



UNIFIED FIRE AUTHORITY BOARD AGENDA

June 18, 2019 7:30 a.m.

NOTICE IS HEREBY GIVEN THAT THE UNIFIED FIRE AUTHORITY BOARD OF DIRECTORS SHALL ASSEMBLE FOR A MEETING AT UFA EOC LOCATED AT 3380 SOUTH 900 WEST, SALT LAKE CITY, UT 84119

1. Call to Order – Chair Dahle
2. Public Comment
Please limit comments to three minutes each
3. Minutes Approval – Chair Dahle
 - a. May 21, 2019
4. Committee Updates
 - a. Benefits & Compensation Committee (no meeting) – Chair Dahle
 - b. Governance Committee (no meeting) – Chair Silvestrini
 - c. Finance Committee (no meeting) – Chair Stewart
5. Consent Agenda
 - a. Review of May Disbursements – CFO Hill
6. Les Olson Contract; Sole Source Procurement- Assistant Chief Watson
7. Request approval of the Bureau of Alcohol, Tobacco, Firearms, and Explosives donation of surplus arson/bomb apparatus- Division Chief Ball
8. Public Hearing to Receive and Consider Comments on Proposed Amendments to the 2018-2019 Fiscal Year Budget
9. Consider Resolution 06-2019A to Approve a Budget Amendment for the 2018-2019 Fiscal Year
10. Public Hearing to Receive and Consider Comments on the Final Budget for the 2019-2020 Fiscal Year
11. Consider Resolution 06-2019B to Adopt the Final Budget for the 2019-2020 Fiscal Year

12. Fire Chief Report
 - a. Riverton/Herriman Ambulance Coverage
 - b. Professional Development Plan
 - c. Hexagon agreement terminated for convenience with mutually acceptable terms
 - d. JATC Fire Science Program request for donation of surplus and used equipment

13. Possible Closed Session

The Board may consider a motion to enter into 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-Opening the Meeting

14. Adjournment – Chair Dahle

The next Board meeting will be held on July 16, 2019 at 7:30 a.m. at UFA EOC located at 3380 South 900 West, Salt Lake City, UT 84119

THE PUBLIC IS INVITED TO PARTICIPATE IN ALL UFA MEETINGS.

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

CERTIFICATE OF POSTING

The undersigned, does hereby certify that the above agenda notice was posted on this 17th day of June 2019 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

May 21, 2019 7:30 a.m.

Emergency Operations Center – 3380 South 900 West SLC, UT 84119

Notice: Some Board members may participate by electronic means.

1. Call to Order
Quorum was obtained. Chair Dahle called the meeting to order at 7:32 a.m.
2. Public Comment
None
3. Approval of Minutes
Mayor Silvestrini moved to approve the minutes from the April 16, 2019 UFA Board Meeting as submitted
Mayor Hale seconded the motion
All voted in favor
4. Committee Updates
 - Benefits & Compensation Committee
 - No meeting was held
 - Governance Committee
 - No meeting was held
 - Finance Committee
 - Meeting held 5/7/19
 - Reviewed the budget and made recommendations as noted in the packet and as will be discussed further into the meeting
5. Consider Adjustment to FY19/20 Proposed Budget – CFO Hill
 - Three items are being presented for consideration as an addition to the tentative budget
 - These items will have no impact on the member fees
 - “Check-It” Software for Narcotics Tracking
 - This software is available through the Targetsolutions software UFA is currently using
 - This will move the department from tracking narcotics manually (paper/pencil/logs) to digital tracking
 - Emergency Coordination Center Technology Upgrade
 - Completion of the final phase for the EOC rather than spreading the upgrade over numerous years
 - \$289,000 out of Emergency Management’s Fund Balance, EM has its own general fund

- More efficient and provides savings in completing phases now
- This also creates technology consistency throughout the building
- UFA Board Room technology upgrade
 - This continued work on the Board Room will be a 60/40 split with SLCo and UFA
 - Chief Petersen stated that this is a good partnership with SLCo as it makes this room a great asset for EM in the event of an emergency as well as a great space for all public meetings of UFA and UFSA
 - This will include a sound system, microphones, video streaming, meeting recording capability, speakers, screens for presentations, etc.

Mayor Silvestrini moved to approve the adjustments to the FY19/20 proposed budget as presented
 Councilmember Stewart seconded the motion
 All voted in favor

6. Discussion and Approval of the FY19/20 Tentative Budget – CFO Hill

- Approval of a tentative budget is required by State Code
- The final budget approval will take place at the UFA Meeting on June 18, 2019
- If there are any concerns with the budget, this is the time to vet them
- Councilmember Stewart explained the recommendation from the Finance Committee to make the requested corrections to FF pay this budget year
 - The Finance Committee is recommending pay Option 1c
 - This is a great time to take care of the upper tiers and reduce future liability
- CFO Hill pointed out that the details are within the budget books previously distributed
- Mayor Peterson commended the process and all the work the Finance and Benefits & Compensation Committees put into this effort
 - This has been an excellent process
- Mayor Dahle stated that if any questions arise, please reach out to UFA staff
 - This is a big jump in the market for Firefighters
 - Next year the cost will be less to maintain the position in the market

Mayor Peterson moved to approve the FY19/20 tentative budget, with the adjustments, as presented
 Councilmember Perry seconded the motion
 All voted in favor

7. Consent Agenda

- a. Review of April Disbursements
 - This was a standard April, nothing out of the ordinary

Councilmember Stewart moved to approve the April disbursements as submitted
 Mayor Silvestrini seconded the motion
 All voted in favor

8. Interlocal Agreement Draft #6 – CLO Roberts

- All redlines previously included have been removed and the focus is on the issues the Board requested be adjusted
 - Page 8: The compensation for Board Members provides the Board the option if they so choose to compensate in the future

- Page 15: If an entity is in the process of withdrawal, this section outlines their recusal from issues having to do with the withdrawal and closed sessions, they will not be allowed to vote on issues pertaining to such as well
- Page 24: Concerning annexation and incorporation within the service area
 - This verbiage was mainly taken from UFSA
 - Mayor Sondak questioned why an entity needs an annexation procedure
 - CLO Roberts stated that this is for new parties joining
- CLO Roberts explained his plan going forward
 - The plan is to build a group consisting of entity attorneys to vet the Interlocal before putting before the Board again, then to final presentation to the councils
 - It was requested to include additional members of the municipalities, this was agreed upon and each Board Member will add who they feel would best represent their community
- Chief Petersen clarified that in earlier discussion, the Board Members wanted to ensure that the makeup of the Board was elected officials who were chosen to represent the citizens of that community
 - Chief Petersen wanted to be sure that this continued to be the interest of the Board
 - Mayor Dahle stated that he believed elected officials for the governing bodies are responsible for controlling funding and accountable to the people are who should be placed on the UFA Board of Directors
 - All Board Members agreed with this statement

9. Fire Chief Report

- Chief Petersen restated that this path to the Interlocal has provided everyone an opportunity to express their concerns and listen to others concerns in a thoughtful manner
 - He expressed his appreciation for the way CLO Roberts has moved this discussion forward
- Recreation Fee
 - As SLCo works toward defining the recreation fee, Chief Petersen would like to explore how the costs and fees break down between the canyons (Millcreek, BCC, LCC) and which parts the County is responsible for
 - The plan is to identify all costs within each canyon, add debt, revenue and determine any shortfall
 - This information/formulation would result in applying a fee (if SLCo continues to provide funding) equally, based on net shortfalls
 - Councilmember Snelgrove asked if Brighton will be calculated into this formula
 - Chief Petersen stated that “yes”, staff will work through this as though they are part of UFSA
 - Chief also stressed to remember that a core dialogue was that incorporated areas have the responsibility of what happens with their area
 - SB187 authorized SLC to continue fee support based on the area being recreational, although recreational is not well defined, Chief Petersen pointed out
 - The Brighton issue has brought all of this to the forefront for discussion
 - Currently the assumption was that the County’s fee was split up equally between the three canyons
 - Chief stated that the costs are not equal within these canyons, but it is time to get specific

- Chief wants the general consensus of the Board in their approval of him taking the total cost, revenue, identify the shortfall, factor this in for equal distribution to determine how best to divide the recreation fee if SLCo continues funding
 - Catherine Kanter reminded that SLCo is not obligated by law to pick up the cost of Public Safety for incorporated towns, but a law was passed giving SLCo the option to do this
 - Remember, no official decision has been made, movement forward is taking place, clarification was also made that Alta was a town prior to when this decision was made
 - Appreciates the Board deliberating on this issue
 - Councilmember Snelgrove agreed to approximate the best we can, you can argue that Parleys Canyon should be included, but the line must be drawn somewhere
 - Chief Stated that this will cause conversation on what a recreational area is, these areas do cause a burden to provide services
 - Swift Water, Wildland, rescue protocols are all embedded in the regional cost model
 - It is time to identify these costs, therefore making it easier to budget
 - We must be real and honest with the burden to serve those areas, this currently is a very broad focus
 - In the interim, we must have good dialogue and discussion, this is a wicked issue
 - There was consensus by the Board that the Chief's plan seemed appropriate on how to assess the costs and divide the recreation fee
 - They also expressed interest in the Chief exploring with the County, additional unincorporated Recreation Areas that all of Salt Lake County enjoys and UFA provides service to with the primary burden placed on UFA members only
- AC Watson Retirement
 - AC Watson will continue his work here at UFA through the end of the year, and he will be fully committed to the last day (and maybe a little beyond)
 - Mayor Peterson stated that as a liaison for Cottonwood Heights, he will be missed
 - Mayor Dahle expressed his appreciation for AC Watson stepping in during the transition to act as interim Chief until Chief Petersen arrived
- Riverton Response Data
 - The data has been monitored and presented to Riverton
 - Chief Petersen found an increase response time while studying data from the last 18 months and is not comfortable with this
 - Operations is looking into options, and more information will be presented to the Board in the future
- Firework Maps
 - The maps will be posted on the website June 1
- Reminder that Recruit Graduation is May 30th, an invite has been sent to all Board Members

8. Closed Session

None

9. Adjournment

Mayor Silvestrini moved to adjourn meeting
 Councilmember Bailey seconded the motion
 All voted in favor

BOARD MEMBERS IN ATTENDANCE:

Mayor Jeff Silvestrini

Mayor Tom Westmoreland
Mayor Mike Peterson
Councilmember Gary Bowen
Mayor Robert Dahle

Councilmember Allan Perry
Councilmember Sheldon Stewart-phone in
Mayor Harris Sondak
Mayor Robert Hale
Councilmember Richard Snelgrove
Councilmember Kathleen Bailey

BOARD MEMBERS ABSENT:

Mayor Kelly Bush
Mayor Kristie Overson
Councilmember Eric Ferguson
Councilmember Nicole Martin

STAFF IN ATTENDANCE:

CFO Tony Hill
Chief Petersen
CLO Roberts
Cynthia Young

OTHER ATTENDEES:

AC Jay Ziolkowski
AC Mike Watson
AC Stephen Higgs
Arriann Woolf
Beth Farmer
Bill Brass
BC Riley Pilgrim
BC Dustin Dern
Captain Chad Simons
DC McBride

Division Chief Rhoades
Division Chief Ball
Division Chief Case
Division Chief Robinson
Division Chief Torgersen
Division Chief Mecham
Darren Park
Evan Petersen-Guest
Fire Marshal Larson
Ifo Pili

Kiyoshi Young
Kate Turnbaugh
Catherine Kanter-SLCo
Lana Burningham
Nile Easton
Rachel Anderson
Steve Quinn
Tim Tingey-CWH

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING
MAY 2019

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
May-19	5/24/2019	2	PAYROLL TRANS FOR 5/15/2019 PAY PERIOD	N/A	\$ 1,367,021.39
May-19	5/10/2019	1	PAYROLL TRANS FOR 4/30/2019 PAY PERIOD	N/A	1,083,783.98
May-19	5/9/2019	82654	SELECTHEALTH	5312019	533,239.00
May-19	5/23/2019	3	URS ACH PAYMENT - 5/24/19 PAYROLL	N/A	453,832.23
May-19	5/9/2019	2	URS ACH PAYMENT - 5/10/19 PAYROLL	N/A	416,330.90
May-19	5/6/2019	5062019	WELLS FARGO BUSINESS CARD	Multiple	298,004.87
May-19	5/28/2019	5	EFTPS - 5/24/19 PAYROLL	N/A	258,362.42
May-19	5/13/2019	1	EFTPS - 5/10/19 PAYROLL	N/A	187,728.28
May-19	5/23/2019	82686	L.N. CURTIS AND SONS	Multiple	159,068.00
May-19	5/23/2019	4	STATE TAX ACH PAYMENT - 5/24/19 PAYROLL	N/A	140,584.49
May-19	5/16/2019	82662	DEPARTMENT OF HEALTH	19H5001042	83,586.16
May-19	5/30/2019	82722	UTAH LOCAL GOVERNMENTS TRUST	Multiple	73,775.46
May-19	5/3/2019	82637	UTAH LOCAL GOVERNMENTS TRUST	Multiple	72,533.52
May-19	5/23/2019	82704	PUBLIC EMPLOYEES HEALTH PROGRAM	APRBILL2019	66,597.58
May-19	5/3/2019	82620	CENTERPOINT	1744	47,200.00
May-19	5/16/2019	82674	STATE OF UTAH - GASCARD	Multiple	40,904.62
May-19	5/3/2019	82629	L.N. CURTIS AND SONS	Multiple	39,078.00
May-19	5/16/2019	82676	UNIVERSITY MEDICAL BILLING	Multiple	31,512.00
May-19	5/30/2019	82715	MOPA, LLC	19-5988	31,150.00
May-19	5/9/2019	82648	CUSTOM BENEFIT SOLUTIONS, INC.	5102019	22,019.40
May-19	5/23/2019	82698	CUSTOM BENEFIT SOLUTIONS, INC.	5242019	22,017.31
May-19	5/23/2019	82693	SEMI SERVICE INC.	Multiple	20,154.13
May-19	5/3/2019	82633	MOPA, LLC	19-5985	19,750.00
May-19	5/16/2019	82672	ROCKY MTN POWER	Multiple	19,685.01
May-19	5/16/2019	82675	UNIFIED FIRE SERVICE AREA	Multiple	15,671.76
May-19	5/23/2019	82680	COMCAST	80661685	15,116.52
May-19	5/3/2019	82621	CUSTOM BENEFIT SOLUTIONS	Multiple	14,873.76
May-19	5/9/2019	82659	SELECTHEALTH	05312019RET	14,226.70
May-19	5/16/2019	82663	DISCOUNTCELL, INC	OE-22742	13,854.70
May-19	5/3/2019	82631	MAYORS FINANCIAL ADMIN	Multiple	13,292.39
May-19	5/2/2019	50219	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	13,217.06
May-19	5/23/2019	82688	MAYORS FINANCIAL ADMIN	MFA0000708	12,222.39
May-19	5/3/2019	82639	VLCM	615353	12,040.00
May-19	5/30/2019	82716	OHD, LLLP	63296	7,870.00
May-19	5/9/2019	82651	LOCAL 1696 - IAFF	5102019	7,463.25
May-19	5/23/2019	82701	LOCAL 1696 - IAFF	5242019	7,440.00
May-19	5/16/2019	82666	HENRY SCHEIN, INC.	64539299	7,391.84
May-19	5/3/2019	82619	ARROW INTERNATIONAL, INC.	Multiple	6,771.80
May-19	5/16/2019	82667	INTERMOUNTAIN HEALTHCARE	EAP-02548	5,918.55
May-19	5/16/2019	82661	DEPARTMENT OF HEALTH	19EM000167	5,612.00
May-19	5/23/2019	82687	LOVE COMMUNICATIONS, LLC	050960-0000	5,000.00
May-19	5/15/2019	51519	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	4,848.19
May-19	5/23/2019	82683	GALLAGHER BENEFIT SERVICES, INC	172683	4,500.00
May-19	5/23/2019	82692	ROWLAND, GERALD KIM	5/8/2019	4,166.67
May-19	5/15/2019	51521	NAPA AUTO PARTS	Multiple	4,024.10
May-19	5/9/2019	82647	UTAH DEPT WORKFORCE SERVICES	Multiple	3,903.32
May-19	5/23/2019	82685	KRONOS INCORPORATED	Multiple	3,730.00
May-19	5/8/2019	50819	APPARATUS EQUIPMENT & SERVICE, INC	19-IV-2427	3,664.00
May-19	5/3/2019	82628	KRONOS INCORPORATED	Multiple	3,480.61
May-19	5/29/2019	52924	WEIDNER FIRE	Multiple	2,886.17
May-19	5/30/2019	82713	DOMINION ENERGY	Multiple	2,630.88
May-19	5/3/2019	82630	LIFE-ASSIST, INC	913703	2,165.45
May-19	5/23/2019	82684	HENRY SCHEIN, INC.	Multiple	2,146.13
May-19	5/15/2019	51523	WEIDNER FIRE	Multiple	2,137.45
May-19	5/23/2019	82709	FIREFIGHTERS CREDIT UNION	05242019TV	2,091.69
May-19	5/9/2019	82658	FIREFIGHTERS CREDIT UNION	05102019TV	2,056.56
May-19	5/9/2019	82642	A TO Z LANDSCAPING, INC.	22562	2,026.31
May-19	5/3/2019	82622	DOMINION ENERGY	Multiple	1,966.62
May-19	5/30/2019	82712	CUSTOM BENEFIT SOLUTIONS	30543	1,922.00
May-19	5/29/2019	52920	APPARATUS EQUIPMENT & SERVICE, INC	Multiple	1,908.79
May-19	5/23/2019	82696	WASATCH FRONT WASTE RECYCLE DIST	Multiple	1,892.00
May-19	5/16/2019	82677	UNIVERSITY OF UTAH	5/6/2019	1,825.00
May-19	5/23/2019	82699	FIREFIGHTERS CREDIT UNION	05242019SF	1,659.79
May-19	5/16/2019	82669	KRONOS INCORPORATED	11446513	1,625.00
May-19	5/9/2019	82650	FIREFIGHTERS CREDIT UNION	05102019SF	1,624.40
May-19	5/3/2019	82624	HENRY SCHEIN, INC.	63535421	1,576.08

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\2019-05 Disbursements\10

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - GENERAL FUND POOLED CHECKING
MAY 2019

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
May-19	5/9/2019	82653	OFFICE OF RECOVERY SERVICES	5102019	1,520.20
May-19	5/23/2019	82703	OFFICE OF RECOVERY SERVICES	5242019	1,520.20
May-19	5/9/2019	82649	FIDELITY SECURITY LIFE INSURANCE CO	4302019	1,409.72
May-19	5/31/2019	7	TO RECORD BANK FEES - MAY 2019	N/A	1,356.95
May-19	5/16/2019	82665	FERRELLGAS	1106021103	1,342.58
May-19	5/9/2019	82646	SIMPLY RIGHT, INC.	115558A	1,320.90
May-19	5/23/2019	82705	PUBLIC EMPLOYEES LT DISABILITY	5242019	1,290.54
May-19	5/31/2019	6	TO RECORD AMBULANCE RELATED BANK FEES - M	N/A	1,277.21
May-19	5/23/2019	82695	STRYKER SALES CORPORATION	Multiple	1,252.45
May-19	5/3/2019	82627	KELLI'S BLINDS	Multiple	1,099.00
May-19	5/23/2019	82707	UTAH RETIREMENT SYSTEMS	05132019MISC	1,084.65
May-19	5/30/2019	82711	CANON FINANCIAL SERVICES, INC.	Multiple	1,063.03
May-19	5/23/2019	82682	DOMINION ENERGY	Multiple	1,039.20
May-19	5/22/2019	82697	THE HOME DEPOT	H4406-114567	999.96
May-19	5/2/2019	50221	WEIDNER FIRE	Multiple	969.64
May-19	5/2/2019	50220	VEHICLE LIGHTING SOLUTIONS, INC	4914	955.64
May-19	5/9/2019	82656	UTAH RETIREMENT SYSTEMS	Multiple	891.71
May-19	5/3/2019	82632	METRO PLUMBING	Multiple	890.00
May-19	5/3/2019	82625	HOLLAND & HART LLP	1722358	880.00
May-19	5/3/2019	82626	JOHNSON ROBERTS & ASSOCIATES, INC.	Multiple	857.50
May-19	5/3/2019	82623	EAGLE SIRENS, INC.	191268	778.00
May-19	5/30/2019	82714	KHI MECHANICAL	22169	718.94
May-19	5/16/2019	82678	ZOLL MEDICAL CORPORATION	2867302	600.00
May-19	5/3/2019	82636	UTAH BROADBAND, LLC	Multiple	597.00
May-19	5/23/2019	82690	PURCHASE POWER	Multiple	574.81
May-19	5/16/2019	82673	SNOWBIRD RESORT LLC	Multiple	554.38
May-19	5/3/2019	82641	WORKFORCEQA, LLC	534496	526.50
May-19	5/15/2019	51520	MOUNTAIN ALARM	Multiple	524.70
May-19	5/30/2019	82710	A.J. ART & FRAME	4/29/2019	468.00
May-19	5/29/2019	52921	LES OLSON COMPANY	Multiple	461.00
May-19	5/8/2019	50821	VEHICLE LIGHTING SOLUTIONS, INC	4986	437.33
May-19	5/23/2019	82679	ABSOLUTE JANITORIAL SERVICES	3076	394.41
May-19	5/30/2019	82720	STRYKER SALES CORPORATION	2665322M	392.60
May-19	5/30/2019	82718	SALT LAKE VALLEY SWMC, UT	03-02148468	375.00
May-19	5/30/2019	82719	SHRED-IT USA	Multiple	366.90
May-19	5/23/2019	82700	JENSEN & SULLIVAN, LLC.	05242019SC	359.54
May-19	5/23/2019	82681	CUSTOM BENEFIT SOLUTIONS	30448	347.90
May-19	5/23/2019	82689	MCNEIL & COMPANY, INC	5987125	344.09
May-19	5/9/2019	82643	DOMINION ENERGY	Multiple	229.18
May-19	5/9/2019	82652	ND CHILD SUPPORT DIVISION	5102019	214.80
May-19	5/23/2019	82702	ND CHILD SUPPORT DIVISION	5242019	214.80
May-19	5/8/2019	50820	GOLD CUP SERVICES INC.	723626	207.00
May-19	5/29/2019	52919	AMERICAN MECHANICAL SYSTEMS SERVICE LLC	20358	205.00
May-19	5/30/2019	82721	UTAH BROADBAND, LLC	819157	199.00
May-19	5/16/2019	82671	ROADPOST USA, INC	RU08193811A	185.56
May-19	5/9/2019	82655	UNIFIED POLICE FEDERATION	5102019	171.00
May-19	5/23/2019	82706	UNIFIED POLICE FEDERATION	5242019	171.00
May-19	5/3/2019	82638	UTAH VALLEY UNIVERSITY	A25796	140.00
May-19	5/3/2019	82640	WELLINGS, LINDSAY GARDNER	4/24/2019	140.00
May-19	5/29/2019	52922	UNITED SITE SERVICES	114-8472955	139.00
May-19	5/23/2019	82694	SMARTSHEET INC.	INV99974	137.26
May-19	5/16/2019	82660	COPPERTON IMPROVEMENT DISTRICT	W-#115 4/19	130.00
May-19	5/3/2019	82635	SALT LAKE COUNTY SERVICE AREA #3	W/S-#113 4/19	99.54
May-19	5/16/2019	82670	PITNEY BOWES GLOBAL	3308718133	98.55
May-19	5/16/2019	82664	DOMINION ENERGY	G-#101 4/19	91.87
May-19	5/9/2019	82657	UTAH STATE TAX COMMISSION	05102019SC	40.00
May-19	5/23/2019	82708	UTAH STATE TAX COMMISSION	05242019SC	40.00
May-19	5/3/2019	82634	ROCKY MOUNTAIN WATER COMPANY	Multiple	38.20
May-19	5/16/2019	82668	JOHNSON ROBERTS & ASSOCIATES, INC.	139309	35.00
May-19	5/9/2019	82645	SATCOM GLOBAL INC.	AI05190784	34.30
May-19	5/9/2019	82644	ROCKY MOUNTAIN WATER COMPANY	75729	31.50
May-19	5/30/2019	82717	ROCKY MOUNTAIN WATER COMPANY	78103	25.20
May-19	5/23/2019	82691	ROCKY MOUNTAIN WATER COMPANY	77536	13.00
					\$ 5,767,231.62

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\2019-05 Disbursements\10

**UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - EMERGENCY MANAGEMENT CHECKING
MAY 2019**

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
May-19	5/30/2019	7247	COMPUNET, INC.	Multiple	\$ 75,585.00
May-19	5/31/2019	2	EOC TRANSFER - 5/24/19 PAYROLL	N/A	53,445.28
May-19	5/31/2019	1	EOC TRANSFER - 5/10/19 PAYROLL	N/A	45,011.11
May-19	5/15/2019	51524	CDW GOVERNMENT LLC	RXX4251	18,419.50
May-19	5/3/2019	7235	ALERTSENSE, INC	16665	13,010.00
May-19	5/16/2019	7241	ROCKY MTN POWER	E-EOC 4/19	3,289.60
May-19	5/23/2019	7244	BURCHARD, MICHAEL FRANCIS	Multiple	2,714.24
May-19	5/16/2019	7242	STATE OF UTAH - GASCARD	Multiple	2,286.01
May-19	5/3/2019	7236	MAYORS FINANCIAL ADMIN	FAC0000443B	1,538.25
May-19	5/3/2019	7237	UTAH LOCAL GOVERNMENTS TRUST	1574534C	1,241.94
May-19	5/16/2019	7243	SYRINGA NETWORKS, LLC	19MAY0230	1,175.00
May-19	5/2/2019	50222	WAXIE SANITARY SUPPLY	Multiple	1,059.14
May-19	5/9/2019	7239	SIMPLY RIGHT, INC.	115558B	880.60
May-19	5/30/2019	7248	DOMINION ENERGY	G-EOC 5/19	533.18
May-19	5/8/2019	50822	GOLD CUP SERVICES INC.	Multiple	513.87
May-19	5/9/2019	7238	MAYORS FINANCIAL ADMIN	SLC0000248	382.43
May-19	5/23/2019	7246	PUBLIC EMPLOYEES HEALTH PROGRAM	04302019EOC	268.86
May-19	5/23/2019	7245	WASATCH FRONT WASTE RECYCLE DIST	5814C	154.00
May-19	5/30/2019	7249	SHRED-IT USA	8127235461D	144.04
May-19	5/16/2019	7240	ROADPOST USA, INC	RU08193811B	60.92
May-19	5/8/2019	50823	WAXIE SANITARY SUPPLY	78243531	34.88
					<u>\$ 221,747.85</u>

UNIFIED FIRE AUTHORITY
CASH DISBURSEMENTS - FIRE CAPITAL REPLACEMENT FUND
MAY 2019

<u>GL Period</u>	<u>Check Date</u>	<u>Ref#</u>	<u>Vendor Name</u>	<u>Invoice#</u>	<u>Check Amount</u>
May-19	5/23/2019	1301	STRYKER SALES CORPORATION	2665321M	\$ 149,185.92
May-19	5/9/2019	1201	KEN GARFF WEST VALLEY CJDR	1054	54,640.00
May-19	5/9/2019	1202	SEMI SERVICE INC.	W127685	6,505.04
May-19	5/15/2019	51522	VEHICLE LIGHTING SOLUTIONS, INC	Multiple	5,173.59
May-19	5/29/2019	52923	VEHICLE LIGHTING SOLUTIONS, INC	Multiple	4,031.50
					\$ 219,536.05



UNIFIED FIRE AUTHORITY

MEMORANDUM

June 13, 2019

TO: UFA Board of Directors
FROM: Assistant Chief Mike Watson
SUBJECT: Les Olson Contract: Sole Source Procurement

Brian Roberts, Tony Hill, Kate Turnbaugh, Beth Framer and Assistant Chief Watson met to discuss a possible addendum to the Les Olson contract, identifying them as a sole source/standardization vendor for IT-related items of a value that would normally require processes such as an RFQ/RFP. Since signing the initial contract with Les Olson and further evaluating our IT procurement needs, we have learned that Les Olson is networked with purchasing options such as a government contract known as NASPO (which UFA already has direct access to) and a high-volume buying option called Big Deal (to which UFA would not have direct access). The result is that Les Olson can often purchase at prices better than UFA can via its own direct options. UFA needs to purchase items such as network switches, servers, and computers on a regular basis and wishes to do so at the best price in order to safeguard public funds. When the RFP for IT Services was initially drafted, we did not contemplate that there would be a more efficient and responsible way to do business than purchasing via UFA's direct contracts or other contracts established by the State upon which UFA could participate, so the contract reserved procurement solely to UFA. We have since learned that Les Olson's purchasing power provides another potential avenue that would create significant cost savings and, therefore, we believe a sole-source/standardization designation would be in the best interests of UFA.

UFA's Procurement Policy allows this type of sole source/standardization to facilitate cost savings and maintain consistency with our IT operations, even without Board approval. However, due to the high-dollar value of the anticipated purchases needed and the ongoing evolution of the UFA's relationship with Les Olson as our managed-IT vendor, we determined it would be best to bring this matter to the attention of the Board in order to ensure transparency and make certain that the Board has no objections to moving in this direction. Les Olson will charge UFA a processing fee when this happens, but we will be purchasing at better prices than we could otherwise. In effect, Les Olson would be operating as a purchasing agent to find UFA the best prices on items that would ordinarily be directly purchased. UFA will at all times maintain the control over what items are purchased and be able to audit pricing to make sure we are receiving the best possible deal.

Action Requested:

We are asking for Board approval to amend the Les Olson Contract for IT Services to designate Les Olson as a sole source/standardization vendor for IT procurement, in those circumstances where the UFA determines it is in its best interests to do so, in order to maximize cost savings.



UNIFIED FIRE AUTHORITY

MEMORANDUM

June 14, 2018

TO: UFA Board of Directors

FROM: Division Chief Steve Ball

SUBJECT: Request for Acquisition of ATF Apparatus for Special

Enforcement

Background

Several weeks ago, I was contacted by Supervisory Special Agent Jason Schmidt from the Bureau of Alcohol, Tobacco, Firearms and Explosives regarding the surplus of several vehicles. Jason used to be assigned in Salt Lake and was the resident certified fire investigator. We worked very closely with Jason when he was here and collaborated on several projects and cases. Jason has since been transferred back east to run the ATF's arson programs.

Offer and Request

ATF is offering us one of the National Response Team trucks that is currently housed in Huntsville, AL. The chassis and box are very lightly used and in very good condition with low miles and engine hours. I asked Jason to send me the maintenance records for the truck over its service life and I have sent those to fleet.

The truck originally cost \$350,000 to build and the **current value is over \$100,000, but is offered to us at no cost.** We are only responsible for transport from AL to UT. Included in the truck is the chassis, custom box and work station, large generator and cords as well as some tools. This response truck would allow us to surplus the current trailer we use for large fire responses, evidence recovery for explosive responses, and might even be retrofitted as a bomb truck.

In the here and now we would be using it in place of the aforementioned trailer. We previously were in need of a vehicle to use for large fires, fatal fires and extended scenes (crime scenes) that allowed us to get out of the elements and still be able to use as a work station and evidence collection center. We have been using the old Midvale Haz-Mat trailer for several years, but this truck would suit our needs better and the **current trailer could be sent to surplus or used somewhere else in the department.**

Of all the arson units in the country, **ATF offered this to us first because they said they knew we would use it and they have always been impressed with our program and personnel.** We have had a great relationship with ATF over the years.

**UNIFIED FIRE AUTHORITY
NOTICE OF PUBLIC HEARING**

NOTICE IS HEREBY GIVEN THAT ON June 18, 2019, at 7:30 AM a public hearing will be held at the Unified Fire Authority Administration Building/Emergency Coordination Center, 3380 South 900 West, Salt Lake City, UT before the Board of Directors of the Unified Fire Authority to receive public comment and consider a resolution amending the 2018-2019 fiscal year budget, and to consider the adoption of the Final budget for the 2019-2020 fiscal year. All budget related items will be discussed at that time.

All persons interested and present will be given an opportunity to be heard in this matter.

In accordance with the Americans with Disabilities Act, the Unified Fire Authority will make reasonable accommodations to participate in the hearing. Requests for assistance can be made by calling 801-743-7200 at least 24 hours in advance of the hearing to be attended.

DATED this 11th day of June, 2019.

PUBLISHED BY ORDER OF THE UNIFIED FIRE AUTHORITY

**UNIFIED FIRE AUTHORITY
BUDGET AMENDMENTS
June 18, 2019**

GENERAL FUND

1. \$355,062 Reimbursement for EMAC deployments to California (Aug & Nov 2018)		
a. Intergovernmental revenue	\$355,062	1034200
b. Salary/wages – non-USAR deployment	\$43,756	1089190
c. Overtime – non-USAR deployment	\$159,525	1089192
d. Benefits – non-USAR deployment	\$7,423	1089193
e. Non-USAR deployment costs (non-payroll)	\$12,625	1089252
f. Transfer to Capital Replacement Fund	\$131,733	1080100
2. \$244,772 Reimbursement from UTTF-1 for hurricane deployment costs		
a. USAR reimbursements	\$244,772	1039451
b. Overtime	\$3,446	1087120
c. Overtime – deployment	\$247,118	1087192
d. Benefits – deployment	\$2,166	1087193
e. USAR deployment costs (non-payroll)	\$4,150	1087801
3. \$94,500 Reimbursement from UTTF-1 for sublease/procurement and Ops USAR training backfill		
a. USAR reimbursements	\$94,500	1039450
b. Reimbursements to UFA	\$14,000	1087800
c. Overtime	\$80,500	1089120
4. \$150,445 Appropriation of fund balance to cover Ops overtime (time-and-a-half test)		
a. Appropriated fund balance	\$150,445	1034400
b. Overtime – minimum staffing	\$150,445	1089121
5. \$29,999 SHSP grant for ordinance disposal trailer		
a. Federal grants	\$29,999	1033200
b. Grant expenditures	\$29,999	1086266
6. \$100,000 Donation of National Response truck from Bureau of Alcohol, Tobacco & Firearms		
a. Donations	\$100,000	1039350
b. Capital outlay	\$100,000	1086216
7. \$19,096 Appropriate Committed Fund Balance for Compensated Absences (Ops retirements)		
a. Appropriated fund balance	\$19,096	1034400
b. Compensated absences payouts	\$19,096	1089160
8. \$45,000 Additional ambulance revenue and related costs		
a. Ambulance transport fees	\$45,000	1032100
b. Professional fees – ambulance billing	\$15,000	1088350
c. Ambulance – State Medicaid assessment	\$30,000	1088355
9. \$12,108 Appropriation of fund balance to cover unexpected legal service fees		
a. Appropriated fund balance	\$12,108	1034400
b. Professional fees	\$12,108	1099350

**UNIFIED FIRE AUTHORITY
BUDGET AMENDMENTS
June 18, 2019**

WILDLAND – ENTERPRISE FUND

1. \$481,273 CW/WL net asset transfer and capital contribution from General Fund		
a. Transportation equipment	\$1,130,692	2015240
b. Accumulated depreciation – transport equip	\$649,419	2015940
c. Capital lease – LT	\$95,881	2022600
d. Capital lease – current	\$46,522	2022610
e. Capital contribution from General fund	\$338,870	2034200
2. \$568,000 Increase revenue and appropriate net assets for season start-up costs		
a. WL SL1 hand crew revenue	\$253,000	2031100
b. Appropriated net assets	\$315,000	2034400
c. Salaries & wages	\$300,000	2097100
d. Overtime	\$147,000	2097120
e. Medical/Dental/Life insurance	\$6,000	2097132
f. Retirement contributions	\$10,000	2097133
g. Payroll tax	\$55,000	2097134
h. Gasoline, diesel, oil & grease	\$12,000	2097265
i. Travel & transportation	\$13,000	2097425
j. Vehicle maintenance	\$25,000	2097440

EMERGENCY SERVICES – SPECIAL REVENUE FUND

1. \$3,709 Additional SHSP grants for AHIMT training and Citizen Corps conference costs		
a. Federal grants	\$3,709	4033200
b. Grant expenditures	\$3,709	4040266

FIRE CAPITAL REPLACEMENT FUND

1. \$135,494 Proceeds from sale of capital assets		
a. Sale of capital assets	\$135,494	5539150
b. Reimbursements	\$34,601	NEW
c. Contribution to fund balance	\$100,893	5540910
2. \$131,733 Transfer from General fund for excess reimbursement from EMAC deployments		
a. Transfer from General Fund	\$131,733	5531810
b. Contribution to fund balance	\$131,733	5540910
3. \$90,372 Reimbursement from USAR for purchase of two Dodge 3500 trucks on their behalf		
a. Reimbursements	\$90,372	NEW
b. Noncapital expenditures	\$90,372	5540300

EMERGENCY MANAGEMENT CAPITAL REPLACEMENT FUND

None

**UNIFIED FIRE AUTHORITY
BUDGET TRANSFERS FOR BOARD APPROVAL
June 18, 2019**

GENERAL FUND

1. **\$125,312 Transfer from IT Salaries & Wages to Professional Fees – converted internal IT to outsourcing contract with Les Olsen (effective 4/16/19)**

a. Salaries & wages	-\$125,312	1094100
b. Professional fees	\$125,312	1094350

FIRE CAPITAL REPLACEMENT FUND

1. **\$70,222 Transfer from Capital to Noncapital for noncapital portions of purchases**

a. Noncapital expenditures	\$70,222	5540300
b. Capital outlay – medical equipment	-\$12,956	5540240
c. Capital outlay – light fleet	-\$54,428	5540200
d. Capital outlay – station equipment	-\$2,838	5540250

**UNIFIED FIRE AUTHORITY
BUDGET TRANSFER DISCLOSURES
June 18, 2019**

GENERAL FUND

1. **\$14,292 Transfer from Capital to Noncapital for final projects related to US Bank lease funds (Board room/EMS furniture, IT equipment < \$5,000)**

a. Capital outlay – financed	-\$14,292	1088217
b. Noncap equipment – financed	\$14,292	1088227
2. **\$21,995 Transfer from Capital to Noncapital for AEMT training costs, vehicle first aid kits, and airway management training equipment**

a. Capital outlay	-\$21,995	1095216
b. Education, training & certifications	\$11,643	1095250
c. Medical supplies	\$3,647	1095335
d. Small equipment	\$6,705	1095410

WILDLAND – ENTERPRISE FUND

1. **\$10,000 Transfer from Capital Outlay to Vehicle Maintenance**

a. Capital Outlay	-\$10,000	2097216
b. Vehicle maintenance	\$10,000	2097440

EMERGENCY MANAGEMENT – SPECIAL REVENUE FUND

1. **\$10,000 Transfer from Small Equipment to Capital Outlay related to Ops room leasehold improvement**

a. Capital Outlay	\$10,000	4040216
b. Small Equipment	-\$10,000	4040410

UNIFIED FIRE AUTHORITY
Resolution No. 06-2019A of 2019
(Third Amendment of the Budget for Fiscal Year 2018-2019)

A RESOLUTION AMENDING FOR THE THIRD TIME THE BUDGET OF THE
UNIFIED FIRE AUTHORITY FOR THE FISCAL YEAR BEGINNING JULY 1, 2018
AND ENDING JUNE 30, 2019.

PREAMBLE

Unified Fire Authority is a political subdivision, duly organized and existing under the laws of the State of Utah. Unified Fire Authority finds that certain exigencies of its operations require that amendments be made to the current budget and related documents. UCA §11-13-515, §11-13-519, and §11-13-520 provide UFA with authority to amend its budget as necessary by adoption of a resolution by its governing body.

All conditions precedent to amend said budget have been accomplished.

Be it resolved by the Unified Fire Authority Board of Directors:

SECTION 1. Purpose. The purpose of this Resolution is to accomplish the third amendment to the budget for Fiscal Year 2018-2019.

SECTION 2. Adoption of Amendment. The third budget amendment, attached hereto and made part of this Resolution by reference, shall be and hereby is adopted and incorporated into the budget of Unified Fire Authority for the fiscal year beginning July 1, 2018 and ending June 30, 2019.

SECTION 3. Effective Date. This Resolution shall take effect on June 18, 2019.

DATED this 18th day of June, 2019.

UNIFIED FIRE AUTHORITY

By: _____
Chairperson

APPROVED AS TO FORM:

ATTEST:

Chief Legal Counsel

Clerk

UNIFIED FIRE AUTHORITY
Resolution No. 06-2019B of 2019
(Adopting the final budget for fiscal year 2019-2020)

A RESOLUTION OF THE UNIFIED FIRE AUTHORITY ADOPTING THE FINAL
BUDGET FOR UNIFIED FIRE AUTHORITY FOR FISCAL YEAR 2019-2020

PREAMBLE

Pursuant to the provisions of Section 11-13-508 of the Utah Code Annotated, the Authority's Budget Officer prepared and filed, with the Board, a tentative budget in proper form for all funds for which budgets are required by said law for fiscal year 2019-2020.

That tentative budget was adopted by the Board, on May 21, 2019.

Section 11-13-511 of the Utah Code Annotated requires the governing body, by resolution, to adopt a budget for the ensuing fiscal year for each fund for which a budget is required.

The Authority's Budget Officer has now prepared a final budget, in proper form, for all funds for which budgets are required by law.

NOW, THEREFORE, be it resolved by the Board of Directors of the Unified Fire Authority:

SECTION 1. PURPOSE. The purpose of this resolution is to adopt the final budget for fiscal year 2019-2020 and establish the wage and benefits provided to UFA employees pursuant to said budget. All conditions precedent to the adoption of the final budget have been accomplished.

SECTION 2. ADOPTION OF FINAL BUDGET. The budget attached hereto and made a part of this Resolution as "Exhibit A," shall be, and the same hereby is adopted as the final

budget of Unified Fire Authority for the fiscal year beginning July 1, 2019, and ending June 30, 2020, in accordance with the requirements of the Utah Code Annotated.

SECTION 3. SALARIES & BENEFITS. The Board also establishes by adoption of this Resolution and budget the attached wage schedules for Fiscal Year 2019-2020, attached as “Exhibit B” and incorporated by reference herein, and statement of Employee Benefits, attached as “Exhibit C” and incorporated by reference herein, for non-contractual employees.

SECTION 4. FILING OF BUDGET. The Authority’s Budget Officer is hereby authorized and directed to certify and file copies of said final budget with the State Auditor as required by Section 11-13-514 of the Utah Code Annotated.

SECTION 5. PUBLIC INSPECTION. The Authority’s Budget Officer is hereby authorized and directed to certify and file copies of said final budget in the office of said Budget Officer, which budget shall be available for public inspection during regular business hours as required by law.

SECTION 5. EFFECTIVE DATE. This Resolution shall take effect upon approval.

Passed by the Board of the Unified Fire Authority, this 18th day of June, 2019.

UNIFIED FIRE AUTHORITY

By: _____
Chairperson

APPROVED AS TO FORM:

ATTEST:

Chief Legal Counsel

Clerk

EXHIBIT A

UFA BUDGET FOR FISCAL YEAR 2019-2020

UNIFIED FIRE AUTHORITY

Tentative Budget
2019/20 Fiscal Year



Proposed Budget Presented to UFA Finance Committee

April 15, 2019

Finance Committee Recommended Budget

May 7, 2019

Tentative Budget Approved by UFA Board of Directors

May 21, 2019

GENERAL FUND										
	GL	ACTUAL FY15/16 10	ACTUAL FY16/17 10	ACTUAL FY17/18 10	BEGINNING FY18/19 10	FINAL FY18/19 10	ACTUAL (3/31) FY18/19 10	PROPOSED FY19/20 10	TENTATIVE FY19-20 10	% INCREASE BEGINNING FY19 to FY20 BUDGET
BEGINNING UNASSIGNED FUND BALANCE							10,568,720	9,515,000 14.83%	9,515,000 14.83%	
REVENUES										
MEMBER FEES	1031	52,659,681	54,044,534	51,368,396	52,505,108	52,505,108	39,378,830	54,888,891	55,449,230	5.61%
CAMP WILLIAMS CONTRACT	1031900	480,000	480,000	529,313	0	0	0	0	0	0.00%
AMBULANCE FEES	1032	7,911,964	7,730,102	7,462,090	7,000,000	7,000,000	4,616,871	7,500,000	7,500,000	7.14%
GRANTS & Donations	1033	143,684	56,336	99,627	0	68,702	8,500	0	0	0.00%
SLCO CANYON PROTECTION FEES	1034150	3,175,714	3,175,714	3,175,714	3,175,714	3,175,714	3,175,713	3,175,714	3,175,714	0.00%
UFSA MANAGEMENT FEES	1034160	591,375	304,750	294,723	284,696	284,696	142,348	294,647	294,647	3.50%
MISC INTERGOVERNMENTAL	1034200	99,730	181,068	864,771	91,000	982,804	871,507	92,500	92,500	1.65%
MIDA CONTRACT	1034201	50,000	50,000	50,000	51,000	51,000	50,000	50,000	50,000	-1.96%
CLASS FEES		126,469	109,534	161,544	77,200	77,200	66,945	92,100	92,100	19.30%
PERMIT FEES		124,748	135,809	149,768	166,300	166,300	134,483	188,450	188,450	13.32%
MISC FEES		74	160	56	7,500	7,500	0	0	0	-100.00%
INTEREST	1039105	67,389	99,138	189,139	100,000	124,000	251,401	200,000	200,000	100.00%
PROCEEDS FROM SALE OF CAPITAL ASSETS/MATERIALS	1039150/200	55,993	128,740	244,062	0	0	3,133	0	0	0.00%
RENTAL INCOME	1039300	94,896	94,896	94,896	94,896	94,896	63,264	94,896	94,896	0.00%
USAR REIMBURSEMENTS	1039450	513,425	468,073	1,012,851	563,617	611,932	340,544	655,422	658,794	16.89%
WILDLAND REIMBURSEMENTS	1039500	11,336	177,320	190,990	0	0	0	0	0	0.00%
INSURANCE REIMBURSEMENTS	1039525	0	0	0	28,666	28,666	14,408	24,000	24,000	-16.28%
MISCELLANEOUS REVENUES		28,248	112,967	84,452	5,399	14,899	50,963	4,500	4,500	-16.65%
PROCEEDS FROM ISSUANCE OF LT DEBT	1039600	17,867,799	0	0	0	0	0	0	0	0.00%
TOTAL REVENUES		84,002,525	67,349,141	65,972,392	64,151,096	65,193,417	49,168,910	67,261,120	67,824,831	5.73%
PERSONNEL EXPENDITURES										
SALARIES	100	31,412,969	32,467,546	31,624,782	33,751,807	33,706,807	22,465,763	35,338,372	35,787,758	6.0%
SALARIES - PART TIME/PAID CALL	105	1,101,337	1,443,423	1,182,637	1,372,000	1,372,000	893,935	1,350,000	1,350,000	-1.6%
OVERTIME	120	3,299,373	2,777,637	3,385,810	3,062,150	3,062,150	2,838,819	3,028,150	3,028,150	-1.1%
OVERTIME - PART TIME/PAID CALL	125	138,008	44,742	56,159	56,000	56,000	81,383	90,000	90,000	60.7%
STANDBY PAY	129	0	0	0	0	0	0	42,140	42,140	100.0%
OTHER BENEFITS	130	13,134,447	13,504,234	13,320,096	387,831	387,831	247,266	385,898	386,299	-0.4%
MEDICAL/DENTAL/LIFE INSURANCE	132	0	0	0	5,994,627	5,994,627	4,078,285	6,334,190	6,334,190	5.7%
RETIREMENT CONTRIBUTIONS	133	0	0	0	7,542,988	7,542,988	5,075,653	8,053,996	8,150,556	8.1%
PAYROLL TAX	134	0	0	0	873,256	873,256	570,840	917,135	924,655	5.9%
WORKERS COMP	135	739,636	956,392	827,314	943,915	943,915	596,034	911,343	921,187	-2.4%
UNIFORM ALLOWANCE	140	331,832	372,210	352,645	356,160	356,160	248,336	366,480	366,480	2.9%
UNEMPLOYMENT INSURANCE	145	4,752	1,578	22,432	5,000	5,000	88	5,000	5,000	0.0%
VAC/SICK PAYOUTS	160	180,070	864,274	240,352	0	19,096	157,318	0	0	0.0%
SALARIES - USAR DEPLOYMENT	171	0	0	0	0	18	18	0	0	0.0%
OVERTIME - USAR DEPLOYMENT	172	0	0	446,934	0	34,029	256,548	0	0	0.0%
BENEFITS - USAR DEPLOYMENT	173	0	0	52,313	0	8,330	10,496	0	0	0.0%
SALARIES - NON-USAR DEPLOYMENT	181	0	0	0	0	0	0	0	0	0.0%
OVERTIME - NON-USAR DEPLOYMENT	182	0	0	376,375	0	0	159,525	0	0	0.0%
BENEFITS - NON-USAR DEPLOYMENT	183	0	0	3,561	0	0	7,423	0	0	0.0%
TOTAL PERSONNEL EXPENDITURES		50,342,425	52,432,036	51,891,411	54,345,734	54,362,207	37,687,729	56,822,704	57,386,415	5.6%
NON PERSONNEL EXPENDITURES										
ART & PHOTOGRAPHIC SERVICES	200	2,600	324	1,599	1,000	1,000	180	1,000	1,000	0.0%
AUDITOR	205	8,900	8,900	8,900	8,900	8,900	8,900	8,900	8,900	0.0%
AWARDS & BANQUET	207	44,511	50,339	42,769	45,000	45,000	11,036	50,000	50,000	11.1%
BANK FEES	209	0	0	0	0	24,000	10,122	18,000	18,000	100.0%
BEDDING & LINEN	210	5,590	3,768	13,238	15,000	15,000	11,176	15,000	15,000	0.0%
BOOKS & PUBLICATIONS	215	54,238	45,091	46,577	50,923	50,923	32,555	57,588	57,588	13.1%
CLOTHING PROVISIONS	219	450,710	151,847	384,116	455,981	455,981	318,193	489,850	489,850	7.4%
COMMUNICATION EQUIP NONCAP	220	67,967	97,423	118,390	85,000	85,000	27,836	85,000	85,000	0.0%
COMPUTER COMPONENTS	225	129,326	224,968	140,676	141,500	141,500	67,598	124,000	124,000	-12.4%
NONCAP EQUIPMENT - FINANCED	227	0	781,735	134,221	0	0	0	0	0	0.0%
COMMUNITY OUTREACH	227	6,318	6,318	100	3,500	3,500	0	3,500	3,500	0.0%
COMPUTER LINES	230	172,465	218,058	186,709	195,000	195,000	146,317	200,250	200,250	2.7%
COMPUTER SOFTWARE<5000	235	54,053	12,186	21,316	19,000	19,000	15,360	21,100	21,100	11.1%
CONTRACT HAULING	242	0	0	0	1,000	1,000	5,000	1,000	1,000	0.0%
DINING & KITCHEN SUPPLIES	245	3,853	3,608	4,327	5,000	5,000	1,739	4,500	4,500	-10.0%
EDUCATION & TRAINING & CERT	250	96,373	92,051	137,707	180,155	180,155	87,040	176,305	176,305	-2.1%
ELECTRONICS DISPOSAL	251	0	0	0	1,000	1,000	0	1,000	1,000	0.0%
NON-USAR DEPLOYMENT COSTS	252	0	0	28,032	0	0	12,624	0	0	0.0%
TRAINING SUPPLIES/CONSUMABLES	254	0	0	0	0	0	0	4,000	4,000	100.0%
FACILITIES MANAGEMENT	255	13,583	2,000	1,163	3,000	3,000	0	0	0	-100.0%
FOOD PROVISIONS	260	75,414	32,945	30,818	45,800	45,800	30,987	52,600	52,600	14.8%
GASOLINE, DIESEL OIL & GREASE	265	437,990	435,794	479,977	445,000	445,000	342,580	500,000	500,000	12.4%
GRANT EXPENDITURES	266	140,056	58,536	99,575	0	43,807	45,270	0	0	0.0%
HEAT & FUEL	270	126,489	136,386	126,654	130,000	130,000	88,193	130,000	130,000	0.0%
HONOR GUARD/PIPE & DRUM BAND	272	-4,869	3,424	4,443	9,000	9,000	2,319	9,000	9,000	0.0%

	GL	ACTUAL FY15/16 10	ACTUAL FY16/17 10	ACTUAL FY17/18 10	BEGINNING FY18/19 10	FINAL FY18/19 10	ACTUAL (3/31) FY18/19 10	PROPOSED FY19/20 10	TENTATIVE FY19-20 10	% INCREASE BEGINNING FY19 to FY20 BUDGET
HOSTING SERVICES	274	0	0	0	45,000	45,000	31,800	51,000	51,000	13.3%
IDENTIFICATION SUPPLIES	275	31,195	16,785	9,610	10,500	10,500	8,775	17,000	17,000	61.9%
JANITORIAL SUPP & SERV	280	47,457	61,388	54,869	50,000	50,000	60,379	53,500	53,500	7.0%
LIABILITY INSURANCE	290	245,528	409,375	417,051	450,000	450,000	441,923	472,500	472,500	5.0%
MIDA	292	312	318	0	0	0	0	0	0	0.0%
INTERGOVERNMENTAL	293	4,000	4,148	11,623	4,000	4,000	0	4,000	4,000	0.0%
STATE WILDLAND MITIGATION PROGRAM	294	0	139,290	0	0	0	0	0	0	0.0%
LIGHT & POWER	295	346,190	345,001	286,854	315,000	315,000	186,974	300,000	300,000	-4.8%
MAINT. & REPAIR OF FIRE HYDRANTS	300	34,273	62,096	34,832	0	0	0	0	0	0.0%
MAINT. OF MACHINERY & EQUIP	305	141,879	152,811	107,696	146,000	146,000	35,085	140,500	140,500	-3.8%
MAINT. OF BUILDING & GROUNDS	315	306,715	121,515	266,453	255,000	255,000	142,718	322,500	322,500	26.5%
MAINT. OF OFFICE EQUIPMENT	325	5,003	1,470	0	2,000	2,000	0	2,000	2,000	0.0%
MAINTENANCE OF SOFTWARE	330	303,391	341,576	342,885	422,850	422,850	315,597	426,900	436,900	3.3%
MEDICAL SUPPLIES	335	515,549	541,454	530,123	508,000	508,000	357,225	508,500	508,500	0.1%
MISCELLANEOUS RENTAL	340	24,492	27,746	34,613	35,000	35,000	20,310	30,000	30,000	-14.3%
OFFICE SUPPLIES	345	54,616	51,913	53,894	54,750	54,750	36,688	41,700	41,700	-23.8%
PROFESSIONAL FEES	350	644,642	667,991	632,023	694,785	787,285	519,629	1,397,575	1,397,575	101.2%
MEDICAID ASSESSMENT (AMBULANCE)	355	251,868	279,534	284,609	300,000	300,000	158,814	350,000	350,000	16.7%
POSTAGE	365	8,744	10,268	7,710	13,450	13,450	4,579	11,100	11,100	-17.5%
PRINTING CHARGES	370	17,889	5,982	8,705	17,998	17,998	14,165	18,800	18,800	4.5%
MEDICAL SERVICES	380	171,540	195,243	206,551	163,500	163,500	105,141	160,300	160,300	-2.0%
RENT OF BUILDINGS	385	146,369	146,671	146,670	147,000	147,000	122,225	147,000	147,000	0.0%
SANDY CONTRACT	390	828,125	840,962	861,047	0	0	0	0	0	0.0%
SANITATION	400	32,231	36,086	35,495	32,000	32,000	19,080	32,000	32,000	0.0%
SMALL EQUIP. NONCAP	410	1,011,143	764,818	494,134	518,722	519,722	282,811	472,639	472,639	-8.9%
SMALL EQUIP. - STATION STARTUPS	411	0	0	0	0	0	0	0	0	0.0%
PHOTO EQUIPMENT	412	504	0	6,219	1,000	1,000	393	1,000	1,000	0.0%
EVENT MEDIC	413	11,824	0	0	0	0	0	0	0	0.0%
CANINE EXPENSES	414	0	5,478	5,248	5,000	5,000	1,640	5,000	5,000	0.0%
MEMBERSHIPS & SUBSCRIPTIONS	415	35,938	44,457	41,269	43,125	43,125	29,336	47,290	47,290	9.7%
TELEPHONE	420	158,468	169,869	104,468	95,500	95,500	68,149	77,500	77,500	-18.8%
TELEPHONE- CELLULAR	421	176,777	159,965	189,255	183,000	183,000	82,164	193,500	193,500	5.7%
TRAVEL & TRANSPORTATION	425	240,760	114,445	114,123	120,000	120,000	65,780	120,000	120,000	0.0%
MILEAGE REIMBURSEMENT	426	0	1,303	1,083	2,000	2,000	837	2,000	2,000	0.0%
TUITION REIMBURSEMENT	427	72,246	65,372	51,643	60,000	60,000	34,002	60,000	60,000	0.0%
UCANN	428	192,843	160,456	0	45,000	45,000	0	45,000	45,000	0.0%
VECC/DISPATCH FEES	435	778,784	852,767	749,572	758,700	758,700	740,944	741,550	741,550	-2.3%
VEHICLE MAINTENANCE	440	795,185	870,975	688,267	850,000	850,000	530,929	825,000	825,000	-2.9%
VISUAL & AUDIO AIDS	450	444	860	2,238	4,000	4,000	597	2,500	2,500	-37.5%
WATER & SEWER	455	76,249	82,152	78,550	78,700	78,700	62,588	85,200	85,200	8.3%
REIMBURSEMENTS DUE TO UFA	800	0	0	0	12,000	12,000	16,466	24,000	24,000	100.0%
TRAINING PROPS - NONCAP	503	2,202	7,847	226	25,000	25,000	0	18,000	18,000	-28.0%
TOTAL NON PERSONNEL EXPENDITURES		9,600,941	10,126,086	8,870,917	8,309,339	8,470,646	5,762,768	9,159,647	9,169,647	10.4%
DEBT SERVICE EXPENDITURES										
CAPITAL LEASE PAYMENTS	221	3,956,848	2,652,765	2,711,414	3,300,002	3,312,497	3,312,497	3,235,730	3,235,730	-1.9%
INTEREST EXPENSE	277	138,120	413,528	116,139	286,384	286,384	267,252	358,675	358,675	25.2%
WAREHOUSE LOAN	437	97,475	101,446	340,186	109,881	109,881	81,998	114,357	114,357	4.1%
TOTAL DEBT SERVICE EXPENDITURES		4,192,442	3,167,739	3,167,739	3,696,267	3,708,762	3,661,747	3,708,762	3,708,762	0.3%
CAPITAL OUTLAY EXPENDITURES										
CAPITAL OUTLAY - CASH	216	1,070,032	98,181	132,590	21,995	882,076	805,670	0	0	-100.0%
CAPITAL OUTLAY - FINANCED	217	16,203,198	2,803,026	33,767	0	20,455	0	0	0	0.0%
CAPITAL OUTLAY - FLEET MAINT	218	0	96,026	-16,340	150,000	150,000	34,983	150,000	150,000	0.0%
COMPUTER SOFTWARE>5000	236	596,444	187,943	58,717	20,000	20,000	0	0	0	-100.0%
CAPITAL OUTLAY - TRAINING PROPS	502	26,948	42,381	22,455	30,000	30,000	23,465	39,000	39,000	30.0%
TOTAL CAPITAL OUTLAY EXPENDITURES		17,896,621	3,227,557	231,190	221,995	1,102,531	864,118	189,000	189,000	-14.9%
TOTAL EXPENDITURES		82,032,429	68,953,418	64,161,257	66,573,335	67,644,146	47,976,362	69,880,113	70,453,824	5.8%
TRANSFERS IN/(OUT)										
TRANSFER IN FROM SPECIAL REV FUND	1034100	100,000	100,000	100,000	125,000	125,000	125,000	145,000	145,000	16.0%
TRANSFER TO WILDLAND	1080200	0	-21,391	-21,391	-100,000	-100,000	-100,000	-100,000	-100,000	0.0%
TRANSFER TO FIRE CAPITAL REPLACEMENT FUND	1080100	-45,295	0	0	0	-569,154	-206,360	0	0	0.0%
NET TRANSFERS IN/(OUT)		54,705	78,609	78,609	25,000	-544,154	-181,360	45,000	45,000	80.0%
FUND BALANCE CREDIT TOWARD MEMBER FEE										
CONTRIBUTION TO CAPITAL REPLACEMENT FUND	1080100	0	0	0	0	0	0	-1,223,812	-1,165,896	100.0%
CONTRIBUTION/(APPROPRIATION) OF NET ASSETS		2,024,801	-1,525,669	1,889,744	-2,397,239	-2,994,883	1,011,188	-2,573,993	-2,583,993	7.8%
ENDING UNASSIGNED FUND BALANCE							Ending Fund 8.5% Revenue	5,717,195	5,765,111	8.50%
							Ending Fund	5,717,195	5,765,111	8.50%

CAMP WILLIAMS

		ACTUAL	ACTUAL	ACTUAL	BEGINNING	FINAL	ACTUAL (3/31)	PROPOSED	TENTATIVE	% INCREASE
	GL	FY15-16	FY16-17	FY17-18	FY18-19	FY18-19	FY18-19	FY19-20	FY19-20	BEGINNING
		Camp Will 85	Camp Will 85	Camp Will 85	Camp Will 85	Camp Will 85	Camp Will 85	Camp Will 85	Camp Will 85	FY19 to FY20
										BUDGET
PROJECTED BEGINNING NET ASSETS								0		
REVENUE										
CAMP WILLIAMS CONTRACT	NEW	480,000	480,000	529,313	557,000	593,480	454,230	566,290	566,290	1.7%
MISC REVENUE	2039510	0	0	0	0	0	0	0	0	0.0%
WILDLAND REIMBURSEMENTS	2031100	11,336	177,320	190,990	100,000	100,000	97,623	100,000	100,000	0.0%
TOTAL REVENUE		491,336	657,320	720,303	657,000	693,480	551,853	666,290	666,290	1.4%
PERSONNEL EXPENDITURES										
SALARIES	100	258,176	311,928	301,718	372,000	372,000	208,654	277,252	277,252	-25.5%
OVERTIME	120	90,277	121,346	118,874	65,000	101,480	117,738	115,000	115,000	76.9%
BENEFITS	130	46,854	64,364	59,053	1,000	1,000	0	1,000	1,000	0.0%
HEALTH AND DENTAL INSURANCE	132	0	0	0	21,461	21,461	13,420	9,607	9,607	-55.2%
RETIREMENT	133	0	0	0	27,472	27,472	18,495	28,649	28,649	4.3%
PAYROLL TAX	134	0	0	0	12,767	12,767	19,770	26,986	26,986	111.4%
WORKERS COMP	135	7,792	18,331	10,737	17,500	17,500	4,954	7,102	7,102	-59.4%
UNIFORM ALLOWANCE	140	877	840	840	600	600	875	1,344	1,344	124.0%
UNEMPLOYMENT INSURANCE	145	4,752	750	17,165	5,000	5,000	15,201	12,500	12,500	150.0%
TOTAL PERSONNEL EXPENDITURES		408,728	517,558	508,387	522,800	559,280	399,108	479,440	479,440	-8.3%
NON PERSONNEL EXPENDITURES										
BOOKS & PUBLICATIONS	215	0	79	63	300	300	0	200	200	-33.3%
CLOTHING PROVISIONS	219	0	3,319	9,883	3,500	3,500	383	11,500	11,500	228.6%
COMMUNICATION EQUIP NONCAP	220	0	0	0	0	0	0	15,000	15,000	100.0%
COMPUTER COMPONENTS	220	0	0	0	0	0	1,527	0	0	0.0%
EDUCATION, TRAINING & CERT	250	0	80	0	500	500	0	500	500	0.0%
FOOD PROVISIONS	260	995	185	72	500	500	106	500	500	0.0%
GASOLINE, DIESEL, OIL & GREASE	265	0	0	519	1,000	1,000	8,771	15,000	15,000	1400.0%
GRANT EXPENDITURES	266	494	0	0	0	0	0	0	0	0.0%
MAINT OF BLDGS & GROUNDS	315	51,179	416	110	1,500	1,500	0	1,000	1,000	-33.3%
MISCELLANEOUS RENTAL	340	0	104	0	0	0	0	0	0	0.0%
OFFICE SUPPLIES	345	0	733	300	500	500	218	500	500	0.0%
POSTAGE	365	0	211	14	0	0	0	0	0	0.0%
SMALL EQUIP. NONCAP	410	57,099	12,530	31,933	45,000	45,000	10,236	30,000	30,000	-33.3%
MEMBERSHIPS & SUBSCRIPTIONS	415	0	435	388	400	400	107	400	400	0.0%
TELEPHONE	420	0	0	0	0	0	423	2,400	2,400	100.0%
TRAVEL & TRANSPORTATION	425	1,833	167	4,286	5,000	5,000	209	2,000	2,000	-60.0%
VEHICLE MAINTENANCE	440	0	794	8,860	1,500	1,500	22,573	21,000	21,000	1300.0%
TOTAL NON PERSONNEL EXPENDITURES		111,598	19,054	56,428	59,700	59,700	44,552	100,000	100,000	67.5%
DEBT SERVICE										
CAPITAL LEASE PAYMENTS	221	98,873	64,324	65,887	0	0	0	0	0	0.0%
INTEREST EXPENSE	277	5,535	3,164	1,601	0	0	0	0	0	0.0%
TOTAL DEBT SERVICE		104,408	67,488	67,488	0	0	0	0	0	0.0%
CONTRIBUTION TO FUND BALANCE										
CAPITAL OUTLAY - MACH & EQUIP	216	35,169	-40,315	0	74,500	74,500	56,790	0	0	-100.0%
CONTRIBUTION TO FUND BALANCE	NEW	0	0	0	0	0	0	86,850	86,850	100.0%
TOTAL EXPENDITURES		659,902	563,786	632,303	657,000	693,480	500,450	666,290	666,290	1.4%
NET EFFECT ON UFA WILDLAND FUND BUDGET		-168,566	93,534	88,000	0	0	51,402	0	0	0.0%
PROJECTED ENDING NET ASSETS								0	0	

WILDLAND

		ACTUAL	ACTUAL	ACTUAL	BEGINNING	FINAL	ACTUAL (3/31)	PROPOSED	TENTATIVE	% INCREASE
	GL	FY15-16	FY16-17	FY17-18	FY18-19	FY18-19	FY18-19	FY19-20	FY19-20	BEGINNING
		WL 97	FY19 to FY20							
										BUDGET
PROJECTED BEGINNING NET ASSETS						612,816		430,000	430,000	
REVENUE										
WILDLAND REIMBURSEMENTS	2031100	2,292,261	0	0	0	0	0	0	0	0.0%
WL REIMBURSEMENTS - HAND CREW	2031100	0	2,018,487	905,751	765,000	765,000	916,836	850,000	850,000	11.1%
WL REIMBURSEMENTS - ENGINE 301	2031110	0	58,943	23,365	20,000	20,000	102,196	250,000	250,000	1150.0%
WL REIMBURSEMENTS - ENGINE 302	2031115	0	0	283,228	215,000	215,000	275,057	250,000	250,000	16.3%
WL REIMBURSEMENTS - SINGLE RESOURCE	2031120	0	187,743	844,839	800,000	800,000	558,887	600,000	600,000	-25.0%
DONATIONS	2031350	0	1,145	0	0	1,826	1,826	0	0	0.0%
GRANTS	NEW	0	0	0	0	0	0	64,000	64,000	100.0%
INTEREST	2039105	0	935	5,126	0	0	0	0	0	0.0%
DISPOSAL OF CAPITAL ASSETS	2039150	0	0	2,500	0	0	0	0	0	0.0%
TOTAL REVENUE		2,292,261	2,267,253	2,064,809	1,800,000	1,801,826	1,854,802	2,014,000	2,014,000	11.9%
PERSONNEL EXPENDITURES										
SALARIES	100	335,173	341,144	466,728	450,236	450,236	418,785	567,359	567,359	26.0%
OVERTIME	120	1,213,277	1,220,102	1,078,824	900,000	900,000	908,369	1,000,000	1,000,000	11.1%
OTHER EMPLOYEE BENEFITS	130	125,667	84,899	112,655	1,000	1,000	281	960	960	-4.0%
HEALTH/DENTAL INSURANCE	132	0	0	0	27,404	27,404	21,480	55,880	55,880	103.9%
RETIREMENT	133	0	0	0	38,645	38,645	32,530	66,375	66,375	71.8%
PAYROLL TAX	134	0	0	0	20,951	20,951	58,424	47,294	47,294	125.7%
WORKERS COMP	135	45,336	42,880	36,174	39,000	39,000	7,129	16,787	16,787	-57.0%
UNIFORM ALLOWANCE	140	1,593	1,295	1,365	2,520	2,520	1,085	2,856	2,856	13.3%
UNEMPLOYMENT INSURANCE	145	17,196	49,511	23,924	20,000	20,000	8,252	25,000	25,000	25.0%
TOTAL PERSONNEL EXPENDITURES		1,738,242	1,739,833	1,719,670	1,499,756	1,499,756	1,456,335	1,782,511	1,782,511	18.9%
NON PERSONNEL EXPENDITURES										
AWARDS & BANQUET	207	5,827	3,903	2,480	3,500	5,326	4,093	5,000	5,000	42.9%
BOOKS & PUBLICATIONS	215	0	79	3,057	750	750	998	1,000	1,000	33.3%
CLOTHING PROVISIONS	219	14,939	6,179	14,058	30,000	30,000	8,480	35,000	35,000	16.7%
COMMUNICATION EQUIP NONCAP	220	430	200	0	2,500	2,500	341	12,000	12,000	380.0%
COMPUTER COMPONENTS	225	0	1,985	3,461	7,000	7,000	0	3,000	3,000	-57.1%
COMPUTER LINES	230	0	0	306	2,200	2,200	357	600	600	-72.7%
COMPUTER SOFTWARE <5000	235	0	379	512	1,000	1,000	0	1,000	1,000	0.0%
EDUCATION, TRAINING & CERT	250	0	70	2,975	1,500	1,500	1,000	1,500	1,500	0.0%
FOOD PROVISIONS	260	1,568	6,352	11,722	7,700	7,700	3,831	25,000	25,000	224.7%
GASOLINE, DIESEL, OIL & GREASE	265	15,896	19,923	19,714	15,000	15,000	16,860	30,000	30,000	100.0%
HEAT & FUEL	270	0	0	782	1,500	1,500	760	1,000	1,000	-33.3%
JANITORIAL SUPP & SERV	280	0	40	90	500	500	35	500	500	0.0%
LIGHT & POWER	295	0	0	1,041	900	900	1,407	2,500	2,500	177.8%
MAINT. OF MACHINERY & EQUIP	305	298	1,088	453	500	500	460	3,500	3,500	600.0%
MAINT. OF BUILDING & GROUNDS	315	2,252	6	5,976	15,000	15,000	7,450	2,500	2,500	-83.3%
MEDICAL SUPPLIES	335	0	1,122	4,210	1,500	1,500	0	1,500	1,500	0.0%
MISCELLANEOUS RENTAL	340	2,971	1,388	8,174	0	0	2,369	2,845	2,845	100.0%
OFFICE SUPPLIES	345	176	365	1,824	500	500	312	1,000	1,000	100.0%
PROFESSIONAL FEES	350	0	0	0	0	0	0	1,825	1,825	100.0%
POSTAGE	365	0	64	7	50	50	5	50	50	0.0%
PHYSICAL EXAMS	380	0	0	0	10,850	10,850	0	12,525	12,525	15.4%
SANITATION	400	316	357	4,085	1,500	1,500	131	1,000	1,000	-33.3%
SMALL EQUIP. NONCAP	410	19,738	9,671	29,702	39,000	39,000	10,765	36,000	36,000	-7.7%
MEMBERSHIPS & SUBSCRIPTIONS	415	0	266	1,034	500	500	654	1,000	1,000	100.0%
TELEPHONE	420	5,037	3,650	10,537	7,500	7,500	2,181	7,000	7,000	-6.7%
TRAVEL & TRANSPORTATION	425	133,551	162,036	133,425	125,000	125,000	91,330	115,000	115,000	-8.0%
VEHICLE MAINTENANCE	440	17,382	29,916	31,456	20,000	20,000	33,496	35,000	35,000	75.0%
WATER & SEWER	455	0	0	285	2,500	2,500	516	850	850	-66.0%
MISC FIRE REIMBURSEMENTS DUE	810	0	2,000	0	0	0	0	0	0	0.0%
DEPRECIATION EXPENSE	901	0	0	60,692	0	0	0	0	0	0.0%
TOTAL NON PERSONNEL EXPENDITURES		220,381	251,040	352,058	298,450	300,276	187,830	339,695	339,695	13.8%
CAPITAL OUTLAY										
CAPITAL OUTLAY-MACH. & EQUIP.	216	-25,333	64,199	-2	10,000	10,000	0	0	0	-100.0%
TOTAL CAPITAL OUTLAY		-25,333	64,199	-2	10,000	10,000	0	0	0	-100.0%
DEBT SERVICE										
CAPITAL LEASE PAYMENTS	221	0	0	0	84,737	84,737	84,737	86,449	86,449	2.0%
INTEREST EXPENSE	906	0	9,550	7,889	7,057	7,057	7,057	5,345	5,345	-24.3%
TOTAL DEBT SERVICE		0	9,550	7,889	91,794	91,794	91,794	91,794	91,794	0.0%
TOTAL EXPENDITURES		1,933,290	2,064,621	2,079,615	1,900,000	1,901,826	1,735,960	2,214,000	2,214,000	16.5%
TRANSFERS IN/(OUT)										
TRANSFER IN FROM GENERAL FUND	2031150	0	21,391	92,000	100,000	100,000	100,000	100,000	100,000	0.0%
		0	21,391	92,000	100,000	100,000	100,000	100,000	100,000	0.0%
NET EFFECT ON UFA WILDLAND FUND BUDGET		358,971	224,023	77,194	0	0	218,842	-100,000	-100,000	100.0%
PROJECTED ENDING NET ASSETS						612,816		330,000	330,000	

EMERGENCY MANAGEMENT

	GL	ACTUAL FY15-16 ES 40	ACTUAL FY16-17 ES 40	ACTUAL FY17-18 ES 40	BEGINNING FY18-19 ES 40	FINAL FY18-19 ES 40	ACTUAL (3/31) FY18-19 ES 40	PROPOSED FY19-20 ES 40	TENTATIVE FY19-20 ES 40	% INCREASE BEGINNING FY19 to FY20 BUDGET
PROJECTED BEGINNING FUND BALANCE								987,000	1,238,000	
REVENUE										
FEDERAL GRANTS	4033200	137,501	175,665	133,888	100,000	145,810	50,000	155,000	155,000	55.0%
FEDERAL GRANTS - CCTA NEW		0	0	14,680	474,011	474,011	63,258	967,000	967,000	104.0%
MISC INTERGOVERNMENTAL	4034200	5,861	55,056	155,331	55,000	55,000	27,528	0	0	-100.0%
SALT LAKE COUNTY FEES	4034300	1,911,824	2,038,989	2,151,305	2,186,457	2,286,330	2,286,330	2,386,203	2,386,203	9.1%
SLRIMT REIMBURSEMENTS	4035500	0	14,420	0	0	0	0	0	0	0.0%
INTEREST	4039105	197	309	3,430	0	0	20,963	20,000	20,000	100.0%
SALE OF CAPITAL ASSETS	4039160	3,076	0	17,500	0	0	0	0	0	0.0%
SALE OF MATERIALS	4039160	0	0	5,845	0	0	2,010	0	0	0.0%
USAR REIMBURSEMENTS	4039400	0	20,320	0	0	0	0	0	0	0.0%
MISC REVENUE	4039510	0	1,581	1,101	0	0	644	0	0	0.0%
TOTAL REVENUE		2,058,459	2,306,339	2,483,080	2,815,468	2,961,151	2,450,733	3,528,203	3,528,203	25.3%
PERSONNEL EXPENDITURES										
SALARIES	100	681,790	673,776	639,755	658,850	723,850	453,134	802,554	807,683	22.6%
OVERTIME	120	63,544	107,437	107,901	125,000	125,000	87,050	140,000	140,000	12.0%
OTHER BENEFITS	130	267,389	268,660	237,463	5,000	7,000	3,447	4,836	4,836	-3.3%
MEDICAL/DENTAL/LIFE INSURANCE	132	0	0	0	100,188	104,664	56,259	125,235	125,235	25.0%
RETIREMENT CONTRIBUTIONS	133	0	0	0	136,031	145,835	97,568	177,755	178,926	31.5%
PAYROLL TAX	134	0	0	0	21,244	39,837	20,304	38,624	38,624	81.8%
WORKERS COMP	135	17,764	11,258	17,853	27,786	27,786	7,533	13,829	13,829	-50.2%
UNIFORM ALLOWANCE	140	5,829	5,660	5,475	6,360	6,360	3,195	4,920	4,920	-22.6%
VAC/SICK PAYOUTS	160	0	36,551	11,577	0	0	3,377	0	0	0.0%
SALARIES - CCTA	191	0	0	0	87,296	87,296	28,875	66,027	66,027	-24.4%
OVERTIME - CCTA	192	0	0	8,666	300,000	300,000	29,813	127,000	127,000	-57.7%
BENEFITS - CCTA	193	0	0	215	46,715	46,715	16,904	64,495	64,495	38.1%
TOTAL PERSONNEL EXPENDITURES		1,036,316	1,103,342	1,028,905	1,514,470	1,614,343	807,459	1,565,275	1,571,575	3.8%
NON PERSONNEL EXPENDITURES										
BOOKS & PUBLICATIONS	215	420	0	82	1,000	1,000	200	1,000	1,000	0.0%
CLOTHING PROVISIONS	219	4,405	6,485	2,339	15,000	15,000	2,900	5,000	5,000	-66.7%
COMMUNICATION EQUIP NONCAP	220	400	24,121	45,065	36,300	16,300	8,486	5,000	5,000	-86.2%
COMMUNITY OUTREACH	222	0	6,764	997	15,000	15,000	8,719	12,450	12,450	-17.0%
COMPUTER COMPONENTS	225	1,297	44,060	27,971	40,000	40,000	51,832	29,500	29,500	-26.3%
COMPUTER LINES	230	5,926	14,135	14,125	24,500	24,500	14,100	24,000	24,000	-2.0%
COMPUTER SOFTWARE-5000	235	3,263	7,966	5,488	5,000	5,000	3,820	9,000	9,000	80.0%
EDUCATION & TRAINING & CERT	250	1,407	3,139	10,898	32,000	32,000	11,057	25,000	25,000	-21.9%
EOC ACTIVATION RELATED	251	0	0	104	25,000	25,000	9,141	10,000	10,000	-60.0%
FACILITIES MANAGEMENT	255	23,735	5,315	19,423	10,000	10,000	15,492	20,000	20,000	100.0%
FOOD PROVISIONS	260	15,265	13,990	33,274	25,000	25,000	15,385	20,000	20,000	-20.0%
GASOLINE, DIESEL, OIL & GREASE	265	24,163	20,602	15,309	25,000	25,000	12,617	18,000	18,000	-28.0%
GRANT EXPENDITURES	266	20,000	87,491	30,188	1,500	47,310	11,182	74,000	74,000	4833.3%
GRANT EXPENDITURES - CCTA	268	0	0	19,116	40,000	40,000	15,054	709,478	709,478	1673.7%
SAFE PROGRAM SUPPLIES (SLCO)	269	0	0	100,782	0	0	0	0	0	0.0%
HEAT & FUEL	270	22,304	9,675	4,917	25,000	25,000	3,889	21,500	21,500	-14.0%
IDENTIFICATION SUPPLIES	275	0	0	468	1,000	1,000	0	1,000	1,000	0.0%
JANITORIAL SUPP & SERV	280	36,029	23,152	22,160	35,000	35,000	19,259	20,500	20,500	-41.4%
LIABILITY INSURANCE	290	20,000	0	0	0	0	0	0	0	0.0%
LIGHT & POWER	295	64,227	60,487	48,979	70,000	70,000	31,092	50,000	50,000	-28.6%
MAINT. OF MACHINERY & EQUIP	305	0	238	180	1,000	1,000	1,361	9,000	9,000	800.0%
MAINT. OF BUILDING & GROUNDS	315	32,862	21,716	19,172	75,000	75,000	27,181	33,500	33,500	-55.3%
MAINT. OF OFFICE EQUIPMENT	325	3,697	2,108	499	10,000	10,000	75	34,000	34,000	240.0%
MAINTENANCE OF SOFTWARE	330	5,309	14,365	35,058	96,000	94,000	76,848	98,000	98,000	2.1%
MISCELLANEOUS RENTAL	340	80	60	710	5,000	5,000	880	0	0	-100.0%
OFFICE SUPPLIES	345	8,328	4,744	9,605	15,000	15,000	7,390	10,000	10,000	-33.3%
PROFESSIONAL FEES	350	695	8,663	12,836	55,000	37,000	24,232	130,000	130,000	136.4%
POSTAGE	365	94	0	37	100	100	89	0	0	-100.0%
PRINTING CHARGES	370	2,732	5,080	13,779	12,000	12,000	1,517	10,000	10,000	-16.7%
SANITATION	400	1,440	804	600	1,000	1,000	400	1,500	1,500	50.0%
SMALL EQUIP. NONCAP	410	76,374	118,470	195,936	142,798	112,023	87,299	50,000	43,700	-69.4%
MEMBERSHIPS & SUBSCRIPTIONS	415	2,106	5,154	6,994	6,800	6,800	6,647	7,000	7,000	2.9%
TELEPHONE	420	70,645	70,172	53,478	70,000	70,000	17,614	25,500	25,500	-63.6%
TELEPHONE-CELLULAR	421	17,653	20,628	24,891	25,000	25,000	10,424	25,000	25,000	0.0%
TRAVEL & TRANSPORTATION	425	20,503	11,654	33,649	50,000	35,000	24,462	30,000	30,000	-40.0%
VEHICLE MAINTENANCE	440	6,141	2,252	7,791	10,000	10,000	4,859	8,000	8,000	-20.0%
WATER & SEWER	455	8,729	7,063	4,367	10,000	10,000	3,982	7,000	7,000	-30.0%
TOTAL NON PERSONNEL EXPENDITURES		500,228	620,553	821,267	1,010,998	971,033	529,485	1,533,928	1,527,628	51.1%
CAPITAL OUTLAY EXPENDITURES										
CAPITAL OUTLAY-MACH. & EQUIP.	216	37,300	97,203	96,913	100,000	324,175	347,815	170,000	502,600	402.6%
COMPUTER SOFTWARE-5000	236	0	0	8,895	25,000	25,000	0	54,000	54,000	116.0%
TOTAL CAPITAL OUTLAY EXPENDITURES		37,300	97,203	105,808	125,000	349,175	347,815	224,000	556,600	345.3%
TOTAL EXPENDITURES		1,573,845	1,821,098	1,955,980	2,650,468	2,934,551	1,684,759	3,323,203	3,655,803	37.9%
OTHER FINANCING SOURCES/(USES)										
CONTRIB TO FIRE OPS	237	-100,000	-100,000	-100,000	-125,000	-125,000	-125,000	-145,000	-145,000	16.0%
TRANSFER TO CAPITAL PROJECTS FUND	4045100	-3,076	-40,000	-57,500	-40,000	-40,000	-40,000	-60,000	-60,000	50.0%
CONTRIB TO FUND BALANCE		0	0	0	0	0	0	0	0	0.0%
NET TRANSFERS IN/(OUT)		-103,076	-140,000	-157,500	-165,000	-165,000	-165,000	-205,000	-205,000	24.2%
CONTRIBUTION/(APPROPRIATION) OF NET ASSETS		381,539	345,241	369,600	0	-138,400	600,974	0	-332,600	0.0%
PROJECTED ENDING FUND BALANCE								987,000	905,400	

FIRE CAPITAL REPLACEMENT

		ACTUAL	ACTUAL	ACTUAL	BEGINNING	FINAL	ACTUAL (3/31)	PROPOSED	TENTATIVE	% INCREASE
	GL	FY15-16	FY16-17	FY17-18	FY18-19	FY18-19	FY18-19	FY19-20	FY19-20	BEGINNING
		Fire Cap 55	Fire Cap 55	Fire Cap 55	Fire Cap 55	Fire Cap 55	Fire Cap 55	Fire Cap 55	Fire Cap 55	FY19 to FY20
PROJECTED BEGINNING FUND BALANCE								1,834,000	1,834,000	
REVENUE										
SALE OF CAPITAL ASSETS	55-39-150	0	0	94,086	0	638,120	652,362	0	0	0.0%
INTEREST INCOME	55-31-820	6,997	12,127	22,700	12,000	12,000	37,550	50,000	50,000	316.7%
TOTAL REVENUE		6,997	12,127	116,786	12,000	650,120	689,912	50,000	50,000	316.7%
NONCAPITAL EXPENDITURES										
NONCAPITAL EXPENDITURES	300	0	0	0	0	0	98,173	170,840	170,840	100.0%
BANK FEES	352	0	0	0	0	2,825	1,250	1,575	1,575	100.0%
TOTAL NONCAPITAL EXPENDITURES		0	0	0	0	2,825	99,423	172,415	172,415	100.0%
CAPITAL OUTLAY										
CAPITAL OUTLAY - LIGHT FLEET	200	0	0	0	1,000,000	1,000,000	68,502	0	0	-100.0%
CAPITAL OUTLAY - HEAVY FLEET	210	0	0	0	2,648,770	2,648,770	2,254,605	0	0	-100.0%
CAPITAL OUTLAY - COMMUNICATIONS EQUIPMENT	220	0	0	0	0	0	0	0	0	0.0%
CAPITAL OUTLAY - COMPUTER EQUIPMENT	230	0	0	0	63,900	63,900	1,186,813	63,900	63,900	0.0%
CAPITAL OUTLAY - MEDICAL EQUIPMENT	240	0	0	0	1,350,000	1,350,000	558,329	0	0	-100.0%
CAPITAL OUTLAY - STATION EQUIPMENT	250	0	0	0	711,000	711,000	0	66,950	66,950	-90.6%
CAPITAL OUTLAY - BUILDINGS & IMPROVEMENTS	260	0	0	0	130,000	130,000	0	0	65,400	-49.7%
TOTAL CAPITAL OUTLAY		0	0	0	5,903,670	5,903,670	4,068,249	130,850	196,250	-96.7%
TOTAL EXPENDITURES		0	0	0	5,903,670	5,906,495	4,167,672	303,265	368,665	-93.8%
OTHER FINANCING SOURCES/(USES)										
TRANSFER FROM GENERAL FUND	55-31-810	45,295	0	569,154	0	0	0	1,223,812	1,165,896	100.0%
PROCEEDS FROM ISSUANCE OF DEBT	55-31-830	0	0	0	5,228,670	5,231,495	5,231,495	0	0	-100.0%
CONTRIBUTION TO FUND BALANCE	55-40-910	0	0	0	0	-638,120	0	0	0	0.0%
NET TRANSFERS		45,295	0	569,154	5,228,670	4,593,375	5,231,495	1,223,812	1,165,896	-77.7%
NET EFFECT ON FIRE CAPITAL FUND BUDGET		52,292	12,127	685,940	-663,000	-663,000	1,753,735	970,547	847,231	-227.8%
PROJECTED ENDING FUND BALANCE								2,804,547	2,681,231	

EMERGENCY MANAGEMENT CAPITAL REPLACEMENT

	GL	ACTUAL FY15-16 EM Cap 56	ACTUAL FY16-17 EM Cap 56	ACTUAL FY17-18 EM Cap 56	BEGINNING FY18-19 EM Cap 56	FINAL FY18-19 EM Cap 56	YTD ACT (3/27) FY18-19 EM Cap 56	PROPOSED FY19-20 EM Cap 56	TENTATIVE FY19-20 EM Cap 56	% INCREASE BEGINNING FY19 to FY20 BUDGET
PROJECTED BEGINNING FUND BALANCE								63,050	63,050	
REVENUE										
SALE OF CAPITAL ASSETS	NEW	0	0	0	0	0	0	0	0	0.0%
INTEREST INCOME	56-31-820	0	0	0	0	0	0	0	0	0.0%
TOTAL REVENUE		0	0	0	0	0	0	0	0	0.0%
CAPITAL OUTLAY										
CAPITAL OUTLAY - LIGHT FLEET	200	36,703	36,642	0	42,000	82,000	38,024	60,000	60,000	42.9%
TOTAL CAPITAL OUTLAY		36,703	36,642	0	42,000	82,000	38,024	60,000	60,000	42.9%
TRANSFERS IN/(OUT)										
TRANSFER FROM EMERGENCY MANAGEMENT FUND	56-31-810	3,076	40,000	57,500	40,000	40,000	40,000	60,000	60,000	50.0%
CONTRIBUTION TO FUND BALANCE	56-40-210	0	0	0	0	0	0	0	0	0.0%
NET TRANSFERS		3,076	40,000	57,500	40,000	40,000	40,000	60,000	60,000	50.0%
NET EFFECT ON EM CAPITAL FUND BUDGET		-33,627	3,358	57,500	-2,000	-42,000	1,976	0	0	-100.0%
PROJECTED ENDING FUND BALANCE								63,050	63,050	

UFA MEMBER FEE BREAKDOWN BY STATION - FY 19-20

STATION	STAFFING	REGIONAL COSTS ⁽¹⁾			TOTAL COST	UFSA		COTTONWOOD HEIGHTS		HOLLADAY		ALTA ⁽²⁾	
	ENGINES/TRUCKS	SERVICE DELIVERY ⁽³⁾	SUPPORT ⁽⁴⁾	CAPITAL REPLACEMENT		STATION %	AMOUNT	STATION %	AMOUNT	STATION %	AMOUNT	STATION %	AMOUNT
101	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
102	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
103	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
104	1,678,012	226,833	473,040	154,532	2,532,417	29.26%	740,985	0	70.74%	1,791,432	0	0	0
106	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
108	1,285,899	226,833	473,040	154,532	2,140,304	100.00%	2,140,304	0	0	0	0	0	0
109	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
110	1,678,012	226,833	473,040	154,532	2,532,417	0.41%	10,383	86.90%	2,200,671	12.69%	321,364	0	0
111	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
112	1,678,012	226,833	473,040	154,532	2,532,417	81.98%	2,076,076	0.03%	763	17.99%	455,582	0	0
113	1,285,899	226,833	473,040	154,532	2,140,304	92.50%	1,979,781	0	0	0	7.50%	160,523	0
115	1,285,899	226,833	473,040	154,532	2,140,304	100.00%	2,140,304	0	0	0	0	0	0
116	1,285,899	226,833	473,040	154,532	2,140,304	9.66%	206,753	83.85%	1,794,645	6.49%	138,906	0	0
117A	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
117B	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
118	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
119	1,285,899	226,833	473,040	154,532	2,140,304	100.00%	2,140,304	0	0	0	0	0	0
121	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
123	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
124	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
125	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
126	1,678,012	226,833	473,040	154,532	2,532,417	100.00%	2,532,417	0	0	0	0	0	0
251	1,285,899	226,833	473,040	154,532	2,140,304	100.00%	2,140,304	0	0	0	0	0	0
252	1,285,899	226,833	473,040	154,532	2,140,304	100.00%	2,140,304	0	0	0	0	0	0
37,527,498					5,444,002	11,352,961	3,708,762	58,033,223	51,169,204	3,996,783	2,707,456	159,780	0.28%
					2,583,993			2,278,365	177,961	120,552	7,114		
Fund Balance Credit=													
					Member fee with credit	48,890,839	3,818,822	2,586,904	152,665	55,449,230			
					Current Member Fee	46,266,842	3,633,166	2,460,548	144,552	52,505,108			
					Increase (decrease) from curre	2,623,997	185,656	126,356	8,113				
					Percentage adjustment	5.67%	5.11%	5.14%	5.61%				

⁽¹⁾ REGIONAL COST = Total member fee costs (including station operating costs) minus engine and truck staffing divided by 24 Engine and Truck Companies

⁽²⁾ Alta 's rate is 7.5% of the cost to staff station 113 based on the money the UFA receives from SLCo for emergency response in the canyons.

⁽³⁾ The cost of providing service directly to the community. Includes the operation of the fire stations, Battalion and District Chiefs, Ambulances, PPE, Fire Prevention, Special Enforcement, USAR, Wildland, and Emergency Management. Logistics, Information Technology, and Information Outreach all have sections of their budget that are service delivery and support services

⁽⁴⁾ The actual functions that support service delivery. Administration, Finance, Human Resources, Training, Medical, and parts of Logistics, Information Outreach, and Information Technology

MEMBER FEE CHART - FY19/20

Division budgets broken out by each UFA Member

MEMBER FEE CHART - FY17/18	EXPENDITURES	REVENUE	MEMBER FEE	UFSA	COTTONWOOD	HOLLADAY	ALTA
			100%	88.17%	6.89%	4.67%	0.28%
Operations	\$46,715,333	\$9,664,214	\$37,051,119	\$32,668,809	\$2,551,717	\$1,728,550	\$102,010
Special Operations	\$102,318	\$0	\$102,318	\$90,216	\$7,047	\$4,773	\$282
Camp Williams	\$666,290	\$666,290	\$0	\$0	\$0	\$0	\$0
Fire Prevention	\$1,264,236	\$146,000	\$1,118,236	\$985,974	\$77,013	\$52,169	\$3,079
Fire Training	\$924,354	\$0	\$924,354	\$815,024	\$63,660	\$43,124	\$2,545
EMS	\$1,822,298	\$86,600	\$1,735,698	\$1,530,404	\$119,538	\$80,976	\$4,779
Special Enforcement	\$860,040	\$22,450	\$837,590	\$738,522	\$57,685	\$39,076	\$2,306
Urban Search and Rescue	\$642,906	\$612,794	\$30,112	\$26,550	\$2,074	\$1,405	\$83
Wildland	\$2,214,000	\$2,114,000	\$100,000	\$88,172	\$6,887	\$4,665	\$275
Emergency Management	\$3,383,203	\$3,528,203	(\$145,000)	(\$127,850)	(\$9,986)	(\$6,765)	(\$399)
Administration	\$2,504,061	\$114,864	\$2,389,197	\$2,106,609	\$164,544	\$111,463	\$6,578
Finance	\$2,595,850	\$1,064,593	\$1,531,257	\$1,350,144	\$105,458	\$71,438	\$4,216
Information Outreach	\$727,692	\$25,500	\$702,192	\$619,139	\$48,360	\$32,759	\$1,933
Human Resources	\$770,443	\$0	\$770,443	\$679,317	\$53,061	\$35,944	\$2,121
Logistics	\$6,486,931	\$638,586	\$5,848,345	\$5,156,618	\$402,776	\$272,844	\$16,102
Information Technology	\$1,328,600	\$0	\$1,328,600	\$1,171,457	\$91,501	\$61,983	\$3,658
Capital Replacement (Debt)	\$3,708,762	\$0	\$3,708,762	\$3,270,099	\$255,423	\$173,025	\$10,211
TOTAL COST	\$76,717,317	\$18,684,094	\$58,033,223	\$51,169,204	\$3,996,783	\$2,707,456	\$159,780
Less Excess Fund Balance			\$2,583,993	\$2,278,365	\$177,961	\$120,552	\$7,114
TOTAL MEMBER FEE			\$55,449,230	\$48,890,839	\$3,818,822	\$2,586,904	\$152,665

EXHIBIT B

WAGE SCHEDULES

**UNIFIED FIRE AUTHORITY
PROPOSED FIREFIGHTER PAY PLAN
FIRST PHASE
EFFECTIVE JULY 1 to DECEMBER 31, 2019**

		S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	
P	1	34,134	35,073	36,038	37,029	38,047	39,093	40,168	41,273	42,408	43,574	44,772	46,003	
P	2	35,099	36,064	37,056	38,075	39,122	40,198	41,303	42,439	43,606	44,805	46,037	47,303	
P	3	36,092	37,085	38,105	39,153	40,230	41,336	42,473	43,641	44,841	46,074	47,341	48,643	
P	4	37,113	38,134	39,183	40,261	41,368	42,506	43,675	44,876	46,110	47,378	48,681	50,020	
P	5	38,162	39,211	40,289	41,397	42,535	43,705	44,907	46,142	47,411	48,715	50,055	51,432	
P	6	39,241	40,320	41,429	42,568	43,739	44,942	46,178	47,448	48,753	50,094	51,472	52,887	
P	7	40,351	41,461	42,601	43,773	44,977	46,214	47,485	48,791	50,133	51,512	52,929	54,385	
P	8	41,492	42,633	43,805	45,010	46,248	47,520	48,827	50,170	51,550	52,968	54,425	55,922	
P	9	42,665	43,838	45,044	46,283	47,556	48,864	50,208	51,589	53,008	54,466	55,964	57,503	
P	10	43,871	45,077	46,317	47,591	48,900	50,245	51,627	53,047	54,506	56,005	57,545	59,127	
P	11	45,112	46,353	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	
P	12	46,353	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	FF
P	13	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	FFI-AEMT
P	14	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	Eng/Spec I
P	15	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	PM I
P	16	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	
P	17	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	
P	18	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	Eng/Spec II
P	19	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	PM II
P	20	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	
P	21	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	
P	22	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	
P	23	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	
P	24	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	Captain
P	25	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	
P	26	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	
P	27	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	
P	28	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	
P	29	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	BC/DC
P	30	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	
P	31	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	
P	32	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	
P	33	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	District Chief
P	34	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	113,473	
P	35	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	113,473	116,594	

**UNIFIED FIRE AUTHORITY
PROPOSED FIREFIGHTER PAY PLAN
SECOND PHASE
EFFECTIVE JANUARY 1 to JUNE 30, 2020**

		S1	S2	S3	S4	S5	S6	S7	S8	S9	S10	S11	S12	
P	1	34,134	35,073	36,038	37,029	38,047	39,093	40,168	41,273	42,408	43,574	44,772	46,003	
P	2	35,099	36,064	37,056	38,075	39,122	40,198	41,303	42,439	43,606	44,805	46,037	47,303	
P	3	36,092	37,085	38,105	39,153	40,230	41,336	42,473	43,641	44,841	46,074	47,341	48,643	
P	4	37,113	38,134	39,183	40,261	41,368	42,506	43,675	44,876	46,110	47,378	48,681	50,020	
P	5	38,162	39,211	40,289	41,397	42,535	43,705	44,907	46,142	47,411	48,715	50,055	51,432	
P	6	39,241	40,320	41,429	42,568	43,739	44,942	46,178	47,448	48,753	50,094	51,472	52,887	
P	7	40,351	41,461	42,601	43,773	44,977	46,214	47,485	48,791	50,133	51,512	52,929	54,385	
P	8	41,492	42,633	43,805	45,010	46,248	47,520	48,827	50,170	51,550	52,968	54,425	55,922	
P	9	42,665	43,838	45,044	46,283	47,556	48,864	50,208	51,589	53,008	54,466	55,964	57,503	
P	10	43,871	45,077	46,317	47,591	48,900	50,245	51,627	53,047	54,506	56,005	57,545	59,127	
P	11	45,112	46,353	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	
P	12	46,353	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	
P	13	47,628	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	
P	14	48,938	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	FF
P	15	50,284	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	FFI-AEMT
P	16	51,667	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	Eng/Spec I
P	17	53,088	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	PM I
P	18	54,548	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	
P	19	56,048	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	
P	20	57,589	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	Eng/Spec II
P	21	59,173	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	PM II
P	22	60,800	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	
P	23	62,472	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	
P	24	64,190	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	
P	25	65,955	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	
P	26	67,769	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	Captain
P	27	69,633	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	
P	28	71,548	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	
P	29	73,516	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	
P	30	75,538	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	
P	31	77,615	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	BC/DC
P	32	79,749	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	
P	33	81,942	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	
P	34	84,195	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	113,473	
P	35	86,510	88,889	91,333	93,845	96,426	99,078	101,803	104,603	107,480	110,436	113,473	116,594	District Chief

UNIFIED FIRE AUTHORITY

ASSISTANT CHIEF PAY PLAN

(3 steps with a 31.9% differential from District Chief at the top step)

July 1 through December 31, 2019 the scale will reflect the 2% COLA:

\$137,981	\$141,776	\$145,682
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From January 1 to June 30, 2020, the pay scale will reflect the additional 5.58% bump:

\$145,680	\$149,687	\$153,811
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UNIFIED FIRE AUTHORITY

P/T & F/T CIVILIAN PAY PLAN

FISCAL YEAR 2020 (7/1/19 through 6/30/20)
 reflects a 2.0% COLA effective July 1, 2019

Grade	Hourly		Semi-Monthly		Monthly		Annual	
	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum	Minimum	Maximum
5	9.20	12.26	797.67	1,062.79	1,595.33	2,125.58	19,144	25,507
6	9.67	12.87	837.83	1,115.75	1,675.67	2,231.50	20,108	26,778
7	10.13	13.53	878.04	1,172.33	1,756.08	2,344.67	21,073	28,136
8	10.64	14.21	921.75	1,231.13	1,843.50	2,462.25	22,122	29,547
9	11.18	14.90	968.96	1,291.75	1,937.92	2,583.50	23,255	31,002
10	11.71	15.62	1,015.04	1,353.54	2,030.08	2,707.08	24,361	32,485
11	12.29	17.13	1,065.04	1,484.67	2,130.08	2,969.33	25,561	35,632
12	12.87	17.98	1,115.75	1,558.00	2,231.50	3,116.00	26,778	37,392
13	13.51	18.88	1,171.08	1,636.58	2,342.17	3,273.17	28,106	39,278
14	14.15	19.83	1,225.96	1,718.79	2,451.92	3,437.58	29,423	41,251
15	14.83	20.82	1,285.29	1,804.42	2,570.58	3,608.83	30,847	43,306
16	15.56	21.84	1,348.88	1,893.04	2,697.75	3,786.08	32,373	45,433
17	16.32	22.92	1,414.71	1,986.79	2,829.42	3,973.58	33,953	47,683
18	17.13	24.04	1,484.67	2,083.50	2,969.33	4,167.00	35,632	50,004
19	17.98	25.23	1,558.00	2,186.67	3,116.00	4,373.33	37,392	52,480
20	18.87	26.49	1,635.58	2,295.63	3,271.17	4,591.25	39,254	55,095
21	19.79	27.81	1,715.29	2,410.42	3,430.58	4,820.83	41,167	57,850
22	20.78	29.18	1,801.00	2,528.71	3,602.00	5,057.42	43,224	60,689
23	21.79	30.63	1,888.42	2,654.50	3,776.83	5,309.00	45,322	63,708
24	22.86	33.61	1,981.00	2,913.25	3,962.00	5,826.50	47,544	69,918
25	23.97	35.30	2,077.13	3,059.50	4,154.25	6,119.00	49,851	73,428
26	25.14	37.08	2,179.13	3,213.29	4,358.25	6,426.58	52,299	77,119
27	26.39	38.93	2,286.83	3,374.08	4,573.67	6,748.17	54,884	80,978
28	27.70	40.88	2,400.54	3,543.04	4,801.08	7,086.08	57,613	85,033
29	29.07	42.93	2,519.38	3,720.79	5,038.75	7,441.58	60,465	89,299
30	30.51	45.08	2,644.00	3,907.17	5,288.00	7,814.33	63,456	93,772
31	32.03	47.34	2,775.71	4,103.00	5,551.42	8,206.00	66,617	98,472
32	33.63	49.71	2,914.46	4,308.08	5,828.92	8,616.17	69,947	103,394
33	35.29	52.19	3,058.29	4,523.13	6,116.58	9,046.25	73,399	108,555
34	37.05	54.80	3,211.00	4,749.13	6,422.00	9,498.25	77,064	113,979
35	38.87	57.53	3,368.83	4,985.67	6,737.67	9,971.33	80,852	119,656
36	40.79	60.40	3,535.50	5,234.50	7,071.00	10,469.00	84,852	125,628
37	42.82	63.38	3,710.92	5,493.25	7,421.83	10,986.50	89,062	131,838
38	44.96	66.54	3,896.13	5,767.13	7,792.25	11,534.25	93,507	138,411
39	47.19	69.88	4,090.21	6,056.67	8,180.42	12,113.33	98,165	145,360
40	49.51	73.36	4,291.21	6,357.88	8,582.42	12,715.75	102,989	152,589
41	52.01	76.99	4,507.42	6,672.42	9,014.83	13,344.83	108,178	160,138
42	54.60	80.84	4,732.25	7,006.38	9,464.50	14,012.75	113,574	168,153

UNIFIED FIRE AUTHORITY

PART-TIME EMS PAY PLAN - PROPOSED

FISCAL YEAR 2020 (7/1/19 through 6/30/20)

Category	Hourly Rate
EMS Starting	\$12.25
EMS 6 Months	\$12.75
EMS 1.5 Years	\$13.25
EMS 2.5 Years	\$13.75
Paramedic (when assigned)	\$18.00

PAY SCALE FOR 2019 SEASONAL WILDLAND FIREFIGHTERS

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GS 3 (Entry Level Firefighter) - No experience	Basic	12.74	N/A								
	Overtime	19.11	N/A								
GS3 (Experienced Firefighter, Crew Member) - Minimum one year of documented fire experience - Firefighter Type 2 qualified (FFT2)	Basic	N/A	13.16	13.59	14.01	14.44	14.86	15.29	15.71	16.14	16.56
	Overtime	N/A	19.74	20.39	21.02	21.66	22.29	22.94	23.57	24.21	24.84
GS 4 (Lead Crew Member, Engine Operator, Sawyer, Lead EMT) 1 - Commercial Driver License (Lead Crew; ENOP) - Lead Crew Member - FFT1 / ICT5 Task Book Initiated - FALB Task Book Initiated - Engine Operator (ENOP) -ENOP Task Book Initiated - FFT1 / ICT5 Task Book Initiated - Sawyer must be "B" Faller qualified (FALB) -Lead EMT (EMT or AEMT fireline qualified)	Basic	14.30	14.78	15.25	15.73	16.21	16.68	17.16	17.64	18.11	18.59
	Overtime	21.45	22.17	22.88	23.60	24.32	25.02	25.74	26.46	27.17	27.89
GS 5 (Squad Leader, Asst. Module Leader) 2 - Firefighter Type 1 qualified (FFT1) - Incident Commander Type 5 qualified (ICT5) - Commercial Driver License - Single Resource Task Book Initiated - "B" Faller (FALB) *handcrew only - Engine Operator (ENOP) **engine only	Basic	16.00	16.53	17.07	17.60	18.13	18.67	19.20	19.74	20.27	20.80
	Overtime	24.00	24.80	25.61	26.40	27.20	28.01	28.80	29.61	30.41	31.20
GS 6 (Crew Boss, Engine Boss - Module Leader) 3 GS 6 must be qualified at the Single Resource level in: -Engine Boss (ENGB) and/or -Crew Boss (CRWB) - Incident Commander Type 5 qualified (ICT5) - Commercial Driver License -Incident Commander Type 4 (ICT4) Task Book Initiated and/or -Strike Team or Task Force Leader Task Book Initiated	Basic	17.84	18.43	19.02	19.62	20.21	20.81	21.40	22.00	22.59	23.18
	Overtime	26.76	27.65	28.53	29.43	30.32	31.22	32.10	33.00	33.89	34.77

1 - Lead Crew Member; Sawyer (SL1); Engine Operator (CW), Lead EMT both

2 - Squad Boss (SL1); Asst. Module Leader (CW)

3 - Crew Boss (SL1), Engine Boss (E302, CW), Module Leader (CW)

UPDATED 2/22/2018

EXHIBIT C

STATEMENT OF EMPLOYEE BENEFITS

Unified Fire Authority Explanation of Benefits

Health Insurance: Provides coverage for necessary medical care, accident treatment, surgery, prescription drugs and other miscellaneous eligible expenses. Employees currently have the choice of two different plans with SelectHealth. The plans are the Med Plus Plan or the Care Plus Plan. UFA currently pays 80% of the total premium for either plan for employees eligible for benefits. (Please refer to insurance cost page for specific amounts) www.selecthealth.org

Dental Insurance: Provides coverage for both routine and special treatment by dentists, orthodontist, oral surgeons, etc. UFA only offers one dental option and that is PEHP Preferred Dental. www.pehp.org

Life Insurance: UFA currently provides each employee, who is eligible for benefits, with \$25,000 of minimum life insurance. Employees may obtain additional insurance (up to \$500,000, based on underwriting) at their own expense. Employees may also obtain insurance for their spouse and child (based on underwriting). www.pehp.org

Accidental Death and Dismemberment (AD&D) Insurance: Provides benefits in the event of an accidental death, loss of use of limbs, speech, hearing or eye sight due to an accident, subject to the limitations of the policy. UFA currently provides \$25,000 in coverage for each employee, who is eligible for benefits. Employees may obtain additional insurance (ranging from \$25,000 to \$250,000) at their own expense.

401(K) or 457 plans: Voluntary tax-deferred retirement savings programs authorized under sections 401(k) and 457 of the Internal Revenue Code. All UFA employees may defer portions of their own salary into these accounts, which are administered by Utah Retirement Systems (URS). URS also offers an option to contribute to a ROTH IRA. Currently UFA does not contribute to a 401K or 457 plans except in the case of employees classified as Tier II under Utah Retirement Systems (see RETIREMENT in this listing). www.urs.org

Flex Plan (125 Plan): A program whereby employees can set aside pre-tax dollars to pay for out-of-pocket health care expenses not covered by insurance and/or dependent day care costs.

The UFA currently provides this service to all of its employees through a third-party administrator (APA Benefits) and pays the administrative cost associated with the program. <http://www.apachoicepoint.net/>

Vision Program: UFA's vision program is administered through EyeMed. This program includes the following coverages: exam, retinal imaging, frames, lenses contact and laser vision correction. www.eyemedvisioncare.com

Tuition Assistance Program: Reimbursement of up to 75% of tuition costs for coursework (which must be in an approved field of study and related to employment with the UFA) in accordance with eligibility requirements. Currently, the amount of assistance that may be received by an eligible employee is capped at \$3,000 per fiscal year, and \$15,000 per degree.

Employee Assistance Program: Consultation, referral, and short-term counseling for personal or family problems provided free of charge. Some programs also offer low-cost, or no-cost, legal services, stress-reduction training, financial information, etc. UFA currently provides this service for all of its employees through Intermountain EAP. www.intermountainhealthcare.org/eap

Critical Illness Plan: This plan is offered by AFLAC and provides cash benefits directly to employees to pay bills related to treatment or to help with everyday living expenses. Coverage is available for employees and dependents and covers such illnesses as cancer, heart attack and stroke. www.aflacgroupinsurance.com

Hospital Indemnity Plan: This plan is offered by AFLAC and provides cash benefits directly to employees who have been hospitalized to pay bills related to treatment or to help with everyday living expenses. www.aflacgroupinsurance.com

Identify Theft Protection: Coverage is provided by InfoArmor and helps protect your identity. Should fraud or identity theft occur, their in-house Privacy Advocates® are always there to fully restore any employee's compromised identity, even if it occurred prior to enrollment. <https://www.infoarmor.com/>

Paid Military Leave: Paid time off for employees called to military service. Currently, 8-hour firefighter and non-firefighter employees, who are eligible for benefits, may take up to 88 hours of leave; 24-hour firefighters may take up to 123 hours of leave. Necessary leave beyond these limits is considered military leave-without-pay.

Sick Leave: Paid time off for employees (who are eligible for benefits) to use when they, or a member of their immediate family, are sick, injured or attending medical appointments. Leave is currently accrued at the rate of 8 hours per month for 8-hour firefighter employees and non-firefighter (Civilian) employees, who are eligible for benefits, and the rate of 12 hours per month for 24-hour firefighters. 960 hours of sick leave may be carried over from year to year for all sworn employees and 640 hours may be carried over for 8-Hour Civilian employees. Hours above 960 for Sworn employees and 640 for Civilian are eligible for "buy back" at the end of each calendar year. Buy-back rate is established by the UFA Board and is currently set at 60%. The funds are deposited into an employee's VEBA Account.

Conversion of Unused Sick Leave: Unused sick leave hours can be converted to additional vacation hours at the end of the calendar year, if the employee has used little or no sick leave during that year. 8-hour firefighters and non-firefighter employees, who are eligible for benefits, currently may have a maximum of 32 hours converted. 24-hour firefighters currently may have a maximum of 48 hours of sick leave converted. Sick leave conversion to vacation is optional on the part of the employee and coordinated each year through Payroll.

Vacation: Paid time off for employees (who are eligible for benefits) to use as personal time off, with approval from their supervisor. The current amount of leave that is accrued varies depending on the length of UFA service (see below). Unused vacation hours are currently cashed out at the time of termination or

retirement. 342 Hours (8-Hour Sworn or Civilian employee) or 480 hours (24-Hour Sworn employees) may be carried over from year to year.

YEARS	24-hour Firefighters	8-hour Firefighters/Non-firefighter employees
1-8	12 hours per month	8 Hours per month
9-16	18 hours per month	12 Hours per month
17- OVER	24 hours per month	16 Hours per month

Funeral and Bereavement Leave: Paid time off granted following the death of a friend or relative. Currently, for a death in the immediate family, 8-hour firefighters or non-firefighter employees, who are eligible for benefits, may take up to forty hours of leave and 24-hour firefighter employees may take leave for up to two 24-hour shifts. For a death of a friend or other relative, eligible employees may take up to five hours of leave.

Holidays: 8-Hour Firefighters or non-firefighter employees, who are eligible for benefits, receive 11 paid holidays and 1 personal day. Employees working 24-hour schedules currently receive six holiday shifts per year.

Retirement: All full-time employees are eligible for pension credit based on the system and Tier. The Unified Fire Authority currently pays 100% of the retirement contribution for the defined benefit portion of the plan. Employees also have access to 401(k), 457 and Roth IRA plans through Utah Retirement Systems. Information booklets are available at www.urs.org. We will also hold an orientation session for individuals selected for hire and as part of that orientation, there will be a presentation from a representative of Utah Retirement Systems.

Additionally, all full-time Sworn employees that are in the Tier II retirement system currently receive a 6% contribution to a retirement account selected by UFA. All full-time Civilian employees that are in the Tier II system currently have 3% contribution to a retirement account selected by UFA.



UNIFIED FIRE AUTHORITY

MEMORANDUM

June 11, 2019

TO: UFA Board of Directors

FROM: Assistant Chief Jay Ziolkowski and HR Director Arriann Woolf

SUBJECT: Professional Development Plan

In early 2018, administration solicited volunteers from all ranks within the organization to assist in the creation of a Professional Development Plan – the formation of which serves as a living document and ‘road-map’ for all sworn personnel as they serve throughout their career within the organization.

As a guide to development, personnel entering the organization will be able to work through the plan, receiving detailed information on how best to proceed as they grow and progress within their respective career – from specialist, to captain, or even fire chief.

Several changes to the procedures and processes for hire and promotion have also been incorporated into this final draft of the Professional Development Plan. Over the course of the next thirty (30) days, all personnel will be afforded the opportunity to review the plan, and comment or clarify points, prior to the implementation of the final document.

Based on that feedback, and at the time of final implementation, there will be a number of both Board and Operational policies that staff will be recommending for consolidation or redrafting. Proposed changes of these policies that require Board approval will be coordinated by Chief Petersen and CLO Brian Roberts to be considered by the Governance Committee. This message is for your information only, there is no action required at the June Board Meeting.

At this time, we are anticipating revisions (or consolidation) to the Board Policies covering the following topics:

- Filling of Job Vacancies
- Establishment, Maintenance and Duration of Merit Employment Registers
- Qualifications of Employment
- Qualifications for Hire and Promotion
- Recruitment
- Examinations (promotional and entry-level)
- Promotions
- Demotions
- Career Ladders
- Reassignments



Unified Fire Authority Professional Development Plan 2019

Introduction & Plan Overview

Overview and Transition to Policy

After the initial 30-day period for review and comment, this Professional Development Plan (PDP) will transition to a set of Organizational Policies as its own chapter in the manual. This will integrate the plan into our system and allow for adjustments through normal policy modifications. Certain sections related to the PDP will become Board Policies and can only be modified by the Board of Directors. Some of these are currently covered in Exhibit K of the interlocal agreement and others are currently in Board Policy. This review will be done with the Governance Committee of the Board.

Introduction

The purpose of this plan is to give guidance to employees of Unified Fire Authority and better prepare them in moving within the organization from one assignment to another. One of the critical components of this plan is to also encourage a mentor and mentee relationship from the first day of employment through the entire career of that individual. This should be prevalent within all aspects of the job; from overall guidance, to the developmental coaching of individuals within the organization.

This PDP is a living document and will be revisited and updated regularly. Expect there will be minor changes from one iteration to the next, however, the bulk of the document and outline will remain consistent, and fall in line with UFA's Vision, Mission, Values, and Expectations.

When a selection process for any position occurs, there will be a recruitment notice issued by the Human Resources Division. That notice will have the most current details regarding the minimum requirements for the position, and that notice and the merit employment policies, will control the specific selection process.

As a note, this PDP is geared towards the formal, 'sworn' firefighter rank and is reflected as such throughout the document. As a note, there are several specialized divisions (i.e. Special Enforcement, Fire Prevention, et al.) that have sworn civilian personnel in specialized positions. At this time, this PDP does not directly deal with the development of those civilian employees within the more formal firefighter roles. This will be addressed in subsequent renditions. As of now, the development of civilian personnel will be dealt on a case-by-case basis and at the discretion of UFA Command Staff until formal recognition is provided.

Preparation

One of the most critical components of the plan is so that an individual can understand how they can prepare to move vertically and horizontally within the organization. This requires both internal drive and preparation on the individual's part. Preparation falls into various categories: training, informal education, formal

education, and experience. All of these are critical components that support the growth of every UFA employee.

This internal drive, coupled with training, education, and experience, allows our personnel to grow exponentially—while moving the organization forward. This symbiotic relationship is critical. It takes support from UFA as well as time and commitment from the individual employee in order to grow. It is expected that as UFA supports personnel in growing—and their training, education, and experience—that the employee return these learning points and folds them back into UFA and other personnel.

Training

Within every facet of an employee's career, there opportunities for training. Training is continual and ever-changing. Firefighter training begins with recruit camp and should be embraced at each step of a firefighter's career. Be it through UFA, the Valley Training Alliance (VTA), Utah's Fire and Rescue Academy (UFRA), the National Fire Academy (NFA), or any other sources—all training should be sought out and embraced.

Throughout this document, there are required trainings identified for both promotion and lateral/vertical movement. These have been identified by the organization overall. For certain courses and trainings, they are rarely held and extremely competitive. With these classes/courses, there may be additional classes/courses that are accepted as an equivalency for the required trainings or courses. This is up to the discretion of the Section Chief (Assistant Chief) over those areas.

Education

Career and professional development needs to be multi-faceted. One of the biggest areas that has drastically changed within the last several generations of the fire service is the inclusion of a college education. It is critical for the development of the qualities and characteristics of our personnel in order to create effective leadership and management styles. This may also become one of the qualities that leads to personal growth and self-actualization.

Experience

There is a vast amount of real-world experience that one can draw from within UFA and other sponsored programs. There exists tremendous areas for growth and experience within the organization, and it is highly recommended that personnel take advantage of any and all opportunities provided them in order to realize personal and professional goals.

There are multiple assignments, specialties and divisions that may provide additional opportunities. This plan will describe many of these in detail. All employees are encouraged to look at the minimum requirements outlined for various divisions and specialties and prepare themselves to move into some of those areas where they feel they have an interest. All supervisors are encouraged to have discussions with those personnel that have expressed an interest.

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***Promotional Registry established on a regular (calendar) timeline as identified in the specific section. For other vacancies, each process will be specified with a pre-designated number of positions to be filled—to be stated in the recruitment notice.**

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1 – Part-Time and Seasonal Positions

EMS Employees – Part Time

Minimum Requirements:

- 18 years of age
- Valid Driver’s License

Required Training & Certifications:

- EMT, AEMT, or Paramedic

Paramedic – Part Time

Minimum Requirements:

- 18 years of age
- Valid Driver’s License
- State of Utah Paramedic License and additional UFA requirements for paramedics

Firefighter (Wildland) – Seasonal

Minimum Requirements:

- 18 years of age
- Valid Driver’s License

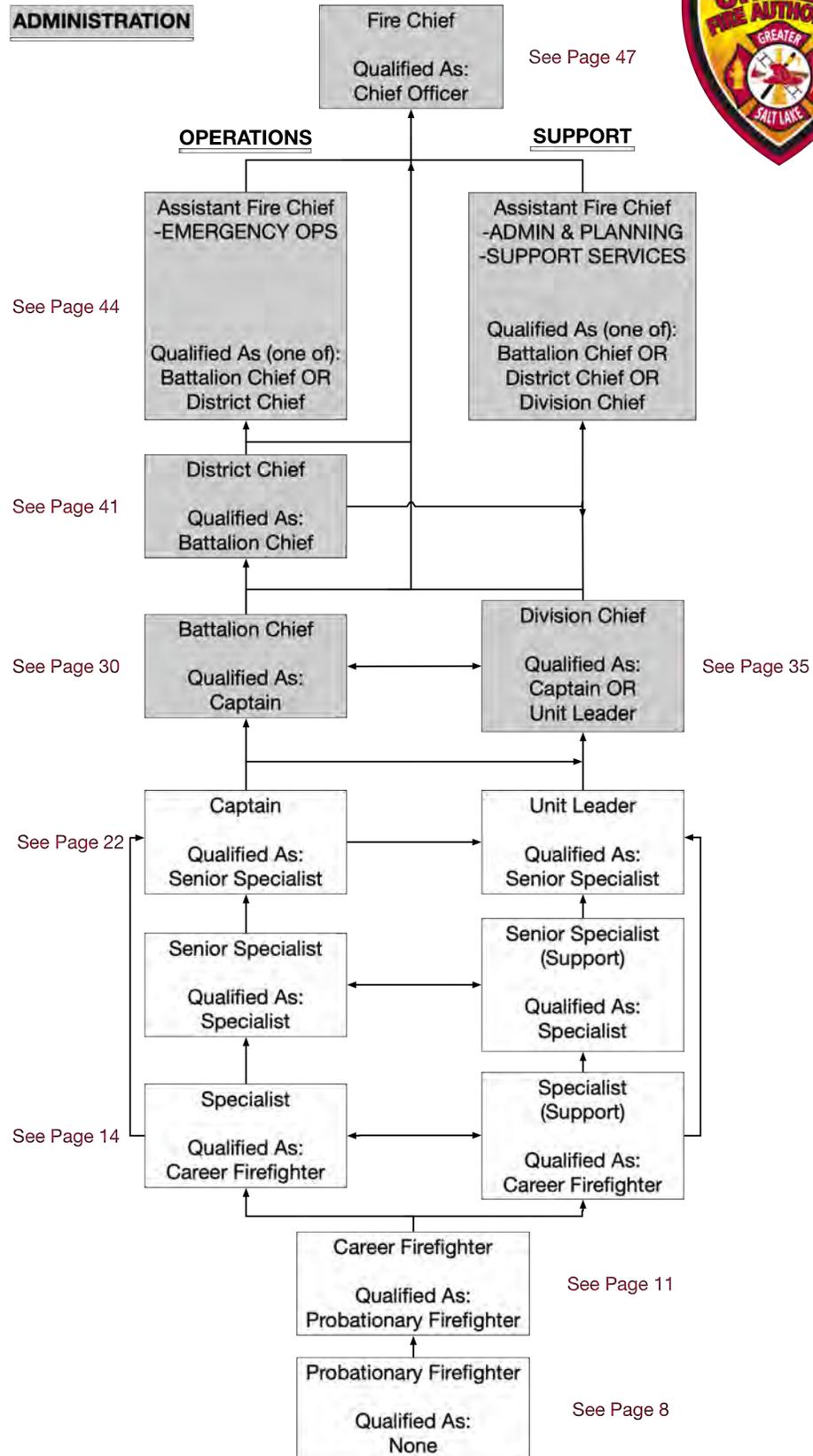
Required Training & Certifications:

- Completion of current NWCG Wildland minimum training requirements

UFA Position Flow Chart

UFA Position Flow Chart – Full Time Employment

UFA Position Flow Chart



2 – Probationary Firefighter

UFA Positional Flow Chart Probationary Firefighter



Probationary Firefighter

Qualified As:
None

Min Requirements:

- 18 years of age
- Valid Driver's License
- Successful completion of UFA-sponsored recruit academy

Probationary Firefighter

Minimum Requirements:

- 18 years of age
- Valid Driver's License
- Successful completion of a UFA-sponsored recruit academy as conducted following selection

Required Training & Certifications following selection:

- EMT, AEMT or Paramedic (Completed before the conclusion of the probationary period)
 - o For personnel hired who are not EMTs: Completion of the UFA EMT class immediately following the recruit academy will be required prior to placement on shift
 - o For AEMT and Paramedic recruits (certified prior to hire): These individuals will be assessed by the EMS Division prior to operating at the AEMT or PM level. They will be compensated at the higher rate during this period. If the recruit is unsuccessful in passing the assessment in the designated period of time, one of two actions will occur—
 - If the candidate was hired as a firefighter with no requirements for AEMT or PM, they will revert back to EMT status with the commensurate pay reduction
 - If AEMT or PM was a specific requirement of the job at the time of hire, the candidates may be released from employment
- Firefighter certification I & II
- HazMat Awareness and Operations certification
- Apparatus Driver Operator (ADO) Pumper certification
- Completion of current NWCG Wildland minimum training requirements
- NIMS: IS-700, IS- or ICS-100, IS-or ICS-200, (most recent iteration of each of those, and in that order)
- Completion of the first year of the UFA Journeyman Program (by the end of the 12-month probationary period)

Additional Training That Supports Development:

The following courses are available through Utah Valley University's Utah Fire Rescue Academy, and other academic institutions (the course numberings may be different). The Probationary Firefighter is encouraged to work through the Fire Training or EMS Divisions to meet with an academic advisor and develop an educational plan that will assist the probationary firefighter in expanding their formal educational experience and knowledge of fire science.

Examples:

- English 1010 or higher from an accredited college (meets the English requirement for A.S.-Fire Science)

- Math 1050, equivalent or higher from an accredited college (meets the math requirement for A.S.-Fire Science)
- History 1700, equivalent or higher from an accredited college (meets the History requirement for A.S.-Fire Science)
- Introduction to Emergency Services and Ability Testing, equivalent or higher from an accredited college (meets the math requirement for A.S.-Fire Science)

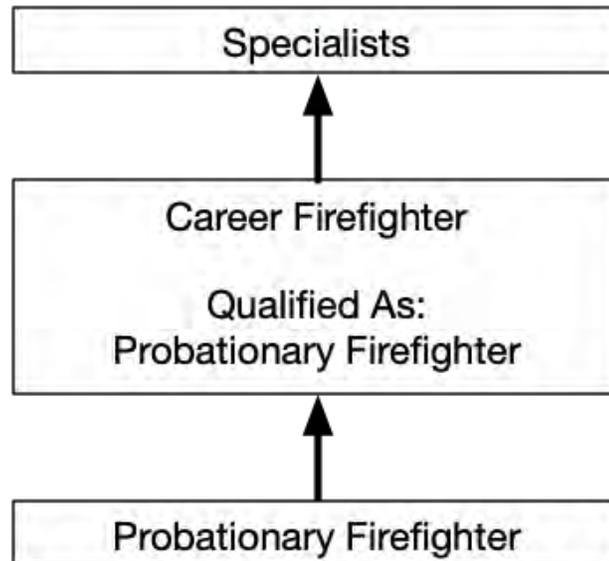
General Overview of the Hiring Process

- Registry Created (Structured process)
 - Written Exam (as an initial hurdle)
 - The Merit Coordinator, in consultation with the Fire Chief, shall determine the number of top scoring candidates that will advance, along with all other individuals whose score, with preference points added, is tied with or above the passing score
 - Oral Board Interview with internal and external evaluators (and with an invitation to Local 1696 to observe)
 - Physical Performance Exam (as a pass/fail component, and with an invitation to Local 1696 to observe)
- Selection (Subjective process)
 - All candidates who pass the physical performance exam are eligible to be advanced to the Background Investigation. The Oral Board evaluators, with input from others who have interacted with the candidates during the process, will identify those candidates selected for advancement.
 - The Special Enforcement Division will conduct background investigations for those selected and report their findings to the Emergency Operations Assistant Chief and the Assistant Chief of Administration and Planning
 - The Emergency Operations Assistant Chief will make the final selection of individuals. Human Resources will then make contingent offers to those individuals.
 - If additional names are required to meet the hiring requirements for the recruit camp, the original oral board evaluators will be invited to reconvene and select additional names to advance to the background process
 - If the registry is used again for a subsequent hiring, a new Oral Board will be convened to select names to advance to the background investigation process

Seniority ranking will be based on the individuals' date of hire and their rank on the Probationary Firefighter Registry.

3 – Career Firefighter

**UFA Position Flow Chart
Career Firefighter**



Career Firefighter

Minimum Requirements:

- Successful completion of the first year of the UFA Journeyman Program and 12-month probationary period

Required Training & Certifications:

- NIMS: IS 800, IS 706, IS 701, (most recent iteration of each of those, and in that order)
- Successful completion of the UFA Journeyman Program, and all associated requirements, by the end of the second year of employment
- Additional Training That Supports Development:
 - Building Construction Principles
 - NFPA Fire Instructor I
 - NFPA Fire Inspector I
 - NWCG L280 – Followership to Leadership
 - Additional courses to enhance knowledge and movement towards a specialty, as described in the specialist section of this manual.
 - Fire Investigator if interested in Bomb/Arson/Investigations Specialty
 - NFA Fire Chemistry or participation in the HazMat refresher course if interested in HazMat Specialty
 - ADO / Aerial Operations if interested in Engineer Specialty
 - Operations-level Rope Rescue and/or Operations-level Vehicle Extrication, if interested in Heavy Rescue Specialty
 - CDL (Class B) if interested in Logistics Specialty
 - Utah BEMS Instructor Certification if interested in Medical Bureau Specialty
 - Basic PIO if interested in Information Outreach Specialty
 - Anatomy & Physiology or Medical Terminology if interested in Paramedic Specialty

The following courses are available through Utah Valley University's Utah Fire Rescue Academy and other academic institutions (the course numberings may be different). The Career Firefighter is encouraged to counsel with the Fire Training or EMS Division, and to meet with a college advisor to outline an educational plan that will assist the probationary firefighter in expanding their educational experience and knowledge of fire science. The following types of courses are typically required to finish an associate degree following recruit camp.

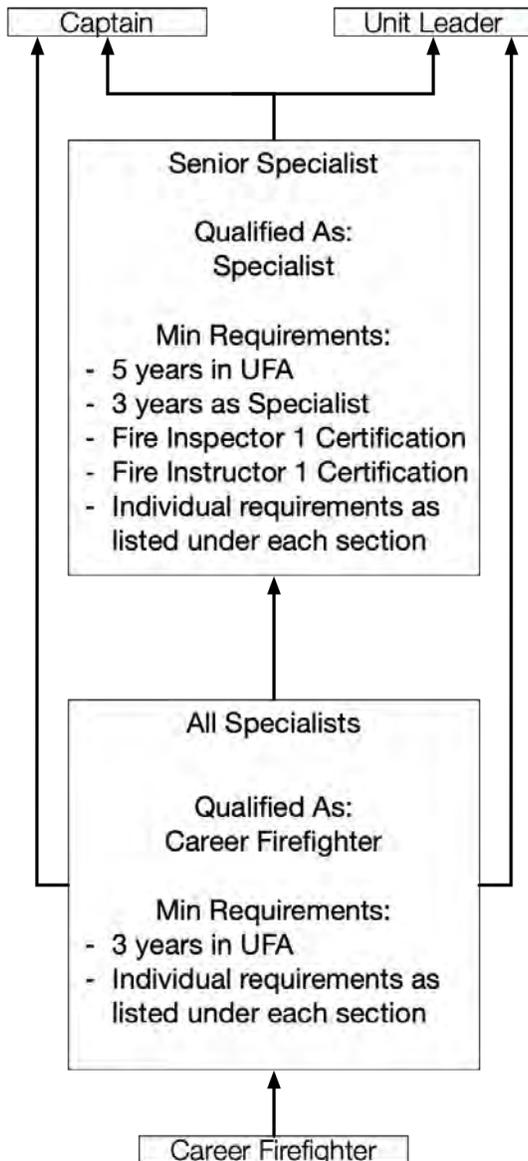
Examples:

- English 1010 or higher from an accredited college (meets the English requirement for A.S.-Fire Science)
- Math 1050, equivalent or higher from an accredited college (meets the math requirement for A.S.-Fire Science)

- History 1700, equivalent or higher from an accredited college (meets the History requirement for A.S.-Fire Science)
- Introduction to Emergency Services and Ability Testing, equivalent or higher from an accredited college (meets the math requirement for A.S.-Fire Science)

4 – Firefighter Specialists

UFA Positional Flow Chart Specialties



KEY

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Note: Any Support Specialist, or Senior Specialist may move back into an Operations Specialist or Senior Specialist as positions allow (with a typical movement back to Engineer or Paramedic as a baseline minimum). See page 18 for additional information.

Firefighter Specialists

NOTE: All specialists meet the minimum requirements and the required training and certifications in this section. Other required trainings particular to each respective specialty and senior specialty are outlined below the double line.

All specialists are encouraged to seek opportunities to grow as leaders and mentors. As such, they are encouraged to refer to the “Additional Training That Supports Development” section as they start mastering their own development and look towards future growth opportunities.

Minimum Requirements to compete for all Specialties:

- Successful completion of all requirements of a career firefighter
- Successful completion of two (2) years of full-time employment as a combination of probationary and career firefighter (Note: Paramedic may be a direct entry position)

Required Training & Certifications for promotion to Senior Specialist (all Specialties):

- Successful completion of five (5) years of full-time employment as a combination of probationary and career firefighter, and a minimum of three (3) years as a specialist (any Specialty or combination of Specialists).
- FEMA IS 702, 703, 704
- NFPA Fire Instructor I
- Either NFPA Fire Inspector I OR UFRA Company Officer Inspector
- Most specialties will have additional requirements for senior specialists as additionally identified in this section.

Additional Training That Supports Development:

- ICS 300 Intermediate ICS for Expanding Incidents
- G-191 Incident Command System / Emergency Operations Center Interface
- Any All-Hazards Unit Leader Course (Supply, Facilities, Situation, Resource, etc.)
- NFPA Fire Instructor II
- NFPA Fire Officer I
- NFPA Fire Officer II
- L280 Followership to Leadership

General Overview of the Promotion/Selection Processes

ENGINEER, HAZMAT, HEAVY RESCUE -

- Promotional Registry Created (Structured process, and with an invitation to Local 1696 to observe)
 - Written exam (as an initial hurdle)
 - Assessment process (practical examination) with external evaluators
 - Seniority is factored as part of the final score

- Selection (Subjective process, and with an invitation to Local 1696 to observe, with the exception of final deliberations)
 - When vacancies occur, the Merit Coordinator certifies a list from the promotional register following the ‘rule of three’ (considering the top three ranked candidates from the list for the first vacancy plus one additional candidate for each additional vacancy) for the Fire Chief to consider
 - Review of actual performance and behavior (evaluations, 360s, etc.)
 - The Fire Chief or designee has the discretion to select any of the candidates from the certified list of individuals from the ‘rule of three’ process
- Formal testing process is anticipated to be administered during the Fall of odd-numbered years (i.e. 2019, 2021, 2022, etc.)

ALL OTHER SPECIALTIES:

- Selection processes conducted only as needed when vacancies occur
- Interested individuals submit a resume and cover letter for consideration
- Structured Interview process with internal and external evaluators (with an invitation to Local 1696 to observe, with the exception of final deliberations)
- Additional assessment if necessary (practical skills and/or a written test)
- Individuals are selected at the conclusion of the process for the vacancy(ies) that exist; no on-going registry is established

When a Firefighter is selected for a Specialist position, the resulting action is a promotion. When an already-promoted Specialist is selected for the position, the resulting action is a transfer. For the Wildland Seasonal Assignments, the resulting action will be Acting-in for the season for a Firefighter and a transfer for an already-promoted Specialist.

Firefighter Specialists may request to return to a Specialist position which they previously held and competed for through a promotional process, if there is a vacancy and at the discretion of the appropriate Section Chief (Assistant Chief). For field positions, the Emergency Operations Assistant Chief may require the individual to complete a skills assessment for the position, in coordination with the Fire Training Division and/or Special Operations, before making a decision regarding the return. In order to transfer to a *new* type of Specialist position, current Firefighter Specialists must compete in the required examination process (Engineer) or selection process (all other Specialist positions).

Note: The listed courses below have been identified by the various division and district chiefs. There may be courses that are accepted as an equivalency for the required trainings or courses. This is limited to the discretion of the Assistant Chief over those areas in consultation with the Fire Training Division. Paramedics in any of the Specialist positions will be compensated at the paramedic specialist pay rate, but are considered firefighter specialists for bids, vacation draw, etc.

With each of the listed courses, some occur on a very limited basis. Personnel who unsuccessfully attempt to get into a required course for their given position must submit a formal, written explanation at the end of the one-year promotion/transfer mark as to why the requirement(s) were not completed.

Supervisors are required to ensure that these requirements are completed or that the deadline is modified and tracked further.

Emergency Management Specialist

Minimum Requirements:

- Completion of the following courses:
 - FEMA IS-100, IS-200, IS-700, and IS-800 (within three months of selection)
 - FEMA ICS 300, ICS 400, IS-701, IS-702, IS-703, IS-775, G-191, E-947, and E-449 (within one year of selection based on course availability and staffing needs)

Desired Certifications

- International Association of Emergency Managers (IAEM) Associate Emergency Manager (AEM) or Certified Emergency Manager (CEM)
- Master Exercise Practitioner
- FEMA E/L 947 EOC/IMT Interface

EMS Division Specialist (BT Training Officer)

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - State-mandated EMS Instructor Certification
 - State-mandated Course Coordinator Certification
 - AHA BLS, ACLS & PALS Instructor Certification

EMS Division Specialist (EMS Training Coordinator)

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - State-mandated EMS Instructor Certification
 - State-mandated Course Coordinator Certification
 - AHA BLS, ACLS & PALS Instructor Certification

Desirable Qualifications:

- State-mandated Medical Training Officer

EMS Division Specialist (Biotech Support)

Minimum Requirements:

- Must meet all requirements of Paramedic

- Zoll Technician Certification within one year of selection and when available

Engineer

Minimum Requirements:

- Successful completion of UFA’s Engineer School (or another comparable course approved by the Fire Training Division)
- Successful completion of a UFA Tractor Drawn Aerial (TDA) bridge class (within six months of completion)
- Class B CDL (within six months of selection)
- Successful completion of the UFA Fire Engineer Apprenticeship Program when implemented, to possibly include: bootcamp, position task book, mentorship, and acting-in.

Fire Training Specialist

Hazardous Materials Specialist

Minimum Requirements:

- Utah State Hazardous Materials Technician Certification. With approval of the Fire Training Division and the Special Operations Division Chief, this certification may be substituted with the following:
 - Hazmat Science (80 hours) and Technician Psychomotor (40 hours) OR hands-on Psycho-motor Skills, Fire Chemistry I and Hazardous Materials On-Sit Practices (HMOSP)

Minimum Requirements for Senior Specialty:

- Meet the minimum requirements for entry-level position
- 40 Hours of UFA Hazardous Materials Program Manager approved Hazmat training (COBRA, Nevada Test Site, Dugway etc.), as approved by the Special Operations Division Chief
- FEMA ICS 300
- 20 Hours as a Lead Instructor in Hazmat courses, approved by the Special Operations Division Chief

Heavy Rescue Specialist

Minimum Requirements:

- Successful completion of the following:
 - Operations-level Rope Rescue
 - Operations-level Trench Rescue
 - Operations-level Structural Collapse
 - Operations-level Vehicle Extrication
 - Awareness-level Confined Space Rescue

Minimum Requirements for Senior Specialty:

- Successful completion of the following:
 - Technician-level Rope Rescue
 - Technician-level Trench Rescue

- Technician-level Structural Collapse
- Technician-level Vehicle Extrication
- Technician-level Confined Space Rescue

(Note—All Operations and Technician courses/classes must meet or exceed minimums for NFPA Standard 1006 and 1670 and must be approved by the Fire Training Division and the Special Operations Division Chief)

Information Outreach Specialist

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - CERT Trainer certification
 - Basic PIO – G290, JIC/JIS G291
 - Advanced PIO – E-0388

Desirable Qualifications

- All Hazards PIO (L952)
- NWCG PIO (S203)

Inspector

Minimum Requirements

- Successful completion of the following within one year of selection and when available:
 - ICC Fire Inspector I certification
 - ICS 300

Desirable Qualifications

- ICC Fire Inspector II certification and ICC Fire Plans Examiner certification

Investigator

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - Utah State certification as a Special Functions Police Officer, or Law Enforcement Officer
 - FBI/DHS Secret Clearance

Minimum Requirements for Senior Specialty:

- Meet the minimum requirements for entry-level position
- Successful completion of the following within one year of selection and when available:
 - Training that meets or exceeds 29 CFR 1910.120 (HAZWOPER) (Utah State Hazardous Materials Technician Certification exceeds this requirement)
 - FBI HDS certification as a Bomb Technician
 - Completion of National Fire Academy Fire Investigator Course

- Completion of BATFE’s Advanced Post-Blast Investigations Course
- IAFF Fire Investigations Technician or Certified Fire Investigator

Logistics Specialist (Respiratory Protection Specialist)

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - CDL (Class B)
 - MSA certified air mask repair education certificate
 - NFPA 1851 P.P.E. certification
 - OSHA certified forklift operator course

Logistics Specialist (Supply Manager)

Minimum Requirements:

- Successful completion of the following within one year of selection and when available:
 - CDL (Class B)
 - NFPA 1851 P.P.E. certification
 - OSHA certified forklift operator course

Paramedic

Minimum Requirements:

- Valid paramedic licensure
- Submission of CPR Provider card – CPR class must meet the AHA guidelines for Health Care Provider
- Advanced Cardiac Life Support (ACLS) certification
- Pediatric Education for Prehospital Professionals (PEPP) or Pediatric Advanced Life Support (PALS) certification
- Successful completion of the state-approved National Registry cognitive and psychomotor exams
- Maintain all state- and UFA-required training, certifications, and licensure

US&R Specialist (Logistics) – NOTE – This is currently a captain position

Minimum Requirements:

- Successful completion of the following within one year of promotion/transfer and when available:
 - Completion of FEMA US&R minimum training requirements
 - FEMA Logistics Specialist Training Course (upon course offering)
 - Forklift Operations Certification (within 6-months of promotion/transfer)
 - Class A OR Class B CDL (within 12 months of promotion/transfer)

Minimum Requirements for Senior Specialty:

- ICS 300
- Completion of Federal cost principles course

****Must be an active member of UTTF1 and maintain deployable status**

US&R Specialist (Training) – NOTE – This is currently a captain position

Minimum Requirements:

- Successful completion of the following within one year of promotion/transfer and when available:
 - Completion of FEMA US&R minimum training requirements
 - FEMA US&R GPS Operations-Level Course
 - Forklift Operations Certificate (within one year of promotion/transfer)
 - Class A OR Class B CDL (within 12 months of promotion/transfer)

Minimum Requirements for Senior Specialty:

- Meet the minimum requirements for entry-level position
- Successful completion of the following within one year of promotion/transfer and when available:
 - ICS 300
 - Completion of Federal cost principles course

****Must be an active member of UTTF1 and maintain deployable status**

Wildland Specialist/Camp Williams Assistant (Seasonal Assignment)

Minimum Requirements:

- Successful completion of the following:
 - NWCG Incident Commander Type 4 (ICT4), or higher (qualified)
 - NWCG Task Force Leader
 - Faller 2 (B-Faller)

Wildland Specialist/Fuels Crew Supervisor (Seasonal Assignment)

Minimum Requirements:

- Successful completion of the following:
 - NWCG Incident Commander Type 5 (ICT5), or higher (qualified)
 - NWCG FFT1 (Squad Leader)
 - Faller 2 (B-Faller)

Wildland Specialist/Engine Supervisor (Engineer Qualified)

Minimum Requirements:

- Successful completion of the following:
 - NWCG Single Resource Engine Boss, or higher (qualified)
 - NWCG Incident Commander Type 4 (ICT4) or higher (or trainee)

5 – Captain

**UFA Position Flow Chart
Captain**



Battalion Chief

Division Chief

Captain

Qualified As:
Senior Specialist

Min Requirements:

- 7 years in UFA with an Associate's Degree
- 11 years in UFA without an Associate's Degree
- 2 years as Specialist
- NFPA Fire Inspector 1 OR UFRA Company Officer Inspector Certification
- NFPA Fire Instructor 1 Certification
- NFPA Fire Officer 1 Certification

Senior Specialist

Captain

Minimum Requirements to compete (beginning with the testing process in 2020):

- Currently serving as a Firefighter Specialist (any specialty)
 - **Either:**
 - Seven (7) years in a firefighter position, with two (2) of those as a Specialist, **with an Associate’s Degree (or higher) from an institution listed in the U.S. Department of Education’s Office of Post-Secondary Education (OPE) database**
 - OR**
 - Eleven (11) years in a firefighter position, with two (2) of those as a Specialist, **without an Associate’s Degree**
 - Either NFPA Fire Inspector I OR UFRA Company Officer Inspector Certification
 - NFPA Fire Instructor I Certification
 - NFPA Fire Officer I Certification
 - Successful completion of the UFA Fire Company Officer Apprenticeship Program (when implemented) to include: Fire Officer Bootcamp, Position Task Book, Mentorship, and Acting-In.
- In the future, this program may include a type of Assessment Process mirroring the promotional exam, in order to qualify a candidate prior to Acting-In (when implemented). Candidates may begin this process at the 5-year mark in preparation for the promotional process.*

Required Training & Certifications (following promotion):

- Successful completion of FEMA ICS 300 Intermediate ICS for Expanding Incidents within one (1) year of promotion
- Successful completion of the Professional Leadership Development Program (within one year of selection, or as offered)
- NWCG L280 Followership to Leadership (within 1 year of promotion)

Additional Training That Supports Development:

Newly promoted captains are encouraged to meet with a college advisor and outline an educational plan that will assist to expand their educational experience and knowledge of fire science, incident management, or emergency management, and work towards a bachelor’s degree.

The following list has been developed to provide guidance for aspiring and current captains. This training and education will require a life-long commitment to learning and certification for personnel.

UFA does not expect personnel to achieve all of the training or certifications listed in this section. The intent is that personnel should identify the training and/or courses that are of interest and pursue them. The goal is to sustain personal development, contribute to UFA’s vision, mission and values—and to stay engaged.

- NFA R0825 - Command and Control of Fire Department Operations at Target Hazards
- NFA R0831- Command and Control of Incident Operations
- NFA R0206 – Fire Investigation: Essentials
- NFA - Managing Fire Officer Program
- NFA R0612 - Wildland Urban Interface Firefighting for the Structural Company Officer
- Miscellaneous leadership and Incident Management workshops and/or seminars.
- Any All-Hazards Section Chief Course (Logistics, Finance, Operations, Planning)
- NFPA Fire Instructor II
- NFPA Fire Officer II
- NFPA Fire Officer III
- NWCG L-380- Fireline Leadership
- NWCG L-381- Incident Leadership
- NWCG S-215- Fire Operations in the Wildland/Urban Interface
- NWCG S-290- Intermediate Wildland Fire Behavior
- NWCG S-231- Engine Boss
- NWCG S-330- Strike Team/Task Force Leader
- NWCG S-336- Fire Suppression Tactics
- NWCG S-300- Extended Attack Incident Command
- NWCG S-390- Introduction to Wildland Fire Behavior Calculation
- NWCG S-339- Division/Group Supervisor

Self-Study

The following list identifies some of the material to enhance your officer development; this will require both existing officers and aspiring officers to engage in their self-development. This core list will not change often but will be dynamic to allow us to incorporate new sources of information.

- Core Study Material (i.e. the first thing an aspiring officer should study)
 - Brannigan’s Building Construction for the Fire Service, 5th Edition (978-1284136135)
 - Effective Supervisory Practices, 5th Edition, 2013, ICMA (978-0873267748)
 - Fire Officer Principles and Practices, 3rd Edition, 2015, Michael Ward, NFPA, Jones and Bartlett Learning (978-1284068368)
 - IFSTA Fire and Emergency Services Company Officer, 5th Edition
 - Fire Department Incident Safety Officer, 3rd Edition, 2016, (David W. Dodson)(978-1284041958)
 - IFSTA Essentials of Firefighting, 6th Edition (978-0133140804)
- Additional Material

Below are examples of various books, manuals, and periodicals that can enhance your self-study and knowledge

Books and periodicals

- Fire Periodicals – Stay current
- Strategic and Tactical Considerations on the Fireground, 4th edition (Smith)(978-0134442648)

- Incident Management for the street-smart Fire Officer, Coleman (2008) (978-1593701505)
 - Managing Major Fires, Coleman (978-0912212968)
 - Truck Company Operations, 2nd edition, Mittendorf (978-1593702182)
 - Fire Officer's Handbook of Tactics, 4th edition, Norman (978-1593702793)
 - Fire Service Instructor, 8th edition, IFSTA (978-0-87939-441-7)
 - Leadership – Theory and Practice, 8th edition, Northouse (978-1506362311)
 - 21 Irrefutable Laws of Leadership, Maxwell (978-0785289357)
 - Sway: Irresistible Pull of Irrational Behavior, Brafman (978-0385530606)
 - The Challenger Launch Decision: Risky Technology, Culture, and Deviance at NASA, Vaughan (978-0226851761)
 - Command Safety, Brunacini (978-0974753416)
- Centerpoint Leadership recommended reading:
- Extreme Ownership, Jocko Willink (978-1760558208)
 - It's Your Ship: Management Techniques From the Best Damn Ship in the Navy, Michael Abrashoff (978-1455523023)
 - Leaders Eat Last, Simon Sinek (978-1591848011)
 - Turn the Ship Around! (A True Story of Turning Followers into Leaders), David Marquet (978-1591846406)
 - Who Moved My Cheese, Spencer Johnson (978-0399144462)
 - Crucial Conversations, Patterson, Grenny, McMillan, Switzler (978-0071771320)
 - 7 Habits of Highly Effective People, Stephen Covey (978-1451639612)
- Additional recommendations from Centerpoint Leadership:
- The Mission, The Men and Me, Pete Blaber (978-0425236574)
 - Team of Teams, General Stanley McChrystal (978-1591847489)
 - Daring Greatly, Brené Brown (978-1592408412)
 - The Speed of Trust, Stephen Covey (978-1416549000)
 - The Five Dysfunctions of a Team: A Leadership Fable, Patrick Lencioni (978-0787960759)
 - Leadership and Self-Deception, The Arbinger Institute, 2nd Edition, (978-1576759776)
 - When In Doubt, Lead! The Leader's Guide to Enhanced Employee Relations in the Fire Service, Dennis Compton (978-0879391652)
 - Emotional Intelligence 2.0, Travis Bradberry (978-0553383713)
 - Pride & Ownership, A Firefighter's Love of the Job, Rick Lasky (978-1593700782)
 - Semper Fi, Business Leadership the Marine Corps Way, Dan Carrison (978-0814472729)
 - 21 Irrefutable Laws of Leadership, John Maxwell (978-0785288374)
 - Start with Why, Simon Sinek (978-1591846444)
 - From Buddy to Boss, Chase Sargent (978-1593700751)
 - Duty First: A Year in the Life of West Point and the Making of American Leaders, Ed Riggero (978-0060931339)

- The Desire to Serve: Servant Leadership for Fire and Emergency Services, Eric Russell (978-0982882580)
- The Four Agreements, don Miguel Ruiz (978-1878424310)
- Leadership 101, John Maxwell (978-0785264194)
- Tribes, Seth Godin (978-1591842330)
- Strengths Based Leadership: Great Leaders, Team, and Why People Follow, Tom Rate and Barry Conchie (978-1595620255)
- First, Break All the Rules: What the World's Greatest Managers Do Differently, Marcus Buckingham and Curt Coffman (978-1595621115)
- Crucial Accountability, Patterson, Grenny, Maxfield, McMillan, Switzler (978-0071829311)
- The Leadership Challenge, Kouzes & Pozner (978-1119278962)
- The One Minute Manager, Kenneth Blanchard & Spencer Johnson (978-0425093986)
- The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever, Michael Bungay Stanier (978-0978440749)
- Radical Candor: Be a Kick-Ass Boss Without Losing Your Humanity, Kim Scott (978-1250103512)

Websites

- UL Firefighter Safety Research Institute: ulfirefightersafety.org
- WFCM Daily Dispatch: dailydispatch.com/subscribe.asp
- NIOSH: bfrl.nist.gov/
- NIST – Fire Research: bfrl.nist.gov/866/frd.htm
- Crew Resource Management crewresourcemanagement.net
- Everyone Goes Home: everyonegoeshome.com/
- Firefighter Close Calls: firefighterclosecalls.com/
- Firefighter Near Miss: firefighternearmiss.com/home.do
- Lexipol (Gordon Graham): lexipol.com/
- USFA Coffee Break Training: [usfa.fema.gov/](http://usfa.fema.gov/training.fema.gov/IS/crslist.asp)
- FEMA Independent Study: training.fema.gov/IS/crslist.asp
- RITA (Oregon training): orrta.com/
- Wildland Leadership Training fireleadership.gov
- Blue Card, Brunacini bshifter.com

How to Be Successful

While UFA can identify certain course work requirements to be met for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a captain truly successful. The key leadership competencies for this position include:

COMMUNICATION

- Expresses ideas and exchanges information clearly and persuasively
- Communicates effectively with all levels of the organization
- Effectively collaborates, using consensus building skills
- Communicates information, either in writing or verbally, in a clear, concise, organized, and understandable manner

CONFLICT AND STRESS MANAGEMENT

- Resolves disputes using investigative techniques and negotiation skills
- Enhances collaboration among individuals and groups by using consensus building skills
- Deals effectively with stressful situations and manages the stress of others
- Controls and contains disagreements and conflicts

CUSTOMER SERVICE (Internal and External Customers)

- Demonstrates a customer service orientation
- Understands the purpose of the Unified Fire Authority including its customers, its services and its measures of effectiveness
- Responds to customer needs, questions and concerns
- Seeks out, and acts upon, opportunities to promote and improve the image of the Unified Fire Authority
- Perceives and relates to the needs of others, including the public and other employees, in a compassionate and considerate manner

INITIATIVE

- Seeks out, and acts upon, opportunities to improve oneself as well as the Unified Fire Authority
- Demonstrates commitment to the vision, mission and values of UFA
- Is willing and motivated to do the work required of the position
- Acts with the Expectations of UFA Leaders in mind
- Follows through on commitments

JUDGMENT/DECISION MAKING

- Applies the vision, mission and values of the Unified Fire Authority when making decisions
- Makes decisions that reflect the Expectations of UFA Leaders
- Makes decisions that facilitate effective change
- Understands when and how to elevate issues
- Has the courage to take a stand
- Analyzes data and information from a variety of sources, and in various situations, and arrives at logical decisions
- Demonstrates the ability to evaluate and modify decisions based on new information

LEADERSHIP

- Demonstrates the Expectations of UFA Leaders
- Acts in accordance with the vision, mission and values of the Unified Fire Authority
- Embraces change to enhance efficiency and effectiveness
- Understands and promotes team behavior
- Possesses the ability to effectively coach and counsel
- Behaves in ways that demonstrate trust and build confidence

- Inspires loyalty and commitment

PLANNING AND ORGANIZING

- Organizes, prioritizes and plans schedules and activities
- Effectively delegates
- Assesses and balances competing values, priorities or work assignments
- Effectively manages change
- Analyzes and sets long and short range goals and establishes structure, guidelines and processes for achieving those goals
- Effectively manages programs and projects by defining, evaluating, and revising plans and objectives, setting goals, creating a time line, identifying and securing necessary resources

PROBLEM ANALYSIS

- Takes the initiative in solving or helping to resolve problems
- Possesses strong analytical skills, including the ability to think strategically and creatively
- Develops the pros and cons of an issue
- Thoroughly examines and considers available alternatives; is open to new ideas
- Use differences of opinion to build alternative solutions to problems or concerns

TECHNICAL COMPETENCE

- The possession and demonstration of related knowledge, skills and abilities

NOTE With regard to the ‘incident exercise’ portion of the assessment process, the pertinent competencies will be broken-down further to specifically relate to that exercise and that rating criteria.

General Overview of the Selection Process

- Promotional Registry Created (Structured process, and with an invitation to Local 1696 to observe)
 - Written exam (as an initial hurdle)
 - Assessment process with external evaluators
 - Seniority is factored as part of the final score
- Selection (Subjective process, and with an invitation to Local 1696 to observe, with the exception of final deliberations)
 - When vacancies occur, the Merit Coordinator certifies a list from the promotional register following the ‘rule of three’ (considering the top three ranked candidates from the list for the first vacancy plus one additional candidate for each additional vacancy) for the Fire Chief to consider
 - Review of actual performance and behavior (evaluations, 360s, etc.)
 - The Fire Chief or designee has the discretion to select any of the candidates from the certified list of individuals from the ‘rule of three’ process

Formal testing process is anticipated to be administered during the Spring of even-numbered years (i.e. 2020, 2022, 2024, etc.).

Unit Leader Positions – Non-Operational:

Several divisions have allocations in which the responsibilities are commensurate with the captain rank. When identified, these opportunities have historically been limited only to operations captains. With the implementation of this Development Plan, firefighter specialists as well as captains may compete for these positions/promotional opportunities through a selection process (see below).

If one is promoted, they maintain their last promoted operations/merit position as their operational rank (i.e. Paramedic, Engineer, Specialist etc.). The individual will be compensated at the captain rate on the Firefighter Pay Plan for the period of time that they hold the unit leader position. If the individual were to transition to another position at a future date, they would be compensated in accordance with the pay rate established for the position they are transitioning to.

When the selected individual fills operations constant-staffing shifts (at their operational rank), he or she will be compensated at the platoon/field hourly rate of their operational rank for those hours. Any overtime generated as a result of working those hours will be paid at time and one-half of the regular rate (as defined by the Fair Labor Standards Act) for that workweek.

SPECIFIC POSITIONS

Deputy Fire Marshal

General Overview of the Selection Process

- Selection processes conducted only as needed when vacancies occur
- Interested individuals submit a resume and cover letter for consideration
- Structured interview process with internal and external evaluators (with an invitation to Local 1696 to observe, with the exception of final deliberations)
- Additional assessment if necessary (practical skills and/or a written test)
- Individuals are selected at the conclusion of the process for the vacancy(ies) that exist; no on-going registry is established

Unified Fire Authority will strive to fill any vacancy at the Unit Leader position from within the organization. However, if following a complete, internal recruitment process, no candidate is selected, the Fire Chief may choose to conduct an external hiring process.

Battalion Chief

Minimum Requirements to compete (beginning with the testing process in 2021):

- Currently serving as a Captain or a Division Chief
- **Either:**
 - o Nine (9) years in a firefighter position, with two (2) of those as a Captain, **with a Bachelor Degree (or higher) from an institution listed in the U.S. Department of Education's Office of Post-Secondary Education (OPE) database**
 - OR**
 - o Thirteen (13) years in a firefighter position, with two (2) of those as a Captain, **with an Associate's Degree** from an institution listed in the U.S. Department of Education's Office of Post-Secondary Education (OPE) database
- Two years at the operational rank of captain with a minimum of one (1) year on an engine or ladder
- Successful completion of the UFA Fire Battalion Chief Apprenticeship Program to include: Bootcamp, Position Task Book, Mentorship, and Acting-In (when implemented).
In the future, this program may include a type of Assessment Process mirroring the promotional exam, in order to qualify a candidate prior to Acting-In. Candidates may begin this process at the 7-year mark in preparation for the promotional process.

Required Trainings & Certifications:

- Successful completion of FEMA ICS 400 Advanced ICS for Command and General Staff within one (1) year of promotion
- Successful completion of the Professional Leadership Development Program (within one year of selection, or as offered)
- Completion of one (1) of the following NFA courses within two (2) years of promotion.
 - o NFA- Command and Control Decision Making at Multiple Alarm Incidents (R0297, 6 Day)
 - o NFA- Command and Control of Fire Department Operations at Target Hazards (R0314/R0825, 6 Day)
 - o NFA- Command and Control of Incident Operations (R0312/R0831, 6 Day)
 - o NFA- Command and Control of Fire Department Operations at Natural and Man-Made Disasters (R0308, 10 Day)
 - o NFA- Hazardous Materials Incident Commander (R0243, 6 Day)
 - o NFA- Incident Command System for Structural Collapse Incidents (R0322, 2 Day)

Additional Training That Supports Development:

- NFPA Fire Instructor II & III
- NFPA Fire Officer III & IV

- Miscellaneous leadership and Incident Management workshops/conferences
- Public Information Officer
- NWCG L-480 Organizational Leadership
- NWCG L-481 Advanced Leadership for Command and General Staff
- NWCG S-330 Task Force/Strike Team Leader
- NWCG S339 Division/Group Supervisor
- NWCG S-336 Tactical Decision Making
- NWCG S-339 Division/Group Supervisor
- NWCG S-390 Introduction to Wildland Fire Behavior Calculations
- NWCG S-420 Command and General Staff
- NFA- Executive Fire Officer Program
- NFA- Command and Control of Wildland/Urban Interface Fire Operations for the Structural Chief Officer (F0612, 2 Day)

How to Be Successful:

While UFA can identify certain course work requirements to increase knowledge and prepare for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a Battalion Chief truly successful. The key leadership competencies for this position include:

COMMUNICATION

- Expresses ideas and exchanges information clearly and persuasively
- Communicates effectively with all levels of the organization
- Effectively collaborates, using consensus building skills
- Communicates information, either in writing or verbally, in a clear, concise, organized, and understandable manner

CONFLICT AND STRESS MANAGEMENT

- Resolves disputes using investigative techniques and negotiation skills
- Enhances collaboration among individuals and groups by using consensus building skills
- Deals effectively with stressful situations and manages the stress of others
- Controls and contains disagreements and conflicts

CUSTOMER SERVICE (Internal and External Customers)

- Demonstrates a customer service orientation
- Understands the purpose of the Unified Fire Authority including its customers, its services and its measures of effectiveness
- Responds to customer needs, questions and concerns
- Seeks out, and acts upon, opportunities to promote and improve the image of the Unified Fire Authority
- Perceives and relates to the needs of others, including the public and other employees, in a compassionate and considerate manner

INITIATIVE

- Seeks out, and acts upon, opportunities to improve oneself as well as the Unified Fire Authority
- Demonstrates commitment to the vision, mission and values of UFA
- Is willing and motivated to do the work required of the position
- Acts with the Expectations of UFA Leaders in mind
- Follows through on commitments

JUDGMENT/DECISION MAKING

- Applies the vision, mission and values of the Unified Fire Authority when making decisions
- Makes decisions that reflect the Expectations of UFA Leaders
- Makes decisions that facilitate effective change
- Understands when and how to elevate issues
- Has the courage to take a stand
- Analyzes data and information from a variety of sources, and in various situations, and arrives at logical decisions
- Demonstrates the ability to evaluate and modify decisions based on new information

LEADERSHIP

- Demonstrates the Expectations of UFA Leaders
- Acts in accordance with the vision, mission and values of the Unified Fire Authority
- Embraces change to enhance efficiency and effectiveness
- Understands and promotes team behavior
- Possesses the ability to effectively coach and counsel
- Behaves in ways that demonstrate trust and build confidence
- Inspires loyalty and commitment

PLANNING AND ORGANIZING

- Organizes, prioritizes and plans schedules and activities
- Effectively delegates
- Assesses and balances competing values, priorities or work assignments
- Effectively manages change
- Analyzes and sets long and short range goals and establishes structure, guidelines and processes for achieving those goals
- Effectively manages programs and projects by defining, evaluating, and revising plans and objectives, setting goals, creating a time line, identifying and securing necessary resources

PROBLEM ANALYSIS

- Takes the initiative in solving or helping to resolve problems
- Possesses strong analytical skills, including the ability to think strategically and creatively

- Develops the pros and cons of an issue
- Thoroughly examines and considers available alternatives; is open to new ideas
- Use differences of opinion to build alternative solutions to problems or concerns

TECHNICAL COMPETENCE

- The possession and demonstration of related knowledge, skills and abilities

NOTE With regard to the ‘incident exercise’ portion of the assessment process, the pertinent competencies will be broken-down further to specifically relate to that exercise and that rating criteria.

General Overview of the Promotional Process

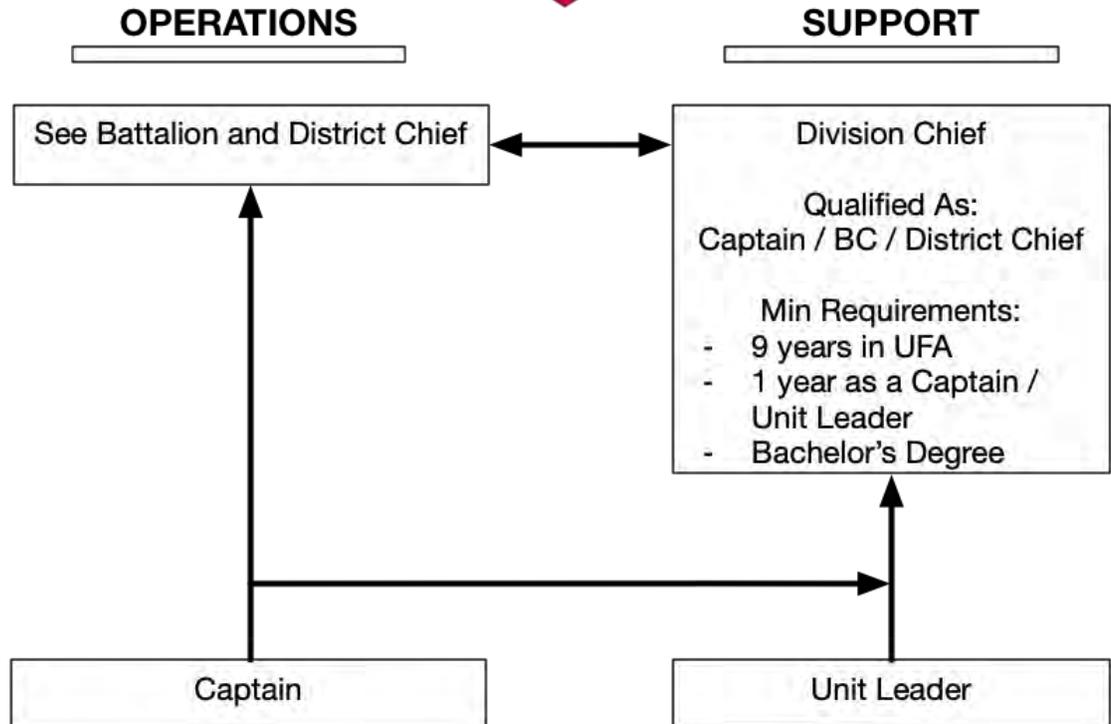
- Registry Formation (structured, and with an invitation for observation to a representative of Local 1696, who is at the firefighter or specialist level [two ranks below])
 - Written exam (as an initial hurdle)
 - Assessment process with external evaluators
 - Seniority is factored as part of the final score
- Selection (Subjective—no invitation for observation to Local 1696)
 - When vacancies occur, the Merit Coordinator certifies a list from the promotional register following the ‘rule of three’ (considering the top three ranked candidates from the list for the first vacancy plus one additional candidate for each additional vacancy) for the Fire Chief to consider
 - Review of actual performance and behavior (evaluations, 360s, etc.)
 - The Fire Chief or designee has the discretion to select any of the candidates from the certified list of individuals from the ‘rule of three’ process
- Formal test is anticipated to be administered during the Spring of odd-numbered years (i.e. 2019, 2021, 2023, etc.)

Division Chief (Support) to Battalion Chief (Ops) Process:

If the individual selected is currently a Division Chief, with the operational rank of Captain, he or she will have the option of choosing to be promoted and transfer to the Battalion Chief position in Operations, or be promoted to the operational rank of Battalion Chief and remain in his or her current Division Chief position. If the individual elects to remain as a Division Chief, then a new selection process as described above will be conducted to fill the Battalion Chief vacancy.

7 – Division Chief

**UFA Position Flow Chart
Division Chief**



Division Chief

Minimum Requirements to apply:

- Currently serving as a Unit Leader, Captain, Battalion Chief, or District Chief
- Nine (9) years in a firefighter position, one (1) of which has been as a Captain or Unit Leader
- Bachelor's Degree (or higher) from an institution listed in the U.S. Department of Education's Office of Post-Secondary Education (OPE) database (the degree requirement is effective beginning April 2021; until that time, an Associate's Degree is required)

Required Training & Certifications:

- Successful completion of ICS 400 Advanced ICS for Command and General Staff within one (1) year of selection
- Successful completion of the Professional Leadership Development Program (within one year of selection, or as offered)
- L280 Leadership to Followership within one (1) year of promotion

Depending on the specific position, there may be additional job-specific requirements as determined by the appropriate Assistant Chief and as indicated on the recruitment notice

Desired Training & Certifications (any of the following):

- Center for Public Safety Excellence Certified Chief Fire Officer
- Salt Lake County Supervisory Certificate Program
- Salt Lake County Management Certificate Program
- Salt Lake County Supervisor Boot Camp
- University of Utah Business Essentials Certificate Program
- University of Utah Director Essentials Certificate Program
- University of Utah Management Essentials Certificate Program
- Master of Public Administration Degree
- Master of Business Administration Degree
- Master of Science – Fire Science Degree
- Master of Science – Emergency Management Degree
- Master of Science – Homeland Security Degree

Specific Positions:

LOGISTICS DIVISION CHIEF

EMERGENCY MANAGEMENT DIVISION CHIEF (SALT LAKE COUNTY EMERGENCY MANAGER)

EMS DIVISION CHIEF

FIRE PREVENTION DIVISION CHIEF (SALT LAKE COUNTY FIRE MARSHAL)

SPECIAL ENFORCEMENT DIVISION CHIEF

SPECIAL OPERATIONS / URBAN SEARCH & RESCUE DIVISION CHIEF
(US&R PROGRAM MANAGER)

FIRE TRAINING DIVISION CHIEF (WILL BE FILLED BY AN OPERATIONS
BATTALION CHIEF – SELECTED BY THE EMERGENCY OPERATIONS
ASSISTANT CHIEF)

WILDLAND DIVISION CHIEF

How to Be Successful:

While UFA can identify certain course work requirements to increase knowledge and prepare for promotional opportunities, it is difficult to provide training for some of the key components or characteristics that make a Division Supervisor truly successful. Some of the key characteristics for this position may include:

COMMUNICATION

- Expresses ideas and exchanges information clearly and persuasively
- Communicates effectively with all levels of the organization
- Effectively collaborates, using consensus building skills
- Communicates information, either in writing or verbally, in a clear, concise, organized, and understandable manner

CONFLICT AND STRESS MANAGEMENT

- Resolves disputes using investigative techniques and negotiation skills
- Enhances collaboration among individuals and groups by using consensus building skills
- Deals effectively with stressful situations and manages the stress of others
- Controls and contains disagreements and conflicts

CUSTOMER SERVICE (internal and external customers)

- Demonstrates a customer service orientation
- Understands the purpose of the Unified Fire Authority including its customers, its services and its measures of effectiveness
- Responds to customer needs, questions and concerns
- Seeks out, and acts upon, opportunities to promote and improve the image of the Unified Fire Authority
- Perceives and relates to the needs of others, including the public and other employees, in a compassionate and considerate manner

INITIATIVE

- Seeks out, and acts upon, opportunities to improve oneself as well as the Unified Fire Authority
- Demonstrates commitment to the vision, mission and values of UFA
- Is willing and motivated to do the work required of the position
- Acts with the Expectations of UFA Leaders in mind
- Follows through on commitments

JUDGMENT/DECISION MAKING

- Applies the vision, mission and values of the Unified Fire Authority when making decisions
- Makes decisions that reflect the Expectations of UFA Leaders
- Makes decisions that facilitate effective change
- Understands when and how to elevate issues
- Has the courage to take a stand
- Analyzes data and information from a variety of sources, and in various situations, and arrives at logical decisions
- Demonstrates the ability to evaluate and modify decisions based on new information

LEADERSHIP

- Demonstrates the Expectations of UFA Leaders
- Acts in accordance with the vision, mission and values of the Unified Fire Authority
- Embraces change to enhance efficiency and effectiveness
- Understands and promotes team behavior
- Possesses the ability to effectively coach and counsel
- Behaves in ways that demonstrate trust and build confidence
- Inspires loyalty and commitment

PLANNING AND ORGANIZING

- Organizes, prioritizes and plans schedules and activities
- Effectively delegates
- Assesses and balances competing values, priorities or work assignments
- Effectively manages change
- Analyzes and sets long and short-range goals and establishes structure, guidelines and processes for achieving those goals
- Effectively manages programs and projects by defining, evaluating, and revising plans and objectives, setting goals, creating a time line, identifying and securing necessary resources

PROBLEM ANALYSIS

- Takes the initiative in solving or helping to resolve problems
- Possesses strong analytical skills, including the ability to think strategically and creatively

- Develops the pros and cons of an issue
- Thoroughly examines and considers available alternatives; is open to new ideas
- Use differences of opinion to build alternative solutions to problems or concerns

TECHNICAL COMPETENCE

- The possession and demonstration of related knowledge, skills and abilities

General Overview of the Promotion Process

- Selection process conducted only as needed when vacancies occur
- Interested individuals submit a resume and cover letter for consideration
- Structured Interview process with internal and external evaluators (structured, and with an invitation for observation to a representative of Local 1696, who is at the firefighter or specialist level)
- 360 evaluations
- Additional assessment if necessary (practical skills and/or a written test)
- Individuals are selected at the conclusion of the process for the vacancy(ies) that exist; no on-going registry is established

Due to the amount of specialty training and background needed within identified divisions, it may be difficult to find a captain or battalion chief that has the requisite training and knowledge to successfully take on the role of a division chief within that realm.

Therefore, unit leaders serving within those divisions may compete for these positions/promotional opportunities, as along with captains and battalion chiefs through the selection process described above.

If a unit leader or captain is promoted to division chief, they maintain their last promoted operations/merit position as their operational rank (i.e. Paramedic, Specialist, Captain). The individual will be compensated at the Division Chief rate on the Firefighter Pay Plan for the period of time that they hold the Division Chief position. If the individual were to transition to another position at a future date, they would be compensated in accordance with the pay rate established for the position they are transitioning to.

When the selected individual fills operations constant-staffing shifts (at their operational rank), he or she will be compensated at the platoon/field hourly rate of their operational rank for those hours. Any overtime generated as a result of working those hours will be paid at time and one-half of the regular rate (as defined by the Fair Labor Standards Act) for that workweek.

Division Chief (Support) to Battalion Chief (Ops) Process:

If a Division Chief, with the operational rank of Captain, is selected from the Battalion Chief promotional process, he or she has the option of choosing to be promoted and transfer to the Battalion Chief position in Operations, or be promoted to the operational rank of Battalion Chief and remain in his or her current Division Chief position. If the individual elects to remain as a Division Chief, then a new selection process will be conducted to fill the Battalion Chief vacancy as described in the Battalion Chief section.

Note:

Unified Fire Authority will strive to fill any vacancy for this position inside the organization. However, if following a complete, internal recruitment notice or process, there are no interested or qualified candidates to fill this role, the Fire Chief may choose to conduct an external hiring process.

8 – District Chief

**UFA Positional Flow Chart
District Chief**



OPERATIONS

SUPPORT

District Chief

Qualified As:
Battalion Chief

Min Requirements:

- 11 years in UFA
- 2 years as Battalion Chief
- Bachelor's Degree

See Battalion Chief

See Division Supervisor

Captain

District Chief

Minimum Requirements to compete:

- Currently serving as a UFA Battalion Chief
- Ten (10) years in a firefighter position, one (1) of which has been as an Operations Battalion Chief
- Bachelor’s Degree (or higher) from an institution listed in the U.S. Department of Education’s Office of Post-Secondary Education (OPE) database (the degree requirement is effective beginning April 2021; until that time, an Associate’s Degree is required)
- Completion of a UFA District Chief Position Task Book (when implemented)

Required Training & Certifications:

- None additional

Desired Training & Certifications (any of the following):

- Center for Public Safety Excellence Certified Chief Fire Officer
- Salt Lake County Supervisory Certificate Program
- Salt Lake County Management Certificate Program
- Salt Lake County Supervisor Boot Camp
- University of Utah Business Essentials Certificate Program
- University of Utah Director Essentials Certificate Program
- University of Utah Management Essentials Certificate Program
- Master of Public Administration Degree
- Master of Business Administration Degree
- Master of Science – Fire Science Degree
- Master of Science – Emergency Management Degree
- Master of Science – Homeland Security Degree

Additional Training That Supports Development:

- NFPA Fire Instructor II & III
- NFPA Fire Officer III & IV
- Miscellaneous leadership and Incident Management workshops/conferences
- Public Information Officer
- NWCG Division/Group Supervisor
- NWCG L-480- Organizational Leadership in the Fire Service
- NWCG L-481- Advanced Leadership for Command and General Staff
- NWCG S-330- Task Force/Strike Team Leader
- NWCG S-336- Tactical Decision Making
- NWCG S-339- Division/Group Supervisor
- NWCG S-390- Introduction to Wildland Fire Behavior Calculations
- NWCG S-420- Command and General Staff
- NFA- Executive Fire Officer Program
- NFA- Command and Control of Fire Department Operations at Target Hazards

- NFA- Command and Control of Incident Operations
- NFA- Command and Control of Wildland/Urban Interface Fire Operations for the Structural Chief Officer
- NFA- Hazardous Materials Incident Commander

General Overview of the Selection Process

- Selection process conducted only as needed when vacancies occur
- Interested individuals submit a resume and cover letter for consideration
- Structured Interview process with internal and external evaluators (structured, and with an invitation for observation to a representative of Local 1696, who is at the firefighter, specialist, or captain level [a minimum of two ranks below])
- 360 evaluations
- Additional assessment if necessary (practical skills and/or a written test)
- Individuals are selected at the conclusion of the process for the vacancy(ies) that exist; no on-going registry is established

Note:

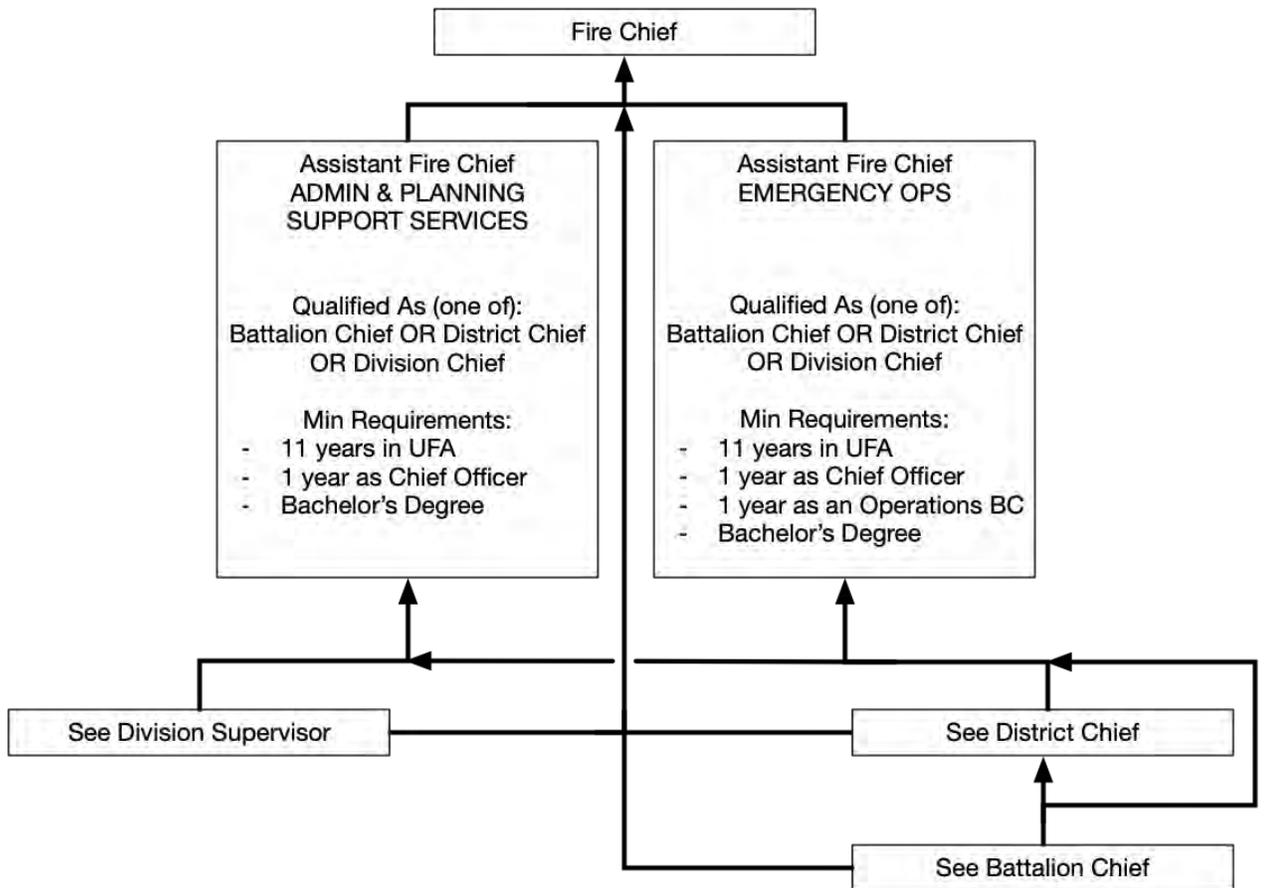
Unified Fire Authority will strive to fill any vacancy for this position inside the organization. However, if following a complete, internal recruitment notice or process, there are no interested or qualified candidates to fill this role, the Fire Chief may choose to conduct an external hiring process.

9 – Assistant Chief

UFA Positional Flow Chart Assistant Chief



ADMINISTRATION



Assistant Chief

Responsibilities:

Assistant Chiefs manage a section that oversees multiple divisions (as designated below) and are responsible for performing executive level activities.

As a member of Unified Fire Authority's Command Staff, they assist the Fire Chief in planning, organizing, and directing all operation and programs. Each is authorized to act in the absence of the Fire Chief.

Specific Assignments:

Assistant Chiefs may be assigned to any one of the various sections in UFA. Currently the sections are outlined below, however, the names and portfolios are subject to change.

ADMINISTRATION AND PLANNING

Oversees Human Resources, Compliance and Records, Safety, Strategic Planning, Employee Development, Policy Development, Professional Standards, Special Enforcement, and Governmental Affairs

SUPPORT SERVICES

Oversees Emergency Management, Communications, Information Technology, Fire Prevention, and Logistics. This AC functions as an Executive Board Member and the Liaison Chief of US&R UT-TF1, of which UFA is the sponsoring agency.

EMERGENCY OPERATIONS

Oversees Emergency Response, Staffing, Wildland, EMS Division, Fire Training, and Standards of Cover.

Minimum Requirements:

- Currently serving as a Battalion Chief, Division Chief, or District Chief
- Eleven (11) years in a firefighter position, one (1) of which has been as a Battalion Chief or Division Chief
- For the Emergency Operations Assistant Chief position, one (1) year has to be as an Operations BC
- Bachelor's Degree (or higher) from an institution listed in the U.S. Department of Education's Office of Post-Secondary Education (OPE) database (the degree requirement is effective beginning April 2021; until that time, an Associate's Degree is required)

Desirable Qualifications:

- Master's Degree
- Basic and/or Advanced Fire Administrators Institute series
- Center for Public Safety Excellence Certified Chief Fire Officer
- National Fire Academy Executive Officer Program Graduate

General Overview of the Promotion Process

- Selection process conducted only as needed when vacancies occur
- Interested individuals submit a resume and cover letter for consideration

- Structured Interview process with internal and external evaluators (and with an invitation to Local 1696)
- 360 evaluations
- Individuals are selected at the conclusion of the process for the vacancy(ies) that exist; no on-going registry is established

Note:

Unified Fire Authority will strive to fill any vacancy for this position inside the organization. However, if following a complete, internal recruitment notice or process, no candidate is selected, the Fire Chief may choose to conduct an external hiring process.

10 – Fire Chief

**UFA Position Flow Chart
Fire Chief**



ADMINISTRATION

Fire Chief

Qualified As:
Chief Officer

Min Requirements:

- 11 years in UFA
- 2 years as Chief Officer
- Bachelor's Degree

Fire Chief

Responsibilities:

The Fire Chief is an exempt, at-will employee appointed by the Unified Fire Authority Board. The UFA Board is comprised of Mayors and Councilmembers of the member jurisdictions. Under broad policy guidance and direction from the Board, the Fire Chief plans, organizes, integrates and directs the full scope of operations and programs of the UFA.

Specific Assignments:

- Plans, implements, and directs all phases of the operations of UFA
- Develops & manages UFA’s Standards of Cover (SOC)
- Meets regularly with UFA’s Stakeholders to answer questions, make proposals, provide status reports and conduct other UFA business
- Works closely with the standing committees of the UFA Board, as well as special ad hoc committees
- Oversees the researching, reviewing and lobbying of State legislation relating to UFA
- Recommends budget priorities, presents and justifies program and budget recommendations to the Board and manages and monitors the UFA’s annual operating budget (approximately \$70 million) through appropriate fiscal measures
- Works cooperatively with IAFF Local 1696 on various employment-related issues, joint projects, committees, and other aspects of organizational development
- Establishes and coordinates the implementation of UFA standard operating rules, policies and procedures
- Establishes and maintains cooperative working relationships with other local fire protection agencies, local government

Routes to Fire Chief:

There are two options to become Fire Chief—internal and external. For the purpose of this plan only the internal qualifications are listed; however, requirements for external candidate may not greatly differ.

As always, the UFA Board of Directors reserves the right to define the minimum and preferred qualifications. The following examples are listed as a general guideline.

Minimum Requirements:

- Currently serving as a Battalion Chief, District Chief, Division Chief, or Assistant Chief within any section, district, division or battalion.
- 11 years in a firefighter position, two of which have been as a Chief Officer
- Bachelor’s Degree (or higher) from an institution listed in the U.S. Department of Education’s Office of Post-Secondary Education (OPE) database

Desirable Qualifications:

- Master’s Degree
- Basic and/or Advanced Fire Administrators Institute series
- Center for Public Safety Excellence Certified Chief Fire Officer
- National Fire Academy Executive Officer Program Graduate or certification as a Chief Fire Officer (CFO) through the Center for Public Safety Excellence

Additional Training That Supports Development:

- NFA- R0793 New Fire Chief
- NFA- R0645 Leadership in Supervision
- IAFC- Fire Service Executive Development Institute (FSEDI)



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