
Dec-21	12/30/2020	2	EOC TRANSFER - 12/10/2020 PAYROLL	N/A	109,637.29
Dec-21	12/28/2020	7559	INTTERRA INC	000808B	53,677.50
Dec-21	12/22/2020	1	FUNDS TRANSFER FROM EM TO FIRE - NOVEMBER PCARDS	N/A	8,016.31
Dec-21	12/9/2020	120928	SERVICEMASTER OF SALT LAKE	Multiple	6,170.40
Dec-21	12/29/2020	7563	UTAH LOCAL GOVERNMENTS TRUST	1587873C	5,490.30
Dec-21	12/9/2020	120927	LES OLSON COMPANY	Multiple	5,280.78
Dec-21	12/16/2020	121623	MAYORS FINANCIAL ADMIN	FAC0000652	3,880.21
Dec-21	12/28/2020	7560	ROCKY MTN POWER	E-EOC 11/20	3,625.57
Dec-21	12/17/2020	7555	BOYLE, MICHAEL EUGENE	120220-2	2,806.75
Dec-21	12/17/2020	7557	FUEL NETWORK	Multiple	1,407.33
Dec-21	12/28/2020	7562	WILKINSON FERRARI & CO LLC	20-11-247B	1,239.71
Dec-21	12/28/2020	7561	SYRINGA NETWORKS LLC	20DEC0209	1,175.00
Dec-21	12/17/2020	7556	COMPUNET, INC	159762	1,097.25
Dec-21	12/9/2020	120929	WAXIE SANITARY SUPPLY	Multiple	852.22
Dec-21	12/3/2020	7552	DOMINION ENERGY	G-EOC 11/20	720.18
Dec-21	12/10/2020	7554	A TO Z LANDSCAPING, INC.	25912B	556.89
Dec-21	12/9/2020	120926	GOLD CUP SERVICES INC	Multiple	385.25
Dec-21	12/10/2020	7553	PUBLIC EMPLOYEES HEALTH PROGRAM	11302020EOC	289.42
Dec-21	12/17/2020	7558	WASATCH FRONT WASTE RECYCLE DIST	7799C	50.00
Dec-21	12/22/2020	122223	WAXIE SANITARY SUPPLY	79679152	46.95
					<u>\$ 358,470.45</u>

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - FIRE CAPITAL REPLACEMENT FUND
DECEMBER 2020

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
Dec-21	12/29/2020	84375	PURE WATER SOLUTIONS OF AMERICA LLC	60462	\$ 56,565.00
Dec-21	12/16/2020	121622	WHEELER MACHINERY CO	MS0000027550	9,752.00
Dec-21	12/29/2020	84376	STERTIL-KONI USA INC	160592	3,176.28
					\$ 69,493.28

Note 1: Zions escrow funds were fully distributed in December 2019
X:\Board Docs\FY20-21\2020-12 Disbursements\55

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2020**

FIRE REVENUES	<u>Total</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
Alta	\$ 77,787	\$ 77,787	\$ -	100.0
Cottonwood Heights	1,950,189	3,900,378	1,950,189	50.0
Unified Fire Service Area	25,067,018	45,347,625	20,280,607	55.3
Herriman	-	2,110,636	2,110,636	0.0
Holladay	1,288,232	2,576,464	1,288,232	50.0
Riverton	-	2,675,775	2,675,775	0.0
MIDA contract	<u>50,000</u>	<u>50,000</u>	<u>-</u>	100.0
MEMBER FEES & SERVICE CONTRACTS	<u>28,433,226</u>	<u>56,738,665</u>	<u>28,305,439</u>	50.1
Ambulance service fees	2,923,501	8,025,000	5,101,499	36.4
Collections revenues	<u>74,913</u>	<u>-</u>	<u>(74,913)</u>	0.0
AMBULANCE OPERATIONS	<u>2,998,414</u>	<u>8,025,000</u>	<u>5,026,586</u>	37.4
SL County canyon recreation area fees	1,408,416	2,996,273	1,587,857	47.0
Fire and medical report fees	2,028	4,500	2,472	45.1
Hazmat & tank permit fees	110,350	175,000	64,650	63.1
Firewatch	-	10,500	10,500	0.0
Fireworks permit fees	485	6,000	5,515	8.1
Wildland reimbursements	70,550	-	(70,550)	0.0
Paramedic & PA school fees	7,900	13,500	5,600	58.5
CPR class fees	2,921	8,100	5,179	36.1
EMT school fees	-	75,300	75,300	0.0
Event billings - Information Outreach	31,053	20,000	(11,053)	155.3
Event billings - Special Enforcement	<u>-</u>	<u>15,000</u>	<u>15,000</u>	0.0
OTHER FEES	<u>1,633,703</u>	<u>3,324,173</u>	<u>1,690,470</u>	49.1
UFSA management fees	169,827	339,654	169,828	50.0
Miscellaneous intergovernmental	1,314,138	1,357,902	43,764	96.8
Municipal EM planner reimbursement	137,725	196,749	59,024	70.0
Federal assistance	<u>348,691</u>	<u>110,951</u>	<u>(237,740)</u>	314.3
INTERGOVERNMENTAL REVENUES	<u>1,970,381</u>	<u>2,005,256</u>	<u>34,875</u>	98.3
Federal grants	23,180	475,358	452,178	4.9
EMS per capita grant	-	14,165	14,165	0.0
Donations	<u>5</u>	<u>4,779</u>	<u>4,774</u>	0.1
GRANTS AND DONATIONS	<u>23,185</u>	<u>494,302</u>	<u>471,117</u>	4.7
Interest income	33,180	250,000	216,820	13.3
Rental income	47,448	94,896	47,448	50.0
USAR reimbursements	288,010	688,635	400,625	41.8
USAR reimbursements - deployments	16,815	-	(16,815)	0.0
Insurance reimbursements	21,310	24,000	2,690	88.8
Miscellaneous revenues	5,759	1,500	(4,259)	383.9
Warranty reimbursements	<u>690</u>	<u>-</u>	<u>(690)</u>	0.0
MISCELLANEOUS INCOME	<u>446,477</u>	<u>1,091,956</u>	<u>645,479</u>	40.9

Note: Balances include payroll through 01/10/2021 and pcards through 11/30/2020.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2020**

FIRE REVENUES (Continued)	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>Budget</u>
Transfer from Emergency Services fund	-	165,000	165,000	0.0
Transfer from Wildland fund	-	250,000	250,000	0.0
Appropriation of fund balance	-	3,703,778	3,703,778	0.0
OTHER FINANCING SOURCES	-	4,118,778	4,118,778	0.0
TOTAL FIRE REVENUES	<u>\$35,505,386</u>	<u>\$75,798,130</u>	<u>\$40,292,744</u>	46.8

FIRE EXPENDITURES	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>Budget</u>	<u>% of</u>
Salaries & wages	18,164,319	38,274,869	20,110,550		47.5
Overtime	3,750,041	4,474,465	724,424		83.8
Benefits	8,334,635	17,414,579	9,079,944		47.9
SALARIES & BENEFITS	<u>\$30,248,995</u>	<u>\$60,163,913</u>	<u>\$29,914,918</u>		<u>50.3</u>
Art & photo services	1,812	3,300	1,488		54.9
Awards & banquet	1,895	25,000	23,105		7.6
Bank fees	5,939	18,000	12,061		33.0
Community outreach	-	3,500	3,500		0.0
Honor guard & pipe band	-	9,000	9,000		0.0
Identification supplies	11,355	18,000	6,645		63.1
Office supplies	7,981	28,550	20,569		28.0
Postage	1,650	11,200	9,550		14.7
Printing charges	4,155	19,250	15,095		21.6
Subscriptions & memberships	15,184	43,860	28,676		34.6
GENERAL & ADMINISTRATIVE	<u>\$ 49,971</u>	<u>\$ 179,660</u>	<u>\$ 129,689</u>		<u>27.8</u>
Bedding & linen	10,288	15,000	4,712		68.6
Books, publications & subscriptions	16,805	61,614	44,809		27.3
Clothing provisions	42,928	386,394	343,466		11.1
Dining & kitchen supplies	4,501	4,500	(1)		100.0
Emergency activations & non-USAR deployments	22,766	22,766	-		100.0
Food provisions	23,621	52,200	28,579		45.3
Gasoline, diesel, oil & grease	178,233	500,000	321,767		35.6
Janitorial supplies and service	60,763	86,000	25,237		70.7
Medical supplies	190,189	559,100	368,911		34.0
Physical exams	76,447	160,070	83,623		47.8
Training supplies	681	22,000	21,319		3.1
Canine expenses	575	5,000	4,425		11.5
Expenses to be reimbursed by related organization(s)	29,801	38,200	8,399		78.0
OPERATING COSTS	<u>\$ 657,598</u>	<u>\$ 1,912,844</u>	<u>\$ 1,255,246</u>		<u>34.4</u>
Liability insurance & claims	512,475	569,050	56,575		90.1
Ambulance - State Medicaid assessment	72,252	400,000	327,748		18.1
Dispatch service contract	817,432	830,000	12,568		98.5
CONTRACTUAL COSTS	<u>\$ 1,402,159</u>	<u>\$ 1,799,050</u>	<u>\$ 396,891</u>		<u>77.9</u>
Auditor	8,990	8,990	-		100.0
Contract hauling	-	1,000	1,000		0.0
Intergovernmental expenditures	-	4,200	4,200		0.0
Professional fees	838,051	1,161,711	323,660		72.1
Ambulance service fees	104,953	361,125	256,172		29.1
PROFESSIONAL SERVICES	<u>\$ 951,994</u>	<u>\$ 1,537,026</u>	<u>\$ 585,032</u>		<u>61.9</u>

Note: Balances include payroll through 01/10/2021 and pcards through 11/30/2020.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - GENERAL FUND (FIRE)
AS OF DECEMBER 31, 2020**

FIRE EXPENDITURES (Continued)	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
GRANT PURCHASES	\$ 31,575	\$ 394,623	\$ 363,048	8.0
Miscellaneous rental	32,630	45,800	13,170	71.2
Rent of buildings	73,334	147,000	73,666	49.9
RENT	<u>\$ 105,964</u>	<u>\$ 192,800</u>	<u>\$ 86,836</u>	<u>55.0</u>
Maintenance of machinery & equipment	41,932	171,950	130,018	24.4
Maintenance of buildings & grounds	70,962	287,000	216,038	24.7
Maintenance of office equipment	22,762	21,000	(1,762)	108.4
Software maintenance	199,966	484,896	284,930	41.2
Vehicle maintenance	312,856	775,000	462,144	40.4
Vehicle repairs - accident related	52,157	50,000	(2,157)	104.3
REPAIR & MAINTENANCE	<u>\$ 700,635</u>	<u>\$ 1,789,846</u>	<u>\$ 1,089,211</u>	<u>39.1</u>
Communications equipment	34,418	84,500	50,082	40.7
Computer equipment	110,265	115,000	4,735	95.9
Computer software	131,413	167,331	35,918	78.5
Small equipment noncapital	207,679	521,754	314,075	39.8
Small equipment - photography	47	525	478	9.0
Training props	-	27,500	27,500	0.0
Visual & audio aids	-	2,500	2,500	0.0
SOFTWARE & EQUIPMENT	<u>\$ 483,822</u>	<u>\$ 919,110</u>	<u>\$ 435,288</u>	<u>52.6</u>
Education, training & certifications	81,368	230,220	148,852	35.3
Travel & transportation	7,419	103,600	96,181	7.2
Mileage reimbursement	19	2,000	1,981	1.0
TRAINING & TRAVEL	<u>\$ 88,806</u>	<u>\$ 335,820</u>	<u>\$ 247,014</u>	<u>26.4</u>
Computer lines	77,552	201,750	124,198	38.4
Heat & fuel	27,239	125,000	97,761	21.8
Light & power	125,572	290,000	164,428	43.3
Sanitation	11,481	32,000	20,519	35.9
Telephone	28,027	77,500	49,473	36.2
Telephone - cellular	55,399	200,300	144,901	27.7
Water & sewer	46,601	85,200	38,599	54.7
UTILITIES	<u>\$ 371,871</u>	<u>\$ 1,011,750</u>	<u>\$ 639,879</u>	<u>36.8</u>
Capital outlay	63,096	104,240	41,144	60.5
Principal payment on capital lease	3,259,523	3,259,526	3	100.0
Principal payment on related party note payable	49,013	119,016	70,003	41.2
Interest expense	241,125	280,825	39,700	85.9
CAPITAL OUTLAY & LONG-TERM DEBT	<u>\$ 3,612,757</u>	<u>\$ 3,763,607</u>	<u>\$ 150,850</u>	<u>96.0</u>
TRANSFER TO FIRE VEHICLE REPLACEMENT FUND	-	1,274,123	1,274,123	0.0
TRANSFER TO EM VEHICLE REPLACEMENT FUND	-	16,685	16,685	0.0
TRANSFER TO WILDLAND	-	257,273	257,273	0.0
CONTRIBUTION TO FUND BALANCE	-	250,000	250,000	0.0
FUND TRANSFERS & CONTRIBUTIONS	<u>\$ -</u>	<u>\$ 1,798,081</u>	<u>\$ 1,798,081</u>	<u>0.0</u>
TOTAL FIRE EXPENDITURES	<u>\$38,706,147</u>	<u>\$75,798,130</u>	<u>\$37,091,983</u>	<u>51.1</u>
REVENUES OVER/(UNDER) EXPENDITURES	<u>\$ (3,200,761)</u>	<u>\$ -</u>		

Note: Balances include payroll through 01/10/2021 and pcards through 11/30/2020.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - ENTERPRISE FUND (WILDLAND)
AS OF DECEMBER 31, 2020**

WILDLAND REVENUES	<u>Total</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
Wildland reimbursements - Hand crew	1,060,344	900,000	(160,344)	117.8
Wildland reimbursements - Engine 302	386,274	250,000	(136,274)	154.5
Wildland reimbursements - Engine 301	307,778	250,000	(57,778)	123.1
Wildland reimbursements - Single resource	559,520	400,000	(159,520)	139.9
Wildland reimbursements - Fuels crew	148,566	-	(148,566)	0.0
Wildland reimbursements - Camp Williams	91,314	32,000	(59,314)	285.4
Camp Williams contract	327,896	618,165	290,269	53.0
State grants	10,873	150,000	139,127	7.2
Transfer from General Fund	-	257,273	257,273	0.0
Appropriation of net assets	-	250,000	250,000	0.0
TOTAL WILDLAND REVENUES	<u>\$ 2,892,664</u>	<u>\$ 3,107,438</u>	<u>\$ 214,774</u>	93.1
WILDLAND EXPENSES	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
Salaries & benefits	2,165,186	2,255,362	90,176	96.0
Awards	2,983	4,500	1,517	66.3
Books, publications & subscriptions	222	1,050	828	21.1
Clothing provisions	4,512	29,000	24,488	15.6
Communication equipment	-	30,500	30,500	0.0
Capital lease payments	135,656	135,656	-	100.0
Computer equipment	3,338	5,000	1,662	66.8
Computer lines	2,676	600	(2,076)	446.0
Computer software	93	6,000	5,907	1.6
Education, training & certifications	498	2,000	1,502	24.9
Food provisions	752	2,000	1,248	37.6
Gasoline, diesel, oil & grease	21,122	40,000	18,878	52.8
Heat & fuel	413	750	337	55.1
Interest expense	5,536	5,536	-	100.0
Janitorial supplies and service	140	500	360	28.0
Light & power	987	2,500	1,513	39.5
Maintenance of machinery & equipment	4,246	3,000	(1,246)	141.5
Maintenance of buildings	349	3,000	2,651	11.6
Medical supplies	1,470	1,500	30	98.0
Miscellaneous rental	2,431	2,845	414	85.4
Office supplies	558	1,250	692	44.6
Professional fees	265	2,500	2,235	10.6
Postage	64	50	(14)	128.0
Physical exams	-	16,825	16,825	0.0
Sanitation	-	1,000	1,000	0.0
Small equipment	14,588	63,700	49,112	22.9
Subscriptions & memberships	36	3,520	3,484	1.0
Telephone services	1,701	9,400	7,699	18.1
Travel & transportation	172,070	136,000	(36,070)	126.5
Vehicle maintenance	47,712	61,000	13,288	78.2
Water & sewer	400	850	450	47.1
Contribution to Fund Balance	-	30,044	30,044	0.0
TOTAL WILDLAND EXPENSES	<u>\$ 2,591,780</u>	<u>\$ 3,107,438</u>	<u>\$ 515,658</u>	83.4
REVENUES OVER/(UNDER) EXPENDITURES	<u>\$ 300,884</u>	<u>\$ -</u>		

Note: Balances include payroll through 01/10/2021 and pcards through 11/30/2020.

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - SPECIAL REVENUE FUND (EMERGENCY MANAGEMENT)
AS OF DECEMBER 31, 2020**

EMERGENCY MANAGEMENT (EM) REVENUES	<u>Actual</u>	<u>Budget</u>	<u>Unearned</u>	<u>% of Budget</u>
SL County emergency fees	\$ 850,602	\$ 1,888,703	\$ 1,038,102	45.0
Federal grants	-	159,462	159,462	0.0
Federal grants - CCTA	20	235,316	235,296	0.0
Contribution from SL County	726,283	462,095	(264,188)	157.2
Appropriated fund balance	-	416,562	416,562	0.0
Interest income	2,370	20,000	17,630	11.9
Miscellaneous revenue	3,045	-	(3,045)	0.0
TOTAL EM REVENUES	<u>\$ 1,657,320</u>	<u>\$ 3,257,138</u>	<u>\$ 1,599,818</u>	<u>50.9</u>

EMERGENCY MANAGEMENT EXPENDITURES	<u>Total</u>	<u>Budget</u>	<u>Unexpended</u>	<u>% of Budget</u>
Salaries & benefits	\$ 1,668,279	\$ 1,802,234	\$ 133,955	92.6
Capital outlay	8,926	8,926	-	100.0
Clothing provisions	157	6,000	5,843	2.6
Communication equipment	300	5,000	4,700	6.0
Community outreach	-	8,000	8,000	0.0
Computer equipment	7,580	22,000	14,420	34.5
Computer software	108,655	204,600	95,945	53.1
Education, training & certifications	2,573	2,000	(573)	128.7
Emergency activations	50,780	12,172	(38,608)	417.2
Maintenance of building & grounds	16,495	54,000	37,505	30.5
Maintenance of machinery & equipment	20,497	31,000	10,503	66.1
Maintenance of office equipment	2,014	7,010	4,996	28.7
Food provisions	5,998	10,000	4,002	60.0
Gasoline, diesel, gas & grease	8,449	22,000	13,551	38.4
Grant purchases	88,330	384,778	296,448	23.0
Identification supplies	-	2,500	2,500	0.0
Janitorial supplies and service	22,939	24,000	1,061	95.6
Miscellaneous rental	18,311	19,500	1,189	93.9
Office supplies	5,008	10,000	4,992	50.1
Professional fees	168,041	225,000	56,959	74.7
Printing charges	-	4,000	4,000	0.0
Small equipment	10,601	47,518	36,917	22.3
Software maintenance	4,674	28,900	24,226	16.2
Subscriptions & memberships	2,687	7,000	4,313	38.4
Telephone service	1,724	11,000	9,276	15.7
Telephone - cellular	27,107	34,000	6,893	79.7
Travel & transportation	-	5,000	5,000	0.0
Utilities	43,953	86,000	42,047	51.1
Vehicle maintenance	3,222	8,000	4,778	40.3
Transfer to General fund	-	165,000	165,000	0.0
TOTAL EM EXPENDITURES	<u>\$ 2,297,300</u>	<u>\$ 3,257,138</u>	<u>\$ 959,838</u>	<u>70.5</u>

REVENUES OVER/(UNDER) EXPENDITURES **\$ (639,980)** **\$ -**

**UNIFIED FIRE AUTHORITY
REVENUES AND EXPENDITURES - CAPITAL PROJECTS FUNDS
AS OF DECEMBER 31, 2020**

FIRE CAPITAL REPLACEMENT

REVENUES	Total	Budget	Unearned	% of Budget
Transfer from General fund	\$ -	\$ 1,274,123	\$ 1,274,123	0.0
Interest income	7,165	50,000	42,835	14.3
Sale of capital assets	3,500	100,000	96,500	3.5
Sale of materials	-	-	-	0.0
TOTAL FIRE VEHICLE REPLACEMENT	\$ 10,665	\$ 1,424,123	\$ 1,413,458	0.7
EXPENDITURES	Total	Budget	Unexpended	
Capital outlay - light fleet (cash)	\$ -	\$ -	\$ -	0.0
Capital outlay - heavy apparatus (cash)	-	-	-	0.0
Capital outlay - communications equipment (cash)	-	-	-	0.0
Capital outlay - computer equipment (cash)	-	-	-	0.0
Capital outlay - medical equipment (cash)	-	-	-	0.0
Capital outlay - station equipment (cash)	87,358	149,650	62,292	58.4
Capital outlay - building & improvements (cash)	-	-	-	0.0
Noncapital equipment (cash)	56,565	230,300	173,735	24.6
Contribution to fund balance	-	1,044,173	1,044,173	0.0
TOTAL FIRE VEHICLE REPLACEMENT	\$ 143,923	\$ 1,424,123	\$ 1,280,200	10.1
REVENUES OVER/(UNDER) EXPENDITURES	\$ (133,258)	-		

EOC CAPITAL REPLACEMENT

REVENUES	Total	Budget	Unearned	% of Budget
Transfer from EOC fund	\$ -	\$ -	\$ -	0.0
Transfer from General fund	-	16,685	16,685	0.0
Contribution from SL County	103,385	103,385	-	100.0
Appropriation of/(Contribution to) fund balance	-	-	-	0.0
TOTAL EOC VEHICLE REPLACEMENT	\$ 103,385	\$ 120,070	\$ 16,685	86.1
EXPENDITURES	Total	Budget	Unexpended	% of Budget
Capital outlay	\$ 103,385	\$ 103,385	\$ -	100.0
Contribution to fund balance	-	16,685	16,685	0.0
TOTAL EOC VEHICLE REPLACEMENT	\$ 103,385	\$ 120,070	16,685	86.1
REVENUES OVER/(UNDER) EXPENDITURES	\$ -	\$ -	\$ -	



UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors
FROM: Assistant Chief Pilgrim
DATE: January 19, 2021

SUBJECT: 2018-2020 Strategic Plan Closeout

Over the last three years, UFA members and staff have worked diligently to complete the Action Items and Initiatives in the 2018-2020 Strategic Plan. With this being our first plan as an organization, there was purposeful commitment to see those items through. I am proud to report to you the conclusion of this process, as we prepare to move forward with our new Strategic Plan for 2021-2023.

The 2018-2020 Strategic Plan contained six Sustaining Goals and fifty-six Action Items identified during the internal and external meetings held in the creation phase of the plan. Over the last three years, these items drove the budget process and ensured that efforts were going towards the areas identified by the planning process. Most of the sustaining goals will remain in place as they identify the long-term progression of the organization.

Accomplishments

In total, we were able to fully accomplish one of the six Goals (Capital Plan) and forty of the fifty-six Action Items. This gives us a completion rate of 72% of all Action Items identified, leaving sixteen to be advanced into the new plan.

Moving Forward

Many of the Action Items we propose to move forward are related to the Standards of Cover which is nearing completion. These are items that we will continue to work on not only in the new plan, but moving forward, as they are customer service driven. These will be areas that we constantly monitor and strive to improve upon. We also have several items related to ongoing employee development and training that require further work and attention.

We are confident in the work that we have been able to accomplish and look forward to the implementation of our future plan. We would also like to thank you for the continued feedback and support throughout the completion of this Strategic Plan. Its completion marks a big step in the progress of the Unified Fire Authority.

2018-2020 Goals and Initiatives

☐ On-going - 2021-2023 Strategic Plan ✓ Complete ❖ In Process

1-Best Practices

- ✓ A. Board and organizational policies are established, easy to find and effective
- ✓ B. Best rate possible achieved for all loans
- ✓ C. Budget processes, document, and audit findings are in compliance with GASB
- ✓ D. The budget document incorporates the strategic plan, performance measures, and Outcomes
- ✓ E. Member fee structure adopted
- ✓ F. Board structure and governance reviewed and adopted by the UFA Board of Directors
- ✓ G. Strategic plan reviewed annually with action items that drive the budget process
- ✓ H. Member joining and separation processes are reviewed and revised as necessary
- ✓ I. Baselines and benchmarks for organizational performance measures established and routinely reported
- ✓ J. Grant proposals drafted and submitted effectively
- ✓ K. Community satisfaction survey is completed that measures the value, trust and reputation of the UFA
- ☐ L. Organizational programs evaluated for effectiveness and sustainability
- ✓ M. Revenue streams and expenditures are reviewed annually to ensure sustainability
- ✓ N. Gaps in coverage are identified and closed
- ❖ O. Standards of Cover is established that defines service delivery including: staffing models and service levels that effectively reduce the risk in the community
- ✓ P. ISO rating reviewed and enhanced if possible
- ☐ Q. Turnout times and dispatch call processing times are within national standards
- ✓ R. New CAD established and evaluated for operational effectiveness
- ☐ S. Critical Operational performance protocols are adopted by UFA and throughout the region
- ☐ T. Operational actions meet or exceed industry standards respective to EMS patient outcomes
- ❖ U. Interagency command and control-level training program developed (LE, PW, Fire, etc.)
- ❖ V. Performance measure comparison between UFA, valley agencies, and like-size agencies completed

2-Capital Plan

- ✓ A. Preventative maintenance programs are established
- ✓ B. Ten or greater year apparatus and equipment capital plans are established and funded
- ✓ C. Twenty year facilities needs assessment completed and reviewed annually

3-Culture and Pride of Ownership

- ✓ A. Personnel are trusted by the public to do the right thing and enjoy working in the community
- B. Public interaction continually reveals professional personnel, polished apparatus, and presentable facilities
- C. Personnel are continually striving for excellence
- ✓ D. Interactions between each other and the public are positive and friendly
- ✓ E. Internal communications are maintained and enhanced (i.e. Command Staff minutes, Chief's video)

4-Professional Development

- ✓ A. A professional development plan is in place
- ✓ B. Promotional practices are reviewed and conducted to ensure a fair and objective process
- ✓ C. Formal leadership training focused on UFA leader expectations is delivered
- D. A mentorship program for the development of interested personnel is in place
- E. Leadership competencies are established and integrated into leadership training and job descriptions
- ✓ F. Personnel appraisal system is revised to ensure accurate feedback on performance and opportunities for improvement

5-Stakeholder Engagement

- A. Projections and plans for growth potential within UFA service area are identified
- ✓ B. Liaison program further defined and relationships within all jurisdictions solidified
- ✓ C. On-boarding instruction for new Board members and annual refresher for concurrent Board members established
- ✓ D. City and township roles and responsibilities identified in regard to Emergency Management
- ✓ E. City and township staff engaged in UFA service level discussions
- ✓ F. Interaction with legislators and elected officials are effective
- ✓ G. CERT program evaluated and revised as necessary
- H. Private sector risk reduction programs are evaluated (i.e. Kennecott, Overstock, Rio Tinto, etc.)
- ✓ I. UFA branding formalized, marketing plan established, and media relations strengthened
- ✓ J. Public outreach programs are enhanced and needs of the communities are being met
- ✓ K. Websites and social media are being utilized effectively
- L. Outreach and training plans for public sector completed – planning commissions, economic development, etc. (Envision Utah, Wasatch Front Regional Council, SLCo Regional Economic Development)

6-Employee Investment

- ✓ A. The Board acts to establish competitive wage and benefit packages
- ✓ B. Health and wellness programs are established
- ✓ C. The Board acts to promote employee retention
- D. Annual retirement education is offered to employees (finance, lifestyle, etc.)
- ✓ E. Recognition for outstanding achievement of employees formalized
- ✓ F. Educational opportunities for Operations and staff personnel are reviewed and policies established
- ✓ G. General Staff and liaisons received education on UFA governance and Special Service Districts
- H. Financial planning education is provided to new employees





UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors
FROM: Assistant Chief Pilgrim
DATE: January 19, 2021

SUBJECT: 2021-2023 Proposed Sustaining Goals and Key Initiatives

Request:

Support and Approval of the Proposed 2021-2023 Sustaining Goals and Key Initiatives.

Background:

Over the last year, the UFA Strategic Plan Workgroup has worked through the process of developing the 2021-2023 Strategic Plan. A key part of that process was the facilitation of both internal and external meetings to obtain feedback on how we are doing as an organization and to identify areas for improvement, opportunity and sustainment. Upon completion of these meetings, the group was able to distill all the feedback into a plan to carry us into the next three years.

Attached you will find the proposed Sustaining Goals and Initiatives for the 2021-2023 Strategic Plan. We are asking for your support and approval as a final step in the planning process so we can begin the implementation. This plan will be key as it will drive the organization's budgeting process for the next three years.

One thing to highlight, which will make this plan a little different than the previous is a more specific and concentrated focus on Sustaining Goals through Key Initiatives. We will be focusing our attention on five goals through four focused initiatives. From these, our Divisions will create their budgets and develop Action Items in an effort to accomplish these Goals and Initiatives.

We will also be advancing the ongoing Action Items from the previous plan into this process. Many of those Action Items will remain ongoing, as they relate to a continual effort to improve performance and service levels in areas valued by our communities.



UNIFIED FIRE AUTHORITY

Proposed UFA Sustaining Goals for 2021 – 2023

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 kind, competent and professional when engaging with the community. Demonstrate pride in our work and show humility in our actions.

4. Professional Development

Provide clear leaders intent to guide exceptional performance and while delivering 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

Proposed UFA Key Initiatives for 2021 – 2023

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
- Consider methods to provide for unique branding to represent our communities such as the municipality shoulder patch on station uniforms
- 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



UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors
FROM: Assistant Chief Burchett
DATE: January 19, 2021

SUBJECT: Murphy Ladder Donation

Request:

Board approval for the acceptance of a donation offered by Murphy Ladder Company. The total amount of goods being donated is \$8,528.

Background:

Murphy Ladder company is a Utah based company that manufactures and sells ladders, the CEO is a Firefighter/Paramedic for the Weber Fire District. Jeremy Barker (CEO) has offered to donate 2 ladders for each station. These ladders will be used in and around the stations and will not be used operationally.

The UFA Logistics Division sees great value in this donation, as most stations do not have a versatile ladder for “household” chores around the station.



UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors
FROM: Chief Petersen
DATE: December 18, 2020

SUBJECT: Vacation Rollover Freeze Request

Request:

The intent of this memo is to temporarily 'freeze' the vacation limit until staff is able to present this request and allow the Board an opportunity to discuss and consider approval.

Background:

Of the many challenges of COVID, one has been the inability to take scheduled vacations due to the increased workload and in keeping the apparatus fully staffed.

A consequence of this is that there are upwards of 90 employees who will be up against the vacation limit. Under current policy, these employees are subject to lose this vacation. The current policy (UFA Board Policy Chapter 3 Section 4, Vacation) states that the allowable limit of vacation hours carried over from the previous year is 342 for day staff and 480 for operations personnel.

A sharp focus for Command Staff has been to actively search for ways to reduce the burden that COVID has placed on our employees, all while balancing our priorities of service delivery and support.

One potential solution is to remove the cap on vacation hours for 2020. By doing so, the employees who canceled vacations, picked up extra assignments and worked extra shifts will not be penalized.

Staffing and Command Staff have discussed various options to accommodating the potential for vacation burden to staffing for 2021. The majority of individuals with excess time are day staff. Those in Operations will be granted the use of time in the remaining available vacation allotments. With the unknown future burden of COVID, this request will remain fluid; if the allowance of this time places a burden on staffing, no approvals for use will be granted and the policy will be applied, resulting in loss of excess time by close of 2021.

Understanding this is a decision that will need Board support and approval, it is our request to bring this discussion to the January Board meeting. If there is not full Board support at the January meeting, vacation hours will be reset to the current limit and current policy will be followed. There will be no budgetary impact with approval of this recommendation.



UNIFIED FIRE AUTHORITY

MEMORANDUM

20-206

December 18, 2020

TO: All Personnel

FROM: Chief Petersen

SUBJECT: Temporary Excess Vacation Accommodation

COVID-19 has caused feelings of uncertainty, additional stress and an increased workload for many. As Command Staff, we understand this and have been looking for ways to find balance with the well-being of our people.

An identified opportunity is to remove the cap on vacation hours for 2020. There are roughly 90 employees who may be in use or lose by the end of the month and this will allow them to use those excess hours in the upcoming year. We understand that many of you have experienced an increased workload and have found it difficult to take time off during this past year. Policy states that employees can only hold 342 hours in days and 480 on shift work in their vacation bank from year to year.

Because of COVID and the unique challenges it has brought, we have decided to ask the Board to allow excess vacation hours to roll over until December 31, 2021. On January 1, **2022**, all unused vacation exceeding the current amount stated in policy will be lost. It will be up to the employee to schedule their vacation in the upcoming year accordingly.

This change will require Division Chief's and Staffing to work with employee requests and plan vacations accordingly to ensure priorities are being met within the Divisions and Operations, and that there is no additional burden to staffing.

This action will change a board level policy. As such, we will be asking for the UFA Board to discuss and consider approval at the January meeting. Until that time, the finance team will temporarily allow additional vacation to rollover and not be lost. If the Board decides to not approve this request, the current policy will be retroactively adhered to.

Command Staff would like to express gratitude for ALL of you who have stepped up during these uncertain times. We hope that by making this change, it will reduce some of the stress you are feeling and help end the year on a happier note.



UNIFIED FIRE AUTHORITY

MEMORANDUM

TO: UFA Board of Directors
FROM: Dan Petersen, Fire Chief and Tony Hill, CFO
DATE: January 15, 2021

SUBJECT: COVID: Use of Excess Fund Balance

In FY19/20 we enjoyed a total ending fund balance of \$12,840,278. This is \$3,380,399 more than budgeted for the ending unassigned fund balance in FY19/20. The budgeted unassigned fund balance consisted of \$5,997,848 of budgeted fund balance (8.5%), \$2.5 million under expend credit to member fee, and a \$894,244 transfer to the Capital Replacement Fund. The primary reasons for this was the curtailing of spending in the beginning of the pandemic and \$1.3 million over budget in ambulance revenue.

Our expenditures since March 2020 related to COVID is \$795,219. The CARES funding offset these expenditures by \$718,820. We estimate our expenditures for the remainder of the fiscal year to be \$865,928 over normal budget which makes the total estimated cost of COVID at \$1,661,147, leaving \$942,327 that was not covered by the CARES funding.

In order to protect the normal operating budget and member fee, we propose to allocate \$942,327 from the excess fund balance in FY19/20 to offset the estimated one-time costs related to COVID that are not covered by CARES. If there is support for this action, Staff will present this formally for consideration at the February 16 Board of Directors meeting. This leaves \$2,438,072 that is excess fund balance and can be allocated appropriately during the FY21/22 budget process.

During the FY21/22 budget process, staff will propose some additional one-time costs from the excess fund balance with the remaining transferring to the Capital Fund to allow for smoothing of purchases scheduled in the capital plan.



Unified Fire Authority

2020 Accomplishments, Wicked Issues, and Initiatives

The UFA continued to make significant advances in 2020. This document represents the progress on the strategic goals, statistics related to services provided, existing wicked issues, and 2021 key initiatives.

GOAL 1 – Best Practices

Establish best practices that ensure UFA is operating effectively and efficiently to both minimize the risks in the community and provide value for our member agencies.

- Implemented measures to maintain staffing and provide appropriate PPE during a Pandemic that lasted for nine of the 12 months. The first phase of vaccines was issued for B Shift and day staff at the end of December with 147 out of 153 taking the vaccine.
- Established a COVID IMT beginning in March to manage the impacts of the pandemic providing information and guidance to all UFA staff throughout the year.
- Received the Distinguished Budget Presentation Award from GFOA for the third consecutive year
- Adopted a full set of Board Policies that establish exclusive control for the Board of Directors on policy matters for the UFA
- Approved nine additional Firefighter positions to complete the transition of all nine 24-hour ambulanced staffed with full time Firefighters. Training begins February 2021.
- Restructured the Operations leadership to a single 40-hour Operations Chief with three on duty Battalion Chiefs each day
- Implemented a minimum fitness standard with a three-year phase in period. All operational personnel walked through the evaluation in 2020.
- VECC Fire Agencies and Sandy City Fire began a trial period for a dropped border – Automatic Vehicle Location dispatch model for most resources.
- Improved the ISO rating from a Class 3 to a Class 2, saving on insurance costs for our communities.
- Implemented “Darkhorse” software to effectively analyze the station construction plan. The software measures the impact of variety of options now and 30 years into the future.
- Approved a policy on withdrawal from the UFSA that allowed two cities to transition from UFSA to a direct contract member in a positive healthy manner.
- VECC was successful in placing a new Computer Aided Dispatch platform that is now common for all fire agencies in Salt Lake County.
- Significant progress on the operational guidelines with 13 completed and another 10 in draft form.
- Able to maintain our proficiency requirements for fire and ems during a challenging year
- Provided significant assistance to Salt Lake County to assist in their responsibilities in managing the Pandemic.

GOAL 2 – Capital Plan

Establish a realistic long-range capital plan to maintain and replace UFA fleet, facilities, and equipment.

- The formal Capital Plan was adopted by the UFA Board of Directors with the FY18/19 Budget and is updated each fiscal year projecting the needs for the next 10 to 12 years.
- Received a \$1.9 million grant from Utah Division of Emergency Management and FEMA for earthquake hazard mitigation of fire stations and an additional \$114,558 for emergency generators.
- Sales of surplus capital equipment generated an additional \$176,358 for the Capital Fund
- Billing for equipment during UFA EMAC deployments generated a total of \$379,879 for the Capital Fund.
- Supported UFSA efforts to rebuild stations by hiring an architect, designing the small and large stations, and the purchase of a home to operate Medic Engine 112 from during reconstruction



Unified Fire Authority

2020 Accomplishments, Wicked Issues, and Initiatives

GOAL 3 – Culture and Pride of Ownership

Ensure that UFA staff continue to value the importance of being nice, competent and professional when engaging with the community.

- Hosted a workshop on “Compassionate Leadership” by Professor Bendersky from UCLA for the 2020 Captain Boot Camp and a separate presentation for UFA Leadership.
- Conducted visits by the Fire Chief to all Battalions and Divisions and continued to publish “Questions for the Chief” videos, pod casts, and Command Staff Highlights
- Assistant Chief Pilgrim elected to the Board of Directors for the Utah Fire Chiefs Association
- Chief Petersen elected as the Chair for the VECC Board of Trustees, guided the hiring a new Executive Director for the Center and a transition to a common CAD for all Salt Lake County

GOAL 4 – Professional Development

Ensure personnel are provided a clear picture of what constitutes exceptional performance for their current position and identifies professional growth opportunities to prepare for future positions in the UFA.

- Administered a Captain “Boot Camp” and a promotional exam to update the promotional register for Captain.
- Six UFA Firefighters attended the classroom portion of Paramedic School
- Hosted an All-Hazards Division / Group Supervisor training for all Battalion Chiefs
- Selected two Assistant Chief’s after the retirement of two long term employees, both are receiving executive coaching from CenterPoint

GOAL 5 – Stakeholder Engagement

Ensure UFA is providing meaningful communication and interaction with stakeholders to establish partnerships in the reduction of risk and to provide increased opportunities for them to engage in discussions on service delivery.

- Established a working municipal report through Intterra to improve the Liaison reporting to each of the Municipalities
- Engaged with stakeholders over several weeks to conduct a SWOC analysis in preparation for the revised strategic plan
- Municipalities shared their CARES funding to assist in filling vacancies and purchasing PPE to manage the impact of the Pandemic. A total of \$718,000 was received.
- Adjusted our engagement with the community to maintain contact during the pandemic, drive by Birthday parties as an example
- Successfully received approval from all municipality governing bodies for the revised and restated Interlocal agreement.
- Coordinated with hospital partners to engage UFA EMS personnel with hospital personnel in areas related to training, patient outcomes and improving overall service delivery



Unified Fire Authority

2020 Accomplishments, Wicked Issues, and Initiatives

GOAL 6 – Employee Investment

To value human capital and ensure the well-being of our personnel.

- Created a new Health and Wellness Officer position who works full time counseling and assisting our personnel in their behavioral health
- Began a behavioral health assessment program through the University of Utah to establish a baseline and provide initial treatment for our personnel. In addition, the University will use the information as part of a research program to improve the health of Firefighters.
- Modified our EAP program to provide a tailored program for first responders and their families.
- Employees received approval in December for a mid-budget wage increase on January 1, 2021 to maintain the "Top 3" position in wages after a six month delay due to concerns of the Pandemic's impact on the economy
- Reduced the number of years for employees to reach the top step from 11 to nine.

2020 Statistics

- **31,226** Total Emergency Incidents
- **4,625** Total Fire Inspections
- **197** Special Enforcement Fire Investigations with **10** Arrests
- **96** Special Enforcement Explosives-Related Responses
- **104** SWAT Paramedic Deployments
- **153** Total Community Events staffed with UFA personnel
- **312** Station Tours or drive by tours
- **139** Wildland Deployments in nine separate states with \$3.1 million in billing
- **7** US&R Deployments. Two hurricanes, four tropical storms, one wildfire, and one earthquake with a total of 180 persons deployed.
- **5** EMAC Deployments. Three for California and two for Oregon: 35 Firefighters total
- **9** ECC Activations. Pandemic since March 20, COVID Positive for Cruiser event, severe weather event, Magna earthquake, civil unrest, Parley's fire, straight line wind event, Neff's canyon fire, and the Vice President Debate.
- **6** Firefighters Completed classroom portion of Paramedic Training
- **31** Firefighters Completed Recruit Camp in 2020
- **36** New Firefighters Hired for 2021 Recruit Camp
- **264** National Registry EMT License renewals
- **17** Promotions: 2 Assistant Chiefs, 1 Operations Chief, 1 Division Chief, 1 Battalion Chief, 3 Captains, 2 Staff Captains, 6 Engineers, and 1 Paramedic
- **35** Part-Time EMS Staff hired with 15 of those Paramedics



Unified Fire Authority

2020 Accomplishments, Wicked Issues, and Initiatives

2020 Municipality Survey

- Staff conducted a survey for all elected officials and municipal administrators in UFA areas. This survey mirrored the 2018 survey:
- **86.4%** have a **very favorable** impression of the UFA compared to 75.3% in 2018
- **87.9%** feel **very confident** that the firefighters in their area are able to take care of the emergencies in their community compared to 44.2% in 2018
- **93.2%** feel the UFA personnel working in the stations are responsible to them and the community compared to 81.8% in 2018. (6.8% said probably so)
- **91.5%** feel the UFA Liaison is responsive to them and the community compared to 81.8% in 2018 (6.8% said probably so)
- **75.8%** feel UFA's executive leadership is responsive to them and the community compared to 66.2% in 2018. (19% said probably so)
- **74.5%** believe the services UFA provides are worth the taxpayer dollars compared to 66.2% in 2018. (16.9% said probably so)
- **66.1%** **strongly agree** that UFA feels like my local fire department compared to 62.3% in 2018. (23.7% somewhat agree)

Wicked Issues

- The Pandemic. What will the new normal look like and when does it start?
- Finding the right path to truly help our sworn personnel with their behavioral health
- Paramedics are promoting or retiring faster than can be replaced, UFA will need more new Paramedics over the next several years to maintain ALS delivery

2021 Key Initiatives

- Adopt new action items through the budget process to support the goals and initiatives identified in the 2021-23 Strategic Plan
- Focus on the key initiatives identified in the strategic plan related to enhanced leadership, improved emergency services delivery, improved community involvement, and improve behavior health
- Complete the Standards of Cover
- Work close with the VECC Fire Agencies and Sandy Fire to refine the closest forces / AVL agreement to be sure it improves service to our communities
- Support the UFSA plan for six new stations and the seismic retrofit of 13 stations
- Encourage existing employees to become Paramedics and consider applying the lateral hire policy to increase the number of Paramedics at an equal or faster rate than promotions and retirements at this rank.